Invoice Summary

$7.5M
Total Revenue

Strong recurring base with 72.3% from Agreement invoices

30.3%
Top 3 Client Risk

Significant concentration with TechStart Inc at 15.0%

22.2%
Data Quality Issue

Office/Admin (INTERNAL) incorrectly classified as revenue
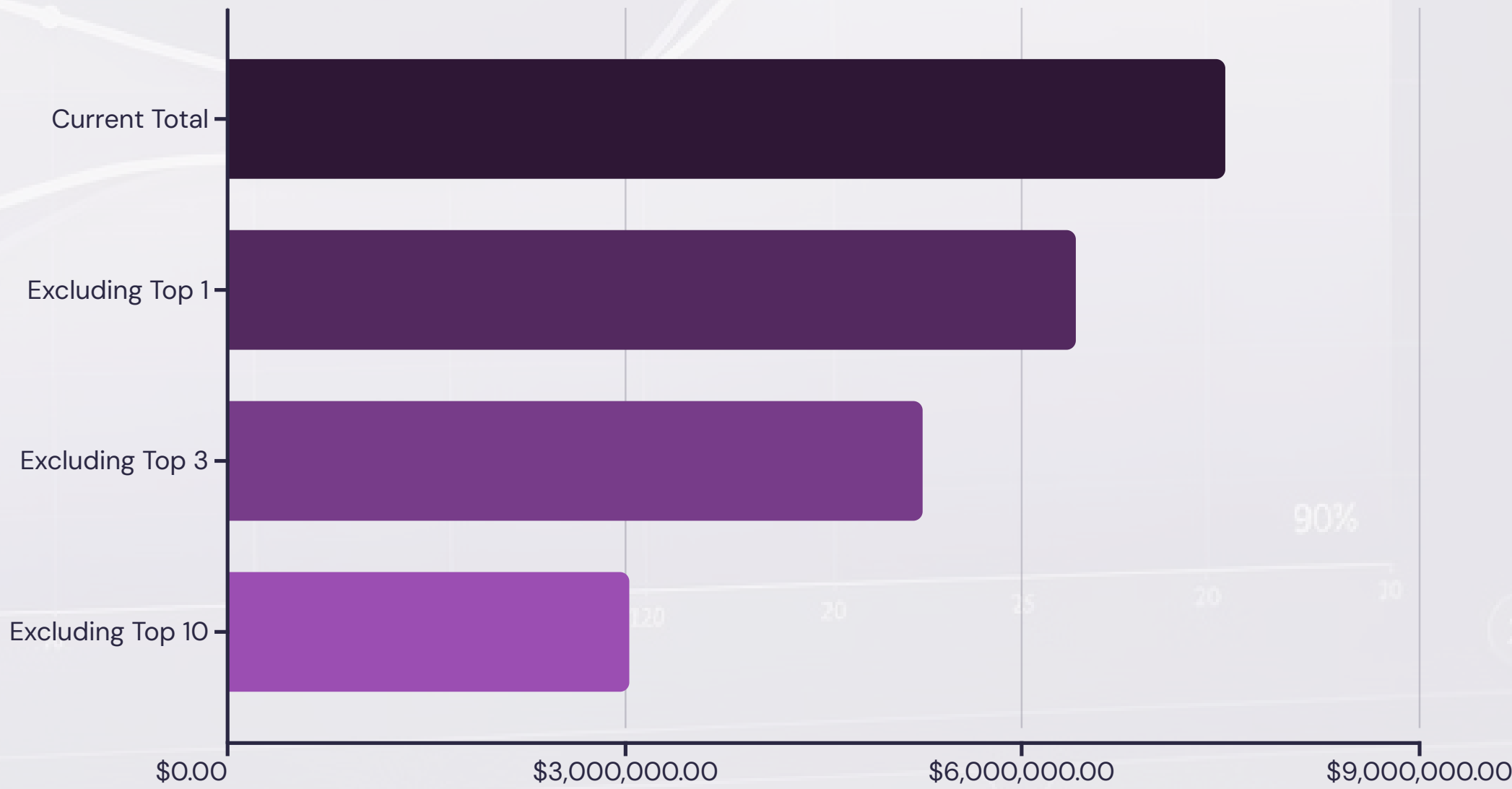
Revenue Mix Analysis

