# SALES PLANNING AND FORECASTING



PLAN-TO-PERFORM BLUEPRINT

VERSION 2.0

A WEB-BASED PLANNING PROCESS By customer and product

COGNOS INNOVATION CENTER for Performance Management™

# EXECUTIVE SUMMARY

This application brief demonstrates a Web-based process for managing sales forecasts using Cognos Planning. Creating an accurate and reliable revenue projection through the sales planning and forecasting process is critical for an organization. The Blueprint enables organizations to manage revenues, archive historical data and previous projections for reference and analysis, and integrate the sales planning process into supply chain forecasts (where applicable), headcount projections, sales compensation planning, and integrated financials. The *Blueprint* provides five revenue forecasting methods-Transaction, Opportunity, Subscription, Usage, and Services-to address a range of sales models that might be found across a variety of industries. The sales planning and forecasting process is supported by marketing strategies including campaign planning, price modeling, and analysis. The models and processes described in this document are generic for sales planning and forecasting in the United States, but can be configured to support alternative model requirements in any country.



#### **OVERVIEW**

The Sales Planning and Forecasting Blueprint enables an organization to concentrate sales efforts on the most profitable customers and products through the Transaction, Opportunity, and Subscription forecasting methods. The Blueprint also enables an organization to analyze and manage the most effective products or plans through the Usage forecasting method. Finally, the Blueprint enables Services revenue calculations to perform Services revenue calculations by consultant and by customer. The Sales Planning and Forecasting Blueprint supports an effective, intuitive, and integrated sales planning process and resolves the challenges of limited visibility into marketing programs, difficulty in managing potential shortfalls in sales, and difficulty coordinating sales forecasts with supply-chain processes to ensure corporation-wide collaboration. Finally, the Sales Planning and Forecasting Blueprint provides the structure for sales staff to ensure that their plans are in line with corporate targets.

## **BLUEPRINT OBJECTIVES**

The Sales Planning and Forecasting Blueprint achieves a number of planning objectives:

- Supports five different revenue forecasting models *Transaction*, *Opportunity*, *Subscription*, *Usage* and *Services* using Cognos Planning.
- Uses historical data to generate sales forecasts baselines.
- Produces immediate profitability information by customer and by product.
- Provides a more reliable picture of customer demand to supply-chain processes (where applicable).
- Validates sales plans against corporate targets.
- Supports sales compensation planning.
- Supports integrated financials.

#### **COGNOS PLANNING KEY BENEFITS**

- Flexible and powerful model development using Cognos Analyst to support any business planning model or customized *Sales Planning and Forecasting Blueprint*.
- Web-based deployment of models for process workflow, data collection, and consolidation.
  - Real-time workflow.
  - Real-time consolidation.
  - Real-time calculations in the browser for immediate results.
  - Industry leading *what-if* features for the most accurate plans, budgets and forecasts.
- Scalable architecture with proven deployments to thousands of users.
- Easily linked financial and operational plans to ensure collaboration between all areas of the corporation.
- Ensured plan accuracy using form-based planning with selection boxes to drive application logic and calculations.

#### **REPRESENTATIVE WORKFLOW**

The *Sales Planning and Forecasting Blueprint* is designed to be used by sales organizations – including sales representatives closest to the customer – and sales management.. Individuals in the marketing and operations organizations would use the Blueprint for review and alignment purposes.

The following sections of this application brief describe the basic workflows in which a sales representative might participate during the sales planning and forecasting process for each of the five models defined by the *Blueprint*.

## TRANSACTION METHOD

The *Transaction* method enables a sales representative to forecast sales by product and by customer account. A manufacturer that sells a broad line of finished products to distributors and retailers typically determines sales projections in this manner, as does a distributor that sells to retailers. In these examples, an individual sales representative manages a limited number of customer accounts. In the workflow below, a distributor of sporting goods needs to forecast to a large retailer, Customer 1, in the month of August.

The first tab in the *Sales Planning and Forecasting Blueprint*, *TRANSACTION – Information*, contains information uploaded from a customer management system. This tab is read-only, and there are no selections to be made, as it is solely for information purposes. A sales representative would use this information to review the latest payment activity by customer, which will have an impact on future allowable discounts.

