

Financial Characteristics Framework

	Start Up	Growth	Maturity
Legal Structure	Simple	Evolving, Complex	Stable & Determined
Accounting System	Simple /Outsourced	Insourced & Operational Integration	Enterprise
Control	Forecast/Projection	Budget & Cash Management	Macro & Micro
Environment	Fluid	Controlled Expansion & Calculated Risk	Limited Risk & Slow Expansion
Analytic Essentials	<ul style="list-style-type: none"> •Benchmarking to Forecast/Projections •Basic Financial Statements •Cash Conversion Cycle (CCC) •Working Capital Management •Beginning Customer & Product Analytics 	<ul style="list-style-type: none"> •Budget Performance •Expanded Financial Indicators •Cash Management •Expanded Consumer & Product Analytics •Customized KPIs •Beginning of AI & Machine Learning Forecasting 	<ul style="list-style-type: none"> •Departmental Performance & Analytics •Stable Analytic Measurements •Improved Cash Management •Expanding Technological Advancements •Refined Customized KPIs •AI & Machine Learning Forecasting
Frequency	Daily	Regular & Early Detection	Regular & Early Detection
Risk	High, Unmanaged	Managed	Managed and Limited
Financing	Self funded or Equity	Profit, debt, or equity	Profit & Debt