Invoice Type Breakdown

- **Agreement:** $5.4M (72.3%) – strong recurring backbone
- **Standard:** $2.0M (26.6%) – one-off deals
- **Credit Memo:** $57.6K (0.8%)
- **Down Payment:** $16.1K (0.2%)
- **Miscellaneous:** $15.1K (0.2%)

Category Distribution

- **Support:** $2.9M (39.0%)
- **Managed Services:** $2.6M (34.0%)
- **Office/Admin (INTERNAL):** $1.7M (22.2%) – red flag
- **Projects:** $350.8K (4.7%)
- **Service Desk:** $1.4K (0.0%)

Concentration Risk Scenarios

Critical Data Quality Issues

Recent months show revenue recorded as product_net (e.g., Nov 2025: $1.05M product vs $0 service), conflicting with 72.3% Agreement mix. Office/Admin (INTERNAL) at 22.2% distorts all KPIs including MRR, ARPU, and margins.

Revenue Volatility

Peak month Nov 2025 ($1.09M) driven by single TechStart Inc invoice ($524K = 6.96% of annual revenue). Low month Feb 2025 ($468.6K) near expected Agreement average of ~$453.5K monthly.

Immediate Actions Required

01

Rebuild Revenue Model

Exclude Office/Admin (INTERNAL) from external revenue, fix item-type mapping so Agreement lines post to recurring/service, enforce non-null category tagging

02

Concentration Mitigation

Validate contract terms for top 3 clients (30.3% of revenue), add QBRs and multi-year protections, produce loss-of-top-client forecast with pipeline coverage

03

Forecasting Framework

Derive clean MRR/ARR from $5.4M Agreement base, build separate hardware/product forecast, create MRR waterfall treating Standard as non-recurring add-ons
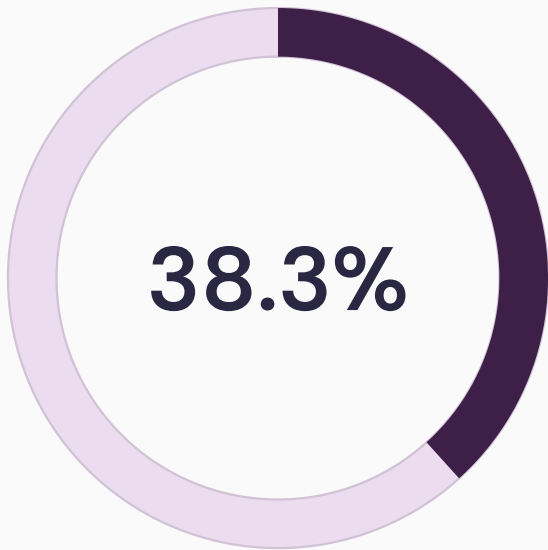
04

Data Governance

Standardize Credit Memo signs, ensure monthly revenue_net reconciles to product_net + service_net, add reconciliation checkpoint to monthly close process
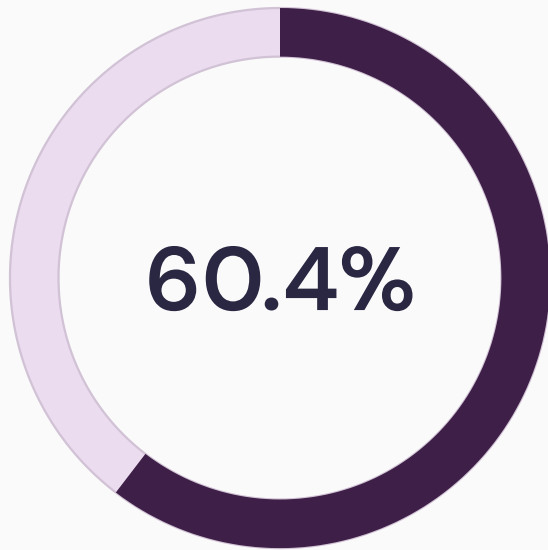
Ticket Summary