	TRANSACTION -	Assumptions	TRAM	NSACTION · Fo	recast	OPPO	RTUNITY · Information	OPPORTUNI	TY - Forecast		И	
🕞 🔁 Child 1	-											
	Customer 1	Customer 2		Customer 3	Custor		Customer 5	Customer 6	Customer 7	Customer 8	Customer 9	
ndustry	Consumer	Financial Sen		Government	Insu	urance	Investment banking	Manufacturing	Media	Pharmaceutical	Resources	
redit Rating	AAA		AA	NR		A	AAA	BBB	BBB	A	AA	
nnual Sales	100,000,000	1,000,000		0	500,00	00,000	750,000,000	250,000,000	500,000,000	1,000,000,000	50,000,000	
ayment Terms (Number of Days)	30		30	30		30	60	60	30	30	60	
ccount Past Due (Number of Days)	120		90	0		120	60	150	0	120	0	
			2									
										-		
										Current owne	r: lanahanr	

The tab called **TRANSACTION –** *Assumptions* is used to manage assumptions for the Transaction sales forecast. Gray cells are non-editable and are pre-loaded. The non-editable cells include information such as *List Price* and *Cost per Unit*, as well as historical *Discount Percent* information. White cells are editable, and the pre-loaded data can be modified. All of the assumption information is organized by specific customer accounts.

🖟 🔁 Child 1	💌 🐤 Customer	1		-	1 💝 🛛	List Pric	e				•[]Curr	ent Fore	cast	•	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Se List F	Oret Price	Nov	Dec		
ISHING															
0000 Fishing Rod (Penn)		125	125	125	125	125	125	125	125	125	125	125	125		
0000 Fishing Rod (Penn) - AVAIL/	BLE IN NOVEMBER	0	0	0	0	0	0	0	0	0	0	150	150		
0100 Fishing Rod (Shimano)		125	125	125	125	125	125	125	125	125	125	125	125		
0200 Fishing Rod (Daiwa)		125	125	125	125	125	125	125	125	125	125	125	125		
0300 Fishing Rod (Zebco)		125	125	125	125	125	125	125	125	125	125	125	125		
liking															
2000 Rucksack (M) (XL)		100	100	100	100	100	100	100	100	100	100	100	100		
2100 Rucksack (M) (L)		100	100	100	100	100	100	100	100	100	100	100	100		
2200 Rucksack (M) (M)		100	100	100	100	100	100	100	100	100	100	100	100		
2300 Rucksack (M) (S)		100	100	100	100	100	100	100	100	100	100	100	100		
2400 Rucksack (F) (XL)		100	100	100	100	100	100	100	100	100	100	100	100		
AMPING															
3000 Frame Tent (G)		100	100	100	100	100	100	100	100	100	100	100	100		
3100 Frame Tent (B)		100	100	100	100	100	100	100	100	100	100	100	100		
3200 Frame Tent (R)		150	150	150	150	150	150	150	150	150	150	150	150		
3300 Frame Tent (Br)		150	150	150	150	150	150	150	150	150	150	150	150		
3400 Frame Tent (Y)		150	150	150	150	150	150	150	150	150	150	150	150		

The forecast baseline recommendations have been provided. You may change the baseline by product. Click the 'y' button for descriptions of the forecast baseline options. Current owner: lanaharr

