DEMAIN GROWTH EXECUTIVE BRIEF

RelayHQ

B2B SaaS sample briefing for a 20-person company at roughly $3.2M ARR. Written to show how Demain compresses the week into operating signal, decisions, and forward motion instead of a loose set of dashboard screenshots.

REPORTING WEEK
April 6 to April 10, 2026

PREPARED FOR
Marcus Hale, CEO

BUSINESS
Retail operations workflow SaaS

PREPARED BY
Demain operating desk

BUSINESS PULSE

Week-ending operating snapshot

ARR

$3.24M

+8.1% quarter-to-date
April closed-won added one 78-seat enterprise expansion.

WEIGHTED PIPELINE

$612k

Four active deals in procurement; one has slipped beyond April.

NET REVENUE RETENTION

108%

Expansion remains healthy, driven by multi-location customers.

MONTHLY BURN

$84k

Up 19% vs January

AWS and model inference costs are the main driver.

CASH RUNWAY

11.2 mo

Comfortable today, but hiring and infra choices now matter.

GROSS CHURN

1.9%

One 42-seat account at risk

Root cause tied to slow onboarding and low admin adoption.

STRATEGIC ALERTS

Issues with CEO-level implications

Onboarding backlog is starting to affect retention risk.

Median time to first workflow launch rose from 16 to 23 days over the last six weeks. Three customers sold in March have not yet reached first value, and customer success is covering implementation gaps ad hoc. If this continues through April, the June logo-retention outlook weakens materially.

Infrastructure spend is rising faster than new gross margin.

AI-assisted exception handling is driving product engagement, but the feature is also pushing cloud and inference costs beyond the original Q2 plan. Without rate limiting, packaging changes, or model optimization, contribution margin on mid-market accounts will compress.

Enterprise segment is showing stronger upsell behavior.

Customers above 50 locations are adopting add-on automation modules faster than expected. This is the clearest signal that the company should keep leaning into multi-site operators rather than broadening toward smaller self-serve accounts.

DECISIONS QUEUE

Resolve this week to keep momentum

HIRING / CUSTOMER SUCCESS

Hire an implementation lead now, or bridge with contractors?

Option A: open a full-time implementation lead search and pull budget forward by one quarter. Option B: use a specialized onboarding contractor for 90 days while evaluating volume.

Recommendation: Take Option A and use a small contractor bridge only if needed. The bottleneck is now central to retention and expansion, which means it deserves an owner, not a temporary patch.

ROADMAP / MONETIZATION

Prioritize self-serve billing revamp or advanced analytics?

Option A: ship analytics for enterprise expansion conversations. Option B: rebuild billing and packaging to support clearer usage caps, overages, and lower support load.

Recommendation: Choose Option B. Packaging and usage controls directly protect gross margin and make the AI feature set easier to monetize. Analytics can follow once pricing mechanics are cleaner.

ACTION ITEMS

This week’s operating list

1. **CEO and product lead:** decide whether usage caps and rate limiting are part of the April release train.
2. **Customer success:** create a red-account plan for the at-risk 42-seat customer and get an exec sponsor call booked before Wednesday.

3. **Finance:** publish a weekly infra spend report by feature area so product tradeoffs are grounded in margin data.
4. **Revenue team:** push the delayed procurement deal to a dated mutual close plan or remove it from the April commit.

MARKET CONTEXT

Signals from the field

- **Competitor move:** a larger workflow competitor has rolled out usage-based automation pricing, which will make buyers more willing to compare cost-per-outcome instead of flat seat price alone.
- **Channel signal:** POS and ERP partners are putting more emphasis on integration marketplaces, which raises the value of RelayHQ's partner-facing product surface and shared pipeline.

WEEK AHEAD

Meetings with executive relevance

- **Monday 9:00 AM:** forecast review and April commit reset with revenue leadership.
- **Tuesday 2:00 PM:** onboarding process workshop and implementation owner role definition.
- **Wednesday 3:30 PM:** executive save call with the at-risk 42-seat account.
- **Thursday 10:00 AM:** product roadmap tradeoff session on pricing controls vs analytics.

Prepared April 10, 2026