MEETING MINUTES

Board Meeting Minutes

Formal minutes generated from a recorded board meeting transcript, with decisions and actions extracted.

MEETING	DURATION	DECISIONS	ACTIONS
Quarterly board	**2h 14m**	**5**	**9**

Meeting Details

MEETING	Quarterly board meeting
CHAIR	Chair of the board
ATTENDANCE	7 directors present, 1 apology
QUORUM	Confirmed
DURATION	2 hours 14 minutes
MINUTE TAKER	Generated from transcript

> **SAMPLE NOTE**
> *Names and identifying details have been replaced with roles in this sample. In a real output, speakers are attributed exactly as they appear in the transcript.*

Decisions Taken

#	Decision	Outcome
1	Approve the Q3 management accounts as presented	Carried unanimously
2	Approve two additional enterprise sales hires in Q4	Carried, 6 for, 1 against
3	Approve infrastructure cost pass-through at renewal	Carried unanimously
4	Defer the Germany entry decision to the next meeting	Carried, pending partner shortlist
5	Appoint the audit committee chair	Carried unanimously

Discussion Summary

Financial performance

The CFO presented Q3 results: revenue $18.4M against a plan of $17.9M, gross margin 71% against 69% planned, and new ARR of $4.1M against $4.6M planned. Discussion focused on the new ARR shortfall. The board accepted that lengthening enterprise cycles and two mid-quarter seller starts explained the variance, and asked for cycle-length reporting to be added to the standing pack.

Sales capacity

The CRO proposed bringing forward two enterprise hires from Q1 to Q4 at an additional operating cost of $340k. One director objected on the grounds that conversion, not capacity, was the stated constraint. The proposal carried with a requirement that attainment be reported at 90 days.

Germany

The board declined to decide on market entry in the absence of a named partner shortlist, noting that the brief itself identified this as a prerequisite. The item was deferred rather than rejected.

Action Register

#	Action	Owner	Due
1	Add enterprise cycle length to the standing board pack	CFO	Next meeting
2	Report 90-day attainment for the two new sellers	CRO	90 days from start
3	Produce a named partner shortlist for Germany	CEO	Next meeting
4	Confirm German hosting cost and timeline	CTO	Next meeting
5	Issue the pricing change notice schedule	CFO	4 weeks
6	Identify executive sponsors for the two large Q4 renewals	CRO	2 weeks
7	Circulate the revised audit committee terms of reference	Company secretary	3 weeks
8	Present the platform team retention plan	CTO	Next meeting
9	Confirm date and venue for the strategy session	Company secretary	1 week

Matters Noted Without Decision

- Support backlog has been above target for six consecutive weeks.
- Two senior departures in the platform engineering team.
- Cloud cost per account rose 9% and is not yet passed through on legacy contracts.

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