Jan         Feb         Mar         Lut Price         Cost Priory         Oct         Nov         Dec           10000 Fluing Rod (Penn).         125	Dist Nico         Cost per Mat.         Cost per Mat.         Cost per Mat.           0000 Fairing Rod (Perm)         125	Child 1	🔽 🎲 🛛 Customer	1		•		List Price				<u> </u>	*[][Lun	ent Fore		•	i		
U000 Flaming Rad (Penn)         125         125         125         126         126         125	0000 Grining Rod (Pern)         125         125         126         127         126         127         126         127         126         127         126         127         126         127         126         127         126         127         126         127         126         126         126         126         126         126         126         126         126         126         125 <th></th> <th></th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th>,</th> <th>Oct</th> <th>Nov</th> <th>Dec</th> <th></th> <th></th> <th></th> <th></th>			Jan	Feb	Mar						,	Oct	Nov	Dec				
0000 Fairing Rod (Fram) - AVAILABLE IN NOVEMBER         0         0         0         0         0         0         0         150           0000 Fairing Rod (Shamaro)         125 <t< td=""><td>0000 Fairing Red (Perm) - XAULABLE IN NOVEMBER         0         0         0         0         150           0000 Fairing Red (Perm) - XAULABLE IN NOVEMBER         0         0         0         150         155         125</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>N</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	0000 Fairing Red (Perm) - XAULABLE IN NOVEMBER         0         0         0         0         150           0000 Fairing Red (Perm) - XAULABLE IN NOVEMBER         0         0         0         150         155         125											N							
0100 Flaving Red (Shmaeo)         125 <td>0100 Energing Rod (Derware)         125&lt;</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>ut</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	0100 Energing Rod (Derware)         125<									ut									
0200 Funishing Rod (Øbewa)         125 </td <td>U200 Fining Rod (Zebcc)         125</td> <td></td> <td>LE IN NOVEMBER</td> <td></td>	U200 Fining Rod (Zebcc)         125		LE IN NOVEMBER																
U300 Fining Red (Zebcc)         125 <th125< th="">         126         <th126< th=""></th126<></th125<>	U300 Emerg Red (Zebco)         125 <th125< th="">         125         <th125< th=""></th125<></th125<>																		
IKING         ICO         ICO <thico< th=""> <thico< td="" th<=""><td>IKING         I<td>ishing Rod (Daiwa)</td><td></td><td>125</td><td>125</td><td>125</td><td>125</td><td>125</td><td>125</td><td>125</td><td></td><td>125</td><td>125</td><td>125</td><td></td><td></td><td></td><td></td><td></td></td></thico<></thico<>	IKING         I <td>ishing Rod (Daiwa)</td> <td></td> <td>125</td> <td>125</td> <td>125</td> <td>125</td> <td>125</td> <td>125</td> <td>125</td> <td></td> <td>125</td> <td>125</td> <td>125</td> <td></td> <td></td> <td></td> <td></td> <td></td>	ishing Rod (Daiwa)		125	125	125	125	125	125	125		125	125	125					
2005 Fluxeback (M) (AL)         100	2003 Functional (M) (M)         100	ishing Rod (Zebco)		125	125	125	125	125	125	125	125	125	125	125	125				
2100 Functasch (M) (L)         100	2100 Fluescask (M) (L)         100																		
2203 Puckasak (M) (M)         100	2200 Functional:         (f)         (f) <th(f)< th="">         (f)         <th(f)< th=""></th(f)<></th(f)<>	Rucksack (M) (XL)		100	100	100	100	100	100	100	100	100	100	100	100				
2300 Functional For (b)         100	2300 Funcksack (M) (S)         100	Rucksack (M) (L)		100	100	100	100	100	100	100	100	100	100	100	100				
2400 Pueskaack (F) QL         100	2400 Bucksack (F) (XL)         100	Rucksack (M) (M)		100	100	100	100	100	100	100	100	100	100	100	100				
AMP(PNG         100	CAMPING         100	Rucksack (M) (S)		100	100	100	100	100	100	100	100	100	100	100	100				
3000 Frame Text (G)         100	3000 Frame Text (G)         100	Rucksack (F) (XL)		100	100	100	100	100	100	100	100	100	100	100	100				
3100 Frame Text (B)         100	I3100 Frame Tent (B)         100	NG																	
3200 Frame Text (F)         150	3200 Frame Tent (R) 150 150 150 150 150 150 150 150 150 150	rame Tent (G)		100	100	100	100	100	100	100	100	100	100	100	100				
3300 Frame Tent (Br) 150 150 150 150 150 150 150 150 150 150		rame Tent (B)		100	100	100	100	100	100	100	100	100	100	100	100				
	13300 Frame Tent (Br) 150 150 150 150 150 150 150 150 150 150	rame Tent (R)		150	150	150	150	150	150	150	150	150	150	150	150				
13400 Frame Tent (Y) 150 150 150 150 150 150 150 150 150 150		rame Tent (Br)		150	150	150	150	150	150	150	150	150	150	150	150				
	3400 Frame Tent (Y) 150 150 150 150 150 150 150 150 150 150	rame Tent (Y)		150	150	150	150	150	150	150	150	150	150	150	150				

Child 1	Customer 1			•	🎀	Cost per	Unit			- 1	• [ Cun	ent Fore	cast ·	•
	Customer 1			~	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
HING	Customer 2													
000 Fishing Rod (Penn)	Customer 3				50	50	50	50	50	50	50	50	50	
000 Fishing Rod (Penn) - AVAILABLE IN	Customer 4				0	0	0	0	0	0	0	100	100	
100 Fishing Rod (Shimano)	Customer 5				50	50	50	50	50	50	50	50	50	
200 Fishing Rod (Daiwa)	Customer 6			~	50	50	50	50	50	50	50	50	50	
300 Fishing Rod (Zebco)		50	50	50	50	50	50	50	50	50	50	50	50	
KING														
000 Rucksack (M) (XL)		75	75	75	75	75	75	75	75	75	75	75	75	
100 Rucksack (M) (L)		75	75	75	75	75	75	75	75	75	75	75	75	
200 Rucksack (M) (M)		75	75	75	75	75	75	75	75	75	75	75	75	
300 Rucksack (M) (S)		75	75	75	75	75	75	75	75	75	75	75	75	
100 Rucksack (F) (XL)		75	75	75	75	75	75	75	75	75	75	75	75	
MPING														
00 Frame Tent (G)		50	50	50	50	50	50	50	50	50	50	50	50	
100 Frame Tent (B)		50	50	50	50	50	50	50	50	50	50	50	50	
200 Frame Tent (R)		100	100	100	100	100	100	100	100	100	100	100	100	
300 Frame Tent (Br)		100	100	100	100	100	100	100	100	100	100	100	100	
100 Frame Tent (Y)		100	100	100	100	100	100	100	100	100	100	100	100	

The sales representative or sales operations planner responsible for the forecast can modify the discount percent by customer and by product. Actual months (in this example, January and February) and additional versions are provided for informational purposes only. In the following screens, the discount value for Customer 1 and for the product *10000 Fishing Rod (Penn)* is increasing from 10 percent to 15 percent in March of the current forecast. The discount information will be used for revenue calculations in the next tab.