62.3%
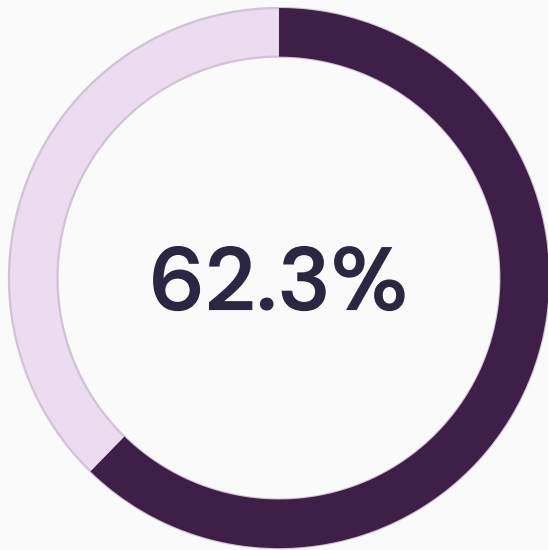
Open Backlog

35,581 tickets remain open or unresolved
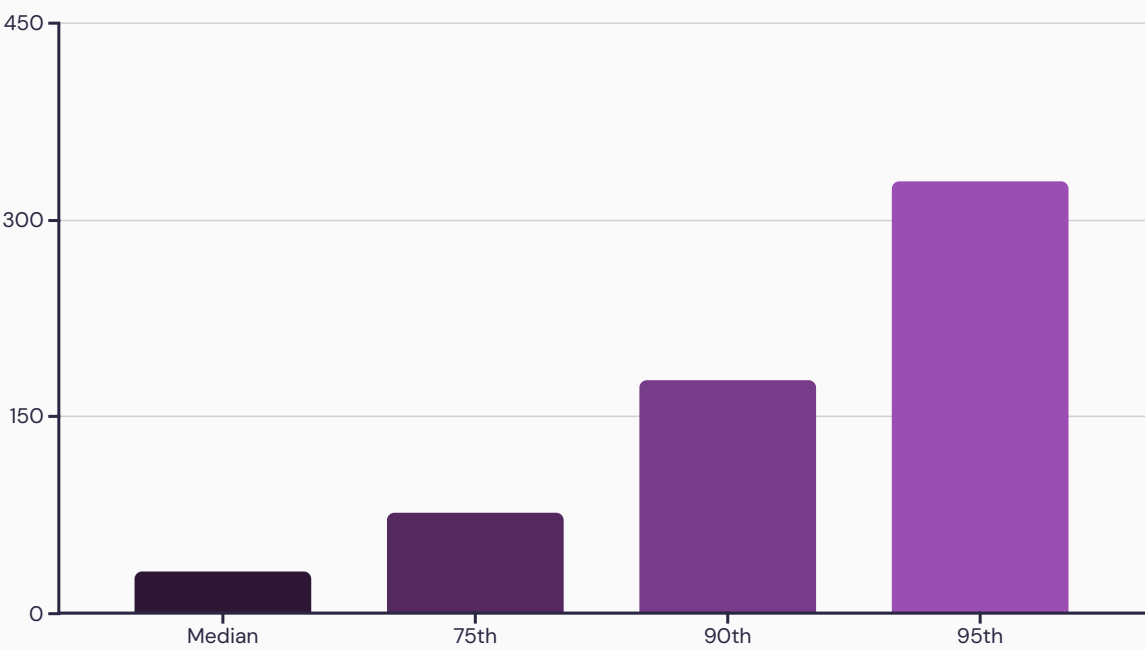
38.3%

After-Hours Demand

21,876 tickets arrive outside business hours

60.4%

AI-Addressable

34,513 ticket equivalents automatable

Resolution Time Distribution

Median resolution of 32.1 hours (1.3 days) appears healthy, but heavy long tail reveals systemic issues. P90 at 7.4 days and P95 at 13.7 days indicate minority of tickets experience severe delays.

