

FinSight

Product Requirements Document · MVP

Field	Detail
Product	FinSight: self-service product & financial analytics
Company	StreamCo (fictional subscription business, synthetic data)
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Status	Approved for MVP build
Version	1.0
Stakeholders	CFO, FP&A Manager, Head of Product, Regional Ops Leads, Data Engineering

1. Summary

StreamCo's finance and product teams report from separate spreadsheets with different revenue definitions. Leadership reviews start by debating whose number is right, monthly variance reporting takes about five days of manual work, and no one can say which tiers or regions drive margin. FinSight gives these teams one governed revenue model, one metric glossary, and three focused dashboards so they can explain performance in days, not weeks.

2. Problem

- Conflicting definitions: Finance and Product calculate revenue, churn and ARPU differently.
- Slow reporting: budget vs. actual variance takes ~5 days of manual spreadsheet work each month.
- Low visibility: FY2025 revenue finished 5.1% (\$1.28M) below budget, and the gap was only explained after year-end. International missed plan by 9.6%.

Problem statement: How might we give finance and product leaders a single, trusted view of performance so they can spot and explain variance before the monthly business review?

3. Goals and non-goals

Goals

- One source of truth for revenue, subscribers, churn, ARPU and gross margin.
- Cut monthly variance reporting time from ~5 days to 2 days (60% reduction).
- Weekly use by all three personas within 60 days of launch.

Non-goals (MVP)

- Real-time data (daily refresh is sufficient).
- Budget write-back or planning workflows.
- AI features such as anomaly alerts or natural-language questions (planned for V2).

4. Users

Persona	Job to be done	Pain today
FP&A Manager	Explain budget vs. actual variance before the monthly review	Rebuilds the same Excel model every month
Product Manager	See revenue, churn and adoption by tier to prioritize the roadmap	Waits days for finance numbers
Regional Ops Lead	Track regional performance and cost drivers	Sees data only after month close
CFO (consumer)	Know in one glance if the business is on plan	Gets conflicting numbers from teams

5. Discovery insights

- The core problem is not missing dashboards; it is the lack of shared metric definitions.
- Users asked for fewer metrics, not more: they want to know what changed and why.
- Trust outranks speed. One wrong number in a leadership meeting would end adoption.

6. User stories

ID	User story	Priority
US-1	As an FP&A manager, I want YTD budget vs. actual by region and tier so I can explain variance before the review.	Must
US-2	As a CFO, I want one executive view of MRR, ARR, subscribers, churn, ARPU and margin so I know if we are on plan.	Must
US-3	As any user, I want every metric to have one definition and owner so numbers match across teams.	Must
US-4	As a PM, I want subscribers, churn and ARPU by tier so I can find upgrade and retention opportunities.	Should
US-5	As an ops lead, I want to filter every view by region and month so I can focus on my area.	Should
US-6	As a user, I want an automatic one-line summary of what changed so I don't have to interpret every chart.	Could
US-7	As a user, I want alerts when variance passes a threshold.	Won't (V2)

7. Functional requirements

ID	Requirement	Acceptance criteria
FR-1	Executive view with 6 KPI cards and MRR actual vs. budget trend	KPIs match finance-certified totals within 0.1%
FR-2	Budget vs. actual view with variance by region and tier, \$ and %	Unfavorable variance shown in red; totals reconcile
FR-3	Product performance view by tier: subscribers, new, churn, ARPU, MRR, GM	Tier totals equal executive totals

ID	Requirement	Acceptance criteria
FR-4	Global filters: region, tier, month	All views update in under 2 seconds
FR-5	Metric glossary with definition and owner for each KPI	Every KPI card shows its definition on hover
FR-6	Auto-generated variance summary sentence	States YTD variance and largest gap
FR-7	Downloadable source dataset	CSV export available on every view

8. Metric definitions

Metric	Definition	Owner
MRR	Sum of subscription revenue billed in the month	Finance
ARR run-rate	$MRR \times 12$	Finance
Subscribers	Active paid accounts at month end	Product
Monthly churn	$\text{Churned subscribers} \div \text{start-of-month subscribers}$	Product
ARPU	$MRR \div \text{month-end subscribers}$	Finance
Gross margin	$(\text{Revenue} - \text{COGS}) \div \text{Revenue}$	Finance
Variance	Actual – Budget; negative is unfavorable	FP&A

9. Data requirements

- Grain: month × tier × region.
- Fields: start, new, churned and end subscribers; revenue; COGS; budget revenue; budget COGS.
- Quality checks before each refresh: no duplicate keys, end = start + new – churned, revenue ≥ 0, budget present for every row.
- Refresh: daily; month locked after finance close.

10. Non-functional requirements

- Performance: any view loads in under 2 seconds.
- Access: role-based; regional leads see all regions read-only.
- Usability: works on laptop and tablet; no training needed for core views.

11. Success metrics

Metric	Baseline	Target (60 days)
Monthly variance reporting time	~5 days	2 days
Weekly active users (3 personas)	0	80% of target users
Metric disputes in leadership review	Every month	0

Metric	Baseline	Target (60 days)
Forecast accuracy (MAPE)	Not tracked	≤ 5%

12. Release plan

Phase	Scope	Exit criteria
MVP	Data model, glossary, Executive and Budget vs. Actual views	FP&A signs off on revenue
V1	Product performance view, tier/region margin, 12-month forecast model	Weekly use by all 3 personas
V2	AI anomaly alerts, natural-language questions (AskData)	Alert precision target met

13. Risks and mitigations

Risk	Mitigation
Teams disagree on definitions	Glossary workshop; Finance owns final definition
Data quality issues erode trust	Automated validation rules; data-quality status on each refresh
Scope creep (40+ KPIs requested)	"North Star + 5" metric set; extras moved to drill-downs
Pressure to add AI before trust is built	RICE prioritization; AI moved to V2

14. Open questions

- Should regional leads see other regions' cost data?
- Which month-close date locks data: workday 3 or workday 5?