😯 🛛 🎦 Child 1 📃 🐨 🖓 🖓 Customer		-		count Per		•	Current Fo						
ISHING	Jan	Feb	Mar 0.00%	Apr	May	Jun 0.00%	Previous F				Nov 0.00%	Dec 0.00%	
	0.00%	0.00%	10.00%	0.00%	0.00%	10.00%	Current Ye			1/2	10.00%		
0000 Fishing Rod (Penn)	10.00%	10.00%				10.00%	Current Ye			0% 0%	10.00%	10.00%	
0000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER			10.00%	10.00%	10.00%		Prior Year					10.00%	
0100 Fishing Rod (Shimano)	10.00%	10.00%	10.00%	10.00%	10.00%				10.000	05	10.00%	10.00%	
0200 Fishing Rod (Daiwa)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
0300 Fishing Rod (Zebco)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
IKING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
2000 Rucksack (M) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
2100 Rucksack (M) (L)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
2200 Rucksack (M) (M)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
2300 Rucksack (M) (S)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
2400 Rucksack (F) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
AMPING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
3000 Frame Tent (G)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3100 Frame Tent (B)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3200 Frame Tent (R)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3300 Frame Tent (Br)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3400 Frame Tent (Y)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
Frame Torit (Y)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	

Child 1	Customer 1		TRANSA	bisc 💱	ount Per	cent Input	•	5+   Curre	OPPORTU ent Forecast		-			00
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
HING		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
000 Fishing Rod (Penn)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
000 Fishing Rod (Penn) - AVA	LABLE IN NOVEMBER	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
100 Fishing Rod (Shimano)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
200 Fishing Rod (Daiwa)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
300 Fishing Rod (Zebco)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
ING		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
00 Rucksack (M) (XL)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
100 Rucksack (M) (L)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
00 Rucksack (M) (M)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
00 Rucksack (M) (S)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
00 Rucksack (F) (XL)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
MPING		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
000 Frame Tent (G)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
00 Frame Tent (B)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
200 Frame Tent (R)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
300 Frame Tent (Br)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
400 Frame Tent (Y)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
300 Frame Tent (Br)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	

TRANSACTION - Information TRANSACTION - Assumptions TRANSACTION - Forecast OPPORTUNITY - Information OPPORTUNITY - Forecast

🐦 🍢 Customer 1		-	🖌 🖌 🗋 Disc	count Perce	ent Input	-	Currer	nt Forecast		-		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FISHING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
10000 Fishing Rod (Penn)	10.00%	10.00%	15.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	10.00%	10.00%	10.00	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10100 Fishing Rod (Shimano)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10200 Fishing Rod (Daiwa)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10300 Fishing Rod (Zebco)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
HIKING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
12000 Rucksack (M) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
2100 Rucksack (M) (L)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12200 Rucksack (M) (M)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12300 Rucksack (M) (S)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12400 Rucksack (F) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CAMPING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13000 Frame Tent (G)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13100 Frame Tent (B)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13200 Frame Tent (R)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13300 Frame Tent (Br)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13400 Frame Tent (Y)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%

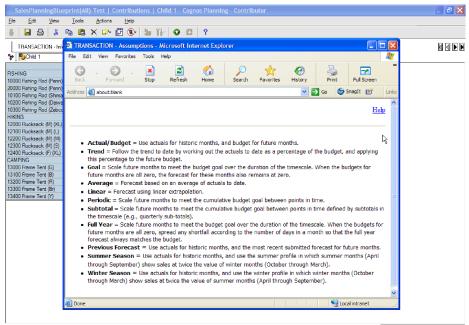
The forecast baseline recommendations have been provided. You may change the baseline by product. Click the '?' button for descriptions of the forecast baseline options. Current owner: lanahanr

The assumption option called *Forecast Baseline* is where the forecasting methodologies by customer and by product are managed. The planner responsible for the forecast can indicate which combination of actual, plan, and forecast data to use to generate a product forecast. Recommendations are pre-loaded, and users can make the necessary modifications. Descriptions of each forecast baseline methodology are provided and can be accessed by clicking the '?' button.

