

4.7 CEO REPORT TO BOARD TEMPLATE

The following is a template for the CEO's Report to the Board which is the most important part of every Board package and the focus of every Board meeting.

[Company]

CEO Update

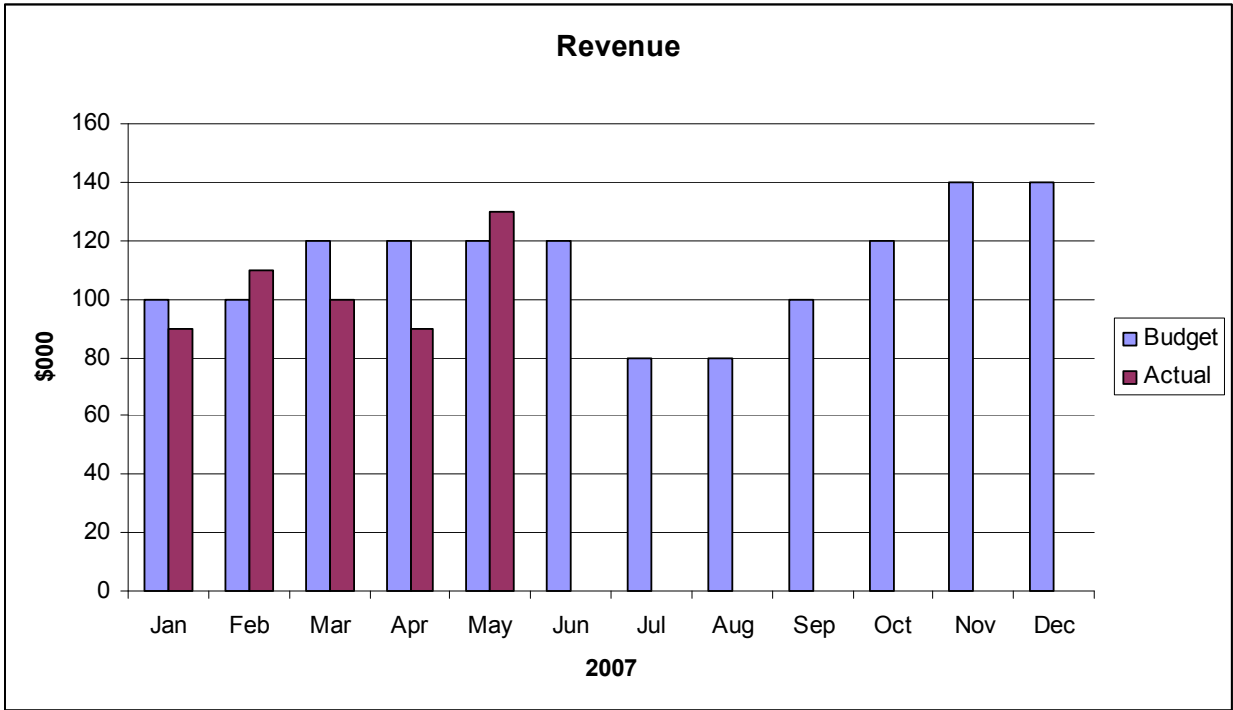
Month, year

This is the CEO Report to the Board for [full company name] for [the month, year].

Dashboard

Revenue	↑	
EBIT	↗	
Sales Pipeline		→
New Customers	↓	
Runway	→	

[The Dashboard provides a snapshot summary of the key operating parameters for the Company's business. Some parameters (especially Runway) are common to all technology businesses whereas other parameters may reflect different parameters material to that point in the Company's development. For example, a company still in development mode would report on the status of development rather than revenue.]



Each of the items below should consist of one to two paragraphs.

Highlights and Red Flags

At the top of the update, succinctly describe both the good and the bad news from the previous month.

Summary Financial Results Compared to Budget for Month, Year to Date

	Month			Year to Date		
	Actual	Budget	Var	Actual	Budget	Var
Revenue						
Expenses						
Net Income						
Cash						
Working Capital						
Runway (days)						

The reasons for these variances are _____.

Please see detailed financial results in [CFO Report to the Board](#).

Research and Development

Discuss how the actual work is proceeding to plan and explain any variances. Summarize material problems that have been encountered that are currently outstanding, and what is being done to address them.

Include a table which compares the progress of each R&D project relative to its budget and schedule, as shown below:

Project	% Complete	% Budget Expended	Days Ahead / (Behind)
Project 1			
Project 2			
Project 3			

Sales and Marketing

A short sales report that describes the funnel, how it is being filled, how it is being managed, the expected closure rate and date etc. If, in any prior reports, sales were projected to close and they have fallen off the table, identify and explain what happened.

Strategic Relationships

Discuss any discussions, progress etc. in relation to strategic partners.

Human Resources

Discuss significant additions to/deletions from the team over the past month and the total number of hires and losses. If the budget projected a new hire in that month and the position hasn't been filled, discuss. Identify what positions are needed to be filled. If the Company is at risk regarding a position, please identify. Identify additions/deletions to the Board and Advisory Board as well.

Financing

Discuss the status of your financing plans. Also advise if the Company has been approached by any financiers.

This should be discussed in greater detail in [the CFO Report to the Board](#).

Mergers and Acquisitions

Discuss any approaches that have been made by potential buyers, or if the Company has identified any acquisition opportunities.

Heads Up

Discuss any material item that may come up in the next 90 days that we should be aware of.

The foregoing is, to the best of my knowledge, true and accurate.

[Your name in text]

CEO