

Adapting Your Financial Plan

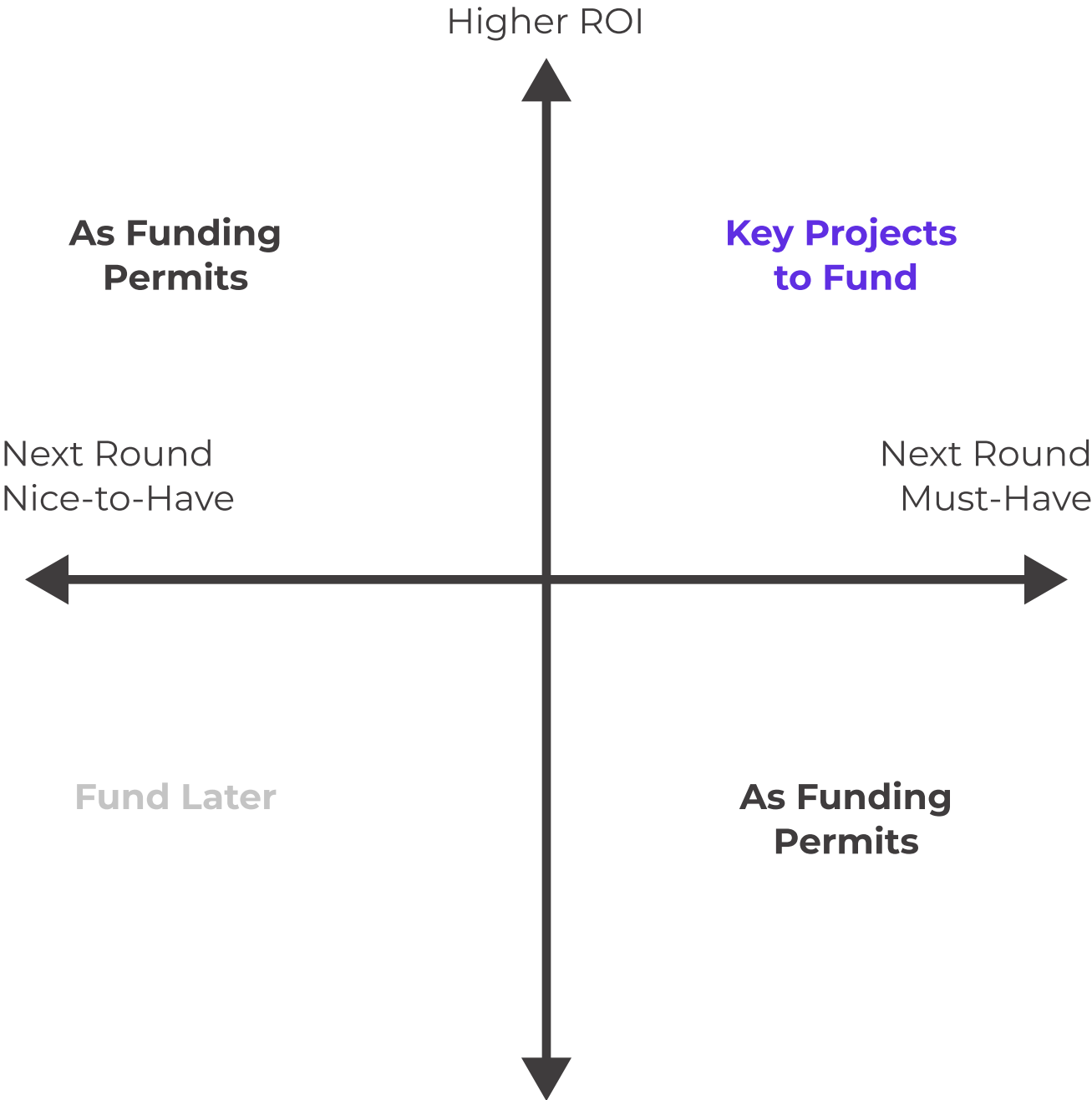
7 key steps for establishing or adjusting your financial plan.

Need help? Contact us to learn more about [Pilot CFO Services](#).

- 1** Goals
Reassess your annual company-level goals and financial runway
HBR: [Jump-Start Goal Setting](#)
Lattice: [Making Goal Setting Work](#)
- 2** Urgency
Separate and rank the objectives between “must achieve to raise the next round” and “helpful to achieve”
YC: [Series A Guide](#)
Tomasz Tunguz: [Series B Challenges](#)
- 3** Evaluate ROI
Assess how much each goal costs in terms of resources: both people and other spending
Pilot: [Project ROI Template](#)
HBR: [How to Prioritize Your Company’s Projects](#)
- 4** Funding
Evaluate sources of funding and eligible programs
Pilot: [R&D Tax Credit](#)
SVB: [How Startups Use Venture Debt](#)
SBA: [PPP](#) and [EIDL](#)
- 5** Allocation
Fund the goals with the highest urgency and ROI
Stanford: [An Entrepreneur Finds that Scarcity is a Great Teacher](#)
- 6** Metrics & Forecasts
Forecast your key metrics (leading indicators to financial results)
a16z: [16 Startup Metrics](#)
YC: [Metrics Investors Want](#)
Pilot: [Four Financial Statements](#)
- 7** Communicate & Execute
Separate and rank the objectives between “must achieve to raise the next round” and “helpful to achieve”
HBR: [Buy-In](#)
HBR: [Managing Layoffs](#)
McKinsey: [Reorganization](#)
Carta: [Managing COVID Changes](#)