ISHING	💌 🐤 Customer 1							Bat D Course						
			<u> </u>	· UI	count Perc	ent input	•	Curre			-			
		Jan	Feb	List Price				Jul	Aug	Sep	Oct	Nov	Dec	
		0.00%	0.00%	Cost per				0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
0000 Fishing Rod (Penn)		10.00%	10.00%		t Percent I	nput	_	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
0000 Fishing Rod (Penn) - AVAIL/	ABLE IN NOVEMBER	10.00%	10.00%		t Baseline			10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
0100 Fishing Rod (Shimano)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
0200 Fishing Rod (Daiwa)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
0300 Fishing Rod (Zebco)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
liking		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
2000 Rucksack (M) (XL)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
2100 Rucksack (M) (L)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
2200 Rucksack (M) (M)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
2300 Rucksack (M) (S)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
2400 Rucksack (F) (XL)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
AMPING		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
3000 Frame Tent (G)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3100 Frame Tent (B)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3200 Frame Tent (R)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3300 Frame Tent (R) 3300 Frame Tent (Br)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3400 Frame Tent (br) 3400 Frame Tent (Y)		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
3400 Prame Tent (T)		10.00%	10.00%	10.00%	10.00%	10.0046	10.004	10.00%	10.00%	10.00%	10.00%	10.004	10.00%	
e forecast baseline recommendat	tions have been provided	. You may d	hange the b	aseline by	product.	Click the '?' b	utton for (	descriptions	of the fore	cast baselin	e options.	Current o	wner: lanahi	m
e forecast baseline recommendat	tions have been provided	. You may d	hange the b	aseline by	product.	Click the '?' b	utton for a	descriptions	of the fore	cast baselin	e options.	Current o	wner: lanahi	erer
TRANSACTION - Information	TRANSACTION - A		TRANSAC	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU	cast baselin NITY - Fore	cast	Current o	wner: lanah	
TRANSACTION - Information		ssumptions	TRANSAC	TION - Fo		OPPORTU			OPPORTU			Current o	wner: lanah	
TRANSACTION - Information	TRANSACTION - A	ssumptions	TRANSAC	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanaha	
TRANSACTION - Information	TRANSACTION - A:	ssumptions Forecast B	TRANSAC	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information	TRANSACTION - A:	Forecast B	TRANSAC seline Input	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information  TRANSACTION - Information  TRANSACTION - Information  TSHING 0000 Relining Rod (Penn)  AVAIL/	TRANSACTION - A:	Soumptions Forecast B: Actual/Budg Actual/Budg	TRANSAC seline Input	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanaha	
TRANSACTION - Information	TRANSACTION - A:	Forecast B	TRANSAC seline Input	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah.	
TRANSACTION - Information TRANSACTION - Information ISHING 0000 Retring Rod (Penn) - AVAILJ 0000 Retring Rod (Penn) - AVAILJ 0100 Retring Rod (Shumao) 0200 Retring Rod (Daiva)	TRANSACTION - A:	Forecast B: Actual/Budg Trend	TRANSAC seline Input	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanahv	
TRANSACTION - Information TRANSACTION - Information ISHING 0000 Reling Rod (Penn) - 0000 Reling Rod (Penn) - 0000 Reling Rod (Delwa) 0000 Reling Rod (Delwa) 0000 Reling Rod (Zebcc)	TRANSACTION - A	Forecast B: Forecast B: Actual/Budg Actual/Budg Trend Goal Average Linear	TRANSAC seline Input	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information TRANSACTION - Information ISHING 0000 Retring Rod (Penn) - AVAIL/ 0000 Retring Rod (Penn) - AVAIL/ 0100 Retring Rod (Shimano) 0200 Retring Rod (Clevica) 0300 Retring Rod (Zebco) IKING	TRANSACTION - A:	Forecast B: Actual/Budg Actual/Budg Trend Goal Average Unear Periodic	TRANSAC seline Input	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information TRANSACTION - Information ISHING 0000 Failing Rod (Penn) 0000 Failing Rod (Penn)	TRANSACTION - A.	