Neediest Clients by Volume & Complexity

1
CATCHALL

10,815 tickets (18.9%) | After-hours: 27.1% | Median: 27.5h | Closed: 57.0%

Neediness Index: 0.76 - Fix company mapping at intake to route correctly

2
Coastal Realty Partners

4,572 tickets (8.0%) | After-hours: 50.1% | Median: 96.7h | Closed: 25.4%

Neediness Index: 0.47 - Deploy self-service, strict triage, backlog burn-down

3
Metro City Transit

4,345 tickets (7.6%) | After-hours: 50.3% | Median: 71.4h | Closed: 18.1%

Neediness Index: 0.40 - Define incident vs request split, on-call playbooks

4
Quantum Dynamics

4,995 tickets (8.7%) | After-hours: 31.3% | Median: 26.9h | Closed: 55.6%

Neediness Index: 0.39 - Automate repetitive requests to protect performance

AI Automation Opportunity

High Priority

23,722 tickets (41.5%)

100% addressable through automation

Medium Priority

26,977 tickets (47.2%)

40% addressable = 10,791 equivalents

Low Priority

6,419 tickets (11.2%)

0% addressable - requires human touch

Top 10 Priority Actions

Virtual Agent + Password/MFA Reset
Immediate impact on after-hours tickets

Intake Standardization
Eliminate 18.9% CATCHALL leakage

Auto-Triage & Assignment
Accelerate first response, improve closed rates

Self-Service Request Catalog
Pre-approve low-risk changes

Data Quality Note: Missing category fields (board/type/subtype/source/priority) prevent detailed breakdown analysis. Recommend adding these fields plus created/closed timestamps for trend analysis and seasonality detection.

Time Entry Summary

52,162
Total Hours
Labor cost: $1.72M at ~$33.05/hour fully loaded

78.8%
Billable Utilization
41,103 billable hours – conflicts with 41% internal share

41%
Internal Time
21,400 hours ($707K) – major opportunity to reduce

Workload Balance Analysis

High-Risk Burnout (81–82%)
- **jsmith:** 82.4% util, 2,262h
- **mdavis:** 81.9% util, 2,365h
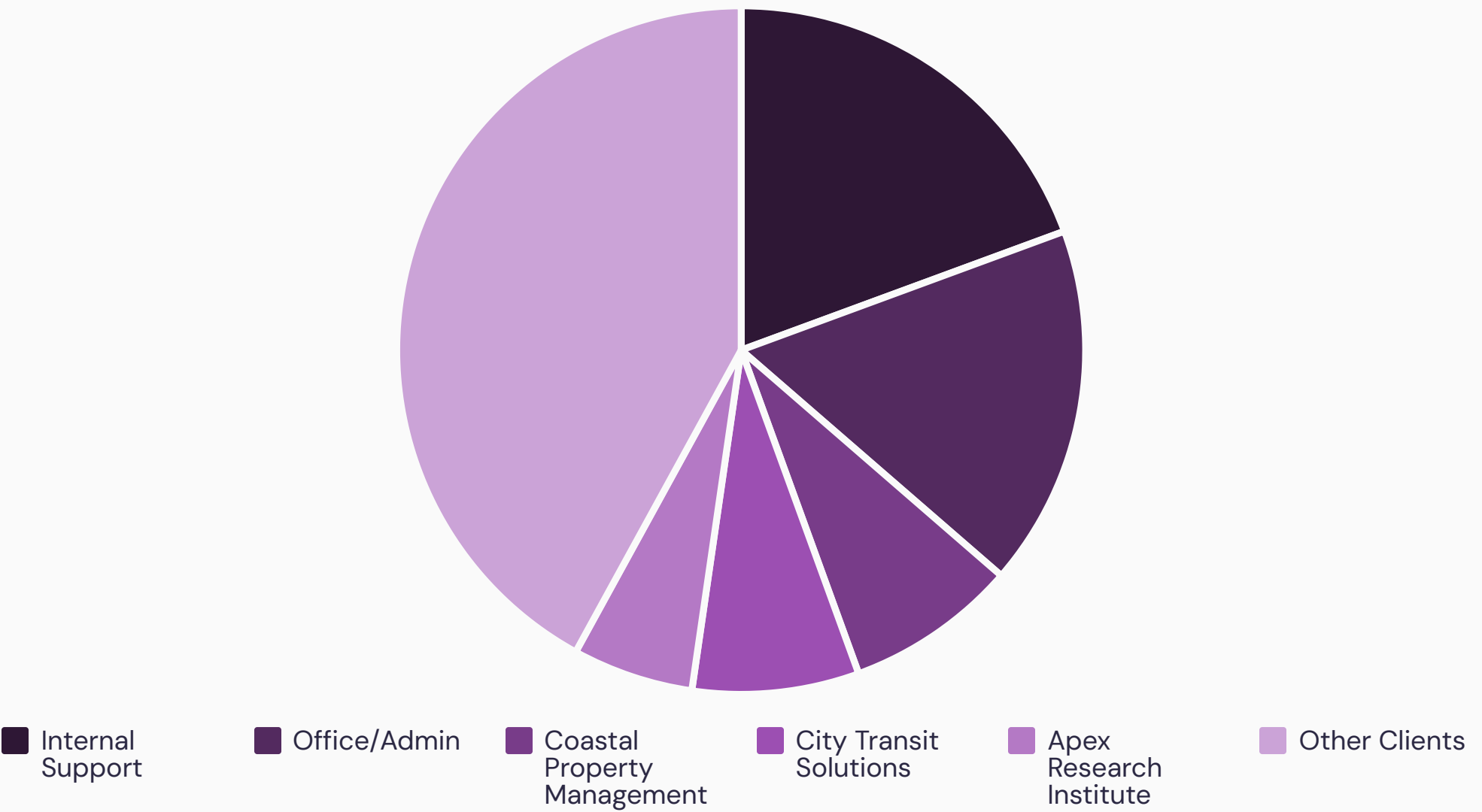- **kwilson:** 81.3% util, 2,359h