Resource Prioritization Framework

Assess the relative urgency and ROI for each goal/project



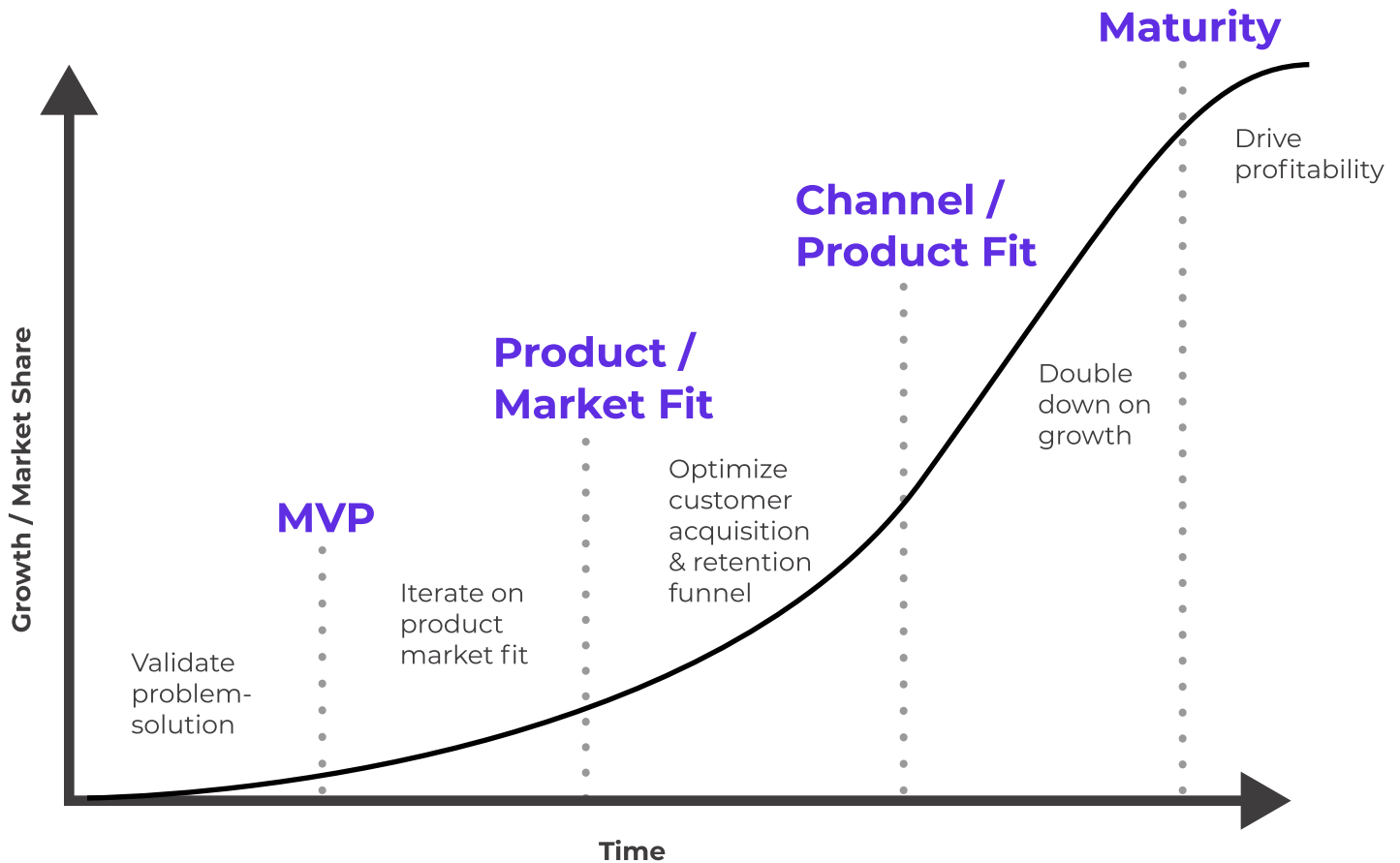
ROI Framework

Project	Inputs		Outputs	ROI	Key Investor Milestone?
	FTEs Required	FTE Costs, Other Spend			
Create a self-serve checkout flow	3	\$250,000	10% lift in win-rates; \$500,000	2x	Yes
Build product X	8	\$1,000,000	15% add'l customers; \$1,000,000	1x	No
Make digital ads work	1	\$100,000	Double leads; \$300,000 in LTV	3x	Yes



Startup Lifecycle

Key challenges and priorities shift over time



Stage

Seed / Series A

Series B

Series C/D

IPO

Common Investor Questions

Is there a big market for your product? Can you successfully build your product?

Are you going to be the market winner?

What's the long-term unit economics of this business? Can you scale this?

Will this generate a lot of future cash flow?

Common Focus Areas

TAM, ARR/Revenue, Cash Burn

Topline growth, market share, margins

Gross margin, S&M efficiency, LTV CAC

Category expansion, FCF margin, EPS