Forecast B: Forecast B: Actual/Budg Actual/Budg Trend Goal Average Linear Periodic Subtotal	TRANSAC seline Input	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information           TRANSACTION - Information           ISHING           0000 Failing Rod (Penn) - AVAIL/ 0000 Failing Rod (Penn) - AVAIL/ 0100 Failing Rod (Shimano)           0200 Failing Rod (Clavia)           0300 Failing Rod (Clavia)	TRANSACTION - A	Forecast B: Forecast B: Actual/Budg Actual/Budg Actual/Budg Trend Goal Average Linear Periodic Subtotal Full Year	TRANSAC Seline Input ct	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information TRANSACTION - Information TSHING 0000 Reling Rod (Penn) - 0000 0000 Reling Rod (Penn) - 6000 0200 Reling Rod (Delwa) 0200 Reling Rod (Reling Rod (Reling Rod (Delwa) 0200 Reling Rod (Reling Rod (Reling Rod (Delwa) 0200 Reling Rod (Reling Rod (Re	TRANSACTION A	Forecast B: Forecast B: Actual/Budg Trend Goal Average Linear Periodic Subtotal Ful Year Previous For	TRANSAC seeline Input et	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information           TRANSACTION - Information           ISHING           0000 Failing Rod (Penn) - AVAIL/ 0000 Failing Rod (Penn) - AVAIL/ 0100 Failing Rod (Shimano)           0200 Failing Rod (Clavia)           0300 Failing Rod (Clavia)	TRANSACTION - A.	Forecast B: Forecast B: Actual / Budg Actual / Budg Goal Average Linear Periodic Subtotal Full Year Previous For Sumer Sea Sumer Sea	TRANSAC TRANSAC seline input set recast son	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information TRANSACTION - Information TSHING 0000 Reling Rod (Penn) - 0000 0000 Reling Rod (Penn) - 6000 0200 Reling Rod (Delwa) 0200 Reling Rod (Reling Rod (Reling Rod (Delwa) 0200 Reling Rod (Reling Rod (Reling Rod (Delwa) 0200 Reling Rod (Reling Rod (Re	TRANSACTION - A.	Forecast B: Forecast B: Actual/Budg Trend Goal Average Linear Periodic Subtotal Ful Year Previous For	TRANSAC TRANSAC seline input set recast son	TION - Fc	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanahi	
TRANSACTION - Information           TRANSACTION - Information           TisHing           0000 Reining Rod (Penn) - 6V/ULI           0000 Reining Rod (Penn) - 6V/ULI           0000 Reining Rod (Penn) - 6V/ULI           0000 Reining Rod (Clavina)           0000 Reining Rod (Clavina)           0000 Reining Rod (Clavina)           0000 Reining Rod (Zeboci)           1000 Ruckeask: (M) (NL)           2000 Ruckeask: (M) (NL)           2000 Ruckeask: (M) (N)           2000 Ruckeask: (M) (N)           2000 Ruckeask: (M) (N)           2000 Ruckeask: (M) (N)	TRANSACTION - A.	Forecast B: Forecast B: Actual / Budg Actual / Budg Goal Average Linear Periodic Subtotal Full Year Previous For Sumer Sea Sumer Sea	TRANSAC	TION - Fc	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah	
TRANSACTION - Information           TRANSACTION - Information           Transaction           SHING           0000 Reining Rod (Penn)           0000 Reining Rod (Penn) - AVAIL/           0100 Reining Rod (Penn)           0200 Reining Rod (Penn)           0200 Reining Rod (Penn)           0300 Reining Rod (Penn)	TRANSACTION - A.	Forecast Bi Actual / Budg Actual / Budg Actual / Budg Goal Average Unear Previous For Summer Sea Winter Seas	TRANSAC aseline Input aseline Input et tet tet Full Yes	TION - Fe	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah.	
TRANSACTION - Information           TRANSACTION - Information           TSHING           0000 Reining Rod (Penn) - AVAULI           1000 Reining Rod (Penn) - AVAULI           1000 Reining Rod (Cenn) - AVAULI           1000 Reining Rod (Cenn) - AVAULI           1000 Reining Rod (Cenn) - AVAULI           1000 Ruining Rod (Cenco)           1000 Ruicksack (M) (VL)           2000 Ruicksack (M) (VL)           2000 Ruicksack (M) (N)	TRANSACTION - A.	Forecast B: Forecast B: Actual/Budg Actual/Budg Coal Average Unear Periodlo Subtotal Ful Year Previous Fore Summer Sea Winter Seaa //	TRANSAC seeline Input ecast son Full Ye: Actual/Budg	TION - Fe	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah.	
TRANSACTION - Information TRANSACTION - Information ISTING 0000 Raining Rod (Perm) - AVAIL/ 0000 Raining Rod (Perm) - AVAIL/ 0000 Raining Rod (Perm) - 2000 Raining Rod (Perm) 2000 Raining R	TRANSACTION - A.	Forecast B: Forecast B: Actual/Budg Actual/Budg Trend Goal Average Unear Periodic Subtotal Full Year Previous For Subtotal Full Year Previous For Subtotal For For Subtotal For For Subtotal For For For For For For For For	TRANSAC	TION - Fo	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lenahv	
TRANSACTION - Information           TRANSACTION - Information           TSHING           0000 Reining Rod (Penn) - AVAULI           1000 Reining Rod (Penn) - AVAULI           1000 Reining Rod (Cenn) - AVAULI           1000 Reining Rod (Cenn) - AVAULI           1000 Reining Rod (Cenn) - AVAULI           1000 Ruining Rod (Cenco)           1000 Ruicksack (M) (VL)           2000 Ruicksack (M) (VL)           2000 Ruicksack (M) (N)	TRANSACTION - A.	Forecast B: Forecast B: Actual/Budg Actual/Budg Average Linear Periodic Subtotal Ful Year Previous Fore Winter Seas // // // //	TRANSAC seeline Input ecast son Full Ye: Actual/Budg	TION - Fr	precast	OPPORTU	NITY - Info	ormation	OPPORTU		cast	Current o	wner: lanah.	