Action: Offload 10–15% of tickets to lower-utilized techs

Rebalancing Opportunity (75–77%)
- **aroberts:** 76.3% util, 2,335h
- **lchen:** 75.4% util, 2,295h

Action: Shift more billable work, reclassify time entries

Where Time Is Going

Legend: Internal Support | Office/Admin | Coastal Property Management | City Transit Solutions | Apex Research Institute | Other Clients

Internal Support and Office/Admin combined represent ~36% of all hours – the largest lever to reduce non-billable cost. Top 5 external clients dominate the book; ensure rates and SOWs align with effort invested.

Recommended Operational Changes

1 — Reduce Internal Time by 20%
60 days | Implement ticket templates, meeting caps, internal SLA, deflection tools. Target: internal hours ≤30% of total

2 — Rebalance Workload Bands
30 days | Target 76–82% utilization per tech, shift 10–15% from high-load techs. Reduce variance by 30%

3 — Tighten Time Hygiene
Ongoing | Weekly audits on top 5 clients, enforce activity codes, auto-prompts for >2h internal time. Target <2% discrepancy rate

4 — Convert Internal Projects
90 days | Create SOWs for client-facing work, require ROI case for internal. Target 50% reduction in internal project hours

5 — Control Weekend Work
Immediate | Require pre-approval, schedule maintenance windows. Reduce weekend hours from 2.8% to ≤2.0%

⚠ Data Inconsistency Alert
Billable utilization (78.8%) conflicts with internal share (41%). Clarify definitions and provide reconciliation tying to total hours.

📈 Trend Volatility
Hours peaked Oct (5,363h, 81.3%), dropped Nov (4,497h, 74.3%). Dec partial data (2,483h, 80.6%) suggests seasonality or capacity constraints.

🎯 Concentration Risk
Top 10 techs represent ~44%+ of total labor cost. Load heavily concentrated – rebalance to protect delivery continuity.

Follow-Up Data Needed: Provide FTEs and standard available hours to calculate true capacity utilization. Include billing rates by client/role and realized revenue to assess gross margin. Break out non-billable categories (training, presales, R&D, rework) to isolate reducible internal time.