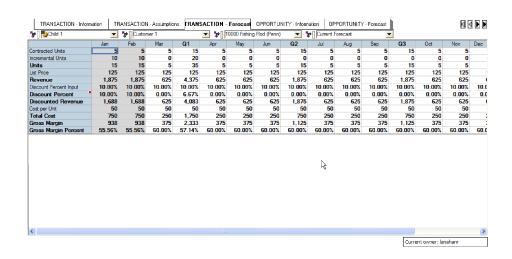
e forecast baseline recommendations have been provided. You may change the baseline by product. Click the '7' button for descriptions of the forecast baseline options.

Image: Child 1         Image: Child 1           FISHING         10000 Rishing Rod (Penn) - AVAILABLE           20000 Rishing Rod (Penn) - AVAILABLE         10100 Rating Rod (Shmano)           10200 Faiting Rod (Cabco)         110300 Faiting Rod (Cabco)           HIKINS         12000 Rukesack (M) (CL)           12000 Rukesack (M) (L)         1200 Rukesack (M) (L)	Customer 1	TRANSACTI Transformation Forecast Baseline Input Actual/Budget Actual/Budget Actual/Budget Actual/Budget	Forecast Baseline	IBTUNITY - Information	Current Forecast	<u> </u>	
ISHING         15HING           0000 Faining Rod (Penn)         -V/XILABLE           0100 Faining Rod (Penn)         -V/XILABLE           0100 Faining Rod (Shmano)         -           0200 Faining Rod (Shmano)         -           0200 Faining Rod (Zeboc)         -           KINIS         -           2000 Faining Rod (Zeboc)         -           2001 Faining Rod (Reining Rod (Reinig Rod (Reing Rod (Reining Rod (Reing Rod (Reining Rod (Reing Rod		Forecast Baseline Input Actual/Budget  Actual/Budget Actual/Budget Actual/Budget					
0000 Fishing Rod (Penn) 0000 Fishing Rod (Penn) - AVAILABLE 0100 Fishing Rod (Shimano) 02000 Fishing Rod (Dalwa) 0300 Fishing Rod (Zebco) IKING 2000 Rucksack (M) (XL) 2100 Rucksack (M) (L)	IN NOVEMBER	Actual/Budget Actual/Budget Actual/Budget					
20000 Hishing Rod (Penn) - AVAILABLE 10100 Fishing Rod (Shimano) 10200 Fishing Rod (Datwa) 10300 Fishing Rod (Zebco) HIKING 12000 Flucksack (M) (KL) 12100 Flucksack (M) (L)	IN NOVEMBER	Actual/Budget Actual/Budget Actual/Budget					
0100 Fishing Rod (Shimano) 0200 Fishing Rod (Daiwa) 0300 Fishing Rod (Zebco) 4IKING 2000 Rucksack (M) (XL) 2100 Rucksack (M) (L)	IN NOVEMBER	Actual/Budget Actual/Budget					
0200 Rishing Rod (Daiwa) 0300 Rishing Rod (Zebco) HKING 2000 Rucksack (M) (XL) 12100 Rucksack (M) (L)		Actual/Budget					
0300 Rshing Rod (Zebco) HKING 2000 Rucksack (M) (XL) 2100 Rucksack (M) (L)							
IIKING 2000 Rucksack (M) (XL) 2100 Rucksack (M) (L)		Actual/Budget					
2000 Rucksack (M) (XL) 2100 Rucksack (M) (L)							
2100 Rucksack (M) (L)							
		Full Year					
		Full Year					
2200 Rucksack (M) (M)		Full Year					
2300 Rucksack (M) (S)		Full Year					
2400 Rucksack (F) (XL)		Full Year					
CAMPING							
3000 Frame Tent (G)		Actual/Budget					
3100 Frame Tent (B)		Actual/Budget					
3200 Frame Tent (R) 3300 Frame Tent (Br)		Actual/Budget Actual/Budget					
3400 Frame Tent (Y)		Actual/Budget					
3400 Hame Tent (1)		Actual/budget					



he forecast baseline recommendations have been provided. You may change the baseline by product. Click the '?' button for descriptions of the forecast baseline options. Current owner: lanahanr

The tab called *TRANSACTION – Forecast* is where the product forecast is managed. In the view of the *Current Forecast*, actuals are loaded for closed months, and the forecast baseline methodology chosen on the previous tab is used to generate a forecast for future months. The assumptions for *List Price*, *Cost per Unit*, and *Discount Percent* are linked in from the previous tab. This information drives the *Gross Margin* calculation. Sales representatives can then modify the current forecast.



	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec
Contracted Units	5	5	5	15	5	5	5	15	5	5	5	15	5	5	
ncremental Units	10	10 5	i>	20	0	0	0	0	0	0	0	0	0	0	
Units	15	15	5 125	35	5	5	5	15	5	5	5	15	5	5	
List Price	125	125	125	125	125	125	125	125	125	125	125	125	125	125	
Revenue	1,875	1,875	625	4,375	625	625	625	1,875	625	625	625	1,875	625	625	
Discount Percent Input	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10
Discount Percent	10.00%	10.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Discounted Revenue	1,688	1,688	625	4,083	625	625	625	1,875	625	625	625	1,875	625	625	
Cost per Unit	50	50	50	50	50	50	50	50	50	50	50	50	50	50	
Total Cost	750	750	250	1,750	250	250	250	750	250	250	250	750	250	250	
Gross Margin	938	938	375	2,333	375	375	375	1,125	375	375	375	1,125	375	375	
		55.56%	60.00%	57.14%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60,00%	60
aross Margin Percent	55.56%	00.06%	60.004	37.144	00.00%	00.00%	60.004	00.00%	00.00%	00.004	00.00%	00.00%	00.004		
Gross Margin Percent	55.56%	<u> </u>	60.00%	37.144	00.00%	0.00%	60.004	00.00%	00.00%	00.00%	0.00%	00.00%	00.00%		

🎲 🛛 🔁 Child 1	•	Custom	er 1		💌 🎾 🔍	0000 Fishing I	Rod (Penn)		• Current F	orecast	-	_			
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec
Contracted Units	5	5	5	15	5	5	5	15	5	5	5	15	5	5	
ncremental Units	10	10	5	25	5	5	5	15	5	5	5	15	5	5	
Units	15	15	10	40	10	10	10	30	10	10	10	30	10	10	
Jst Price	125	125	125	125	125	125	125	125	125	125	125	125	125	125	
Revenue	1,875	1,875	1,250	5,000	1,250	1,250	1,250	3,750	1,250	1,250	1,250	3,750	1,250	1,250	1
Discount Percent Input	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.
Discount Percent	10.00%	10.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.
Discounted Revenue	1,688	1,688	1,250	4,667	1,250	1,250	1,250	3,750	1,250	1,250	1,250	3,750	1,250	1,250	1,
Cost per Unit	50	50	50	50	50	50	50	50	50	50	50	50	50	50	
Total Cost	750	750	500	2,000	500	500	500	1,500	500	500	500	1,500	500	500	
Gross Margin	938	938	750	2,667	750	750	750	2,250	750	750	750	2,250	750	750	
														60.00%	60
āross Margin Percent	55.56%	55.56%	60. <b>0</b> 0%	57.14%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	50.00%	61
iross Margin Percent	55.56%	55.56%	60.00%	<u>57.144</u>	60.00%	<u>60.00%</u>	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.004	60.00%	<u> </u>

🐦 🖳 🔁 Child 1	•	Custom	ier 1		<b>• *</b> 10	0000 Fishing	Rod (Penn)	- 1	Current Fi	orecast	-	•			1
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec
Contracted Units	5	5	5	15	5	5	5	15	5	5	5	15	5	5	
ncremental Units	10	10	5	25	5	5	5	15	5	5	5	15	5	5	
Jnits	15	15	10	40	10	10	10	30	10	10	10	30	10	10	
ist Price	125	125	125	125	125	125	125	125	125	125	125	125	125	125	
Revenue	1,875	1,875	1,250	5,000	1,250	1,250	1,250	3,750	1,250	1,250	1,250	3,750	1,250	1,250	
Discount Percent Input	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10
Discount Percent	10.00%	10.00%	0.00%	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	(
Discounted Revenue	3 1,688	1,688	1,250	4,667	1,250	1,250	1,250	3,750	1,250	1,250	1,250	3,750	1,250	1,250	
Cost per Unit	If the custome	r account is i	more than 60	) days past o	due, the disc	ount percen	t wil not be a	pplied. 50	50	50	50	50	50	50	
Total Cost	750	750	500	2,000	500	500	500	1,500	500	500	500	1,500	500	500	
Gross Margin	938	938	750	2,667	750	750	750	2,250	750	750	750	2,250	750	750	
Gross Margin Percent	55.56%	55,56%	60.00%	57.14%	60.00%	60.00%	60,00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60,00%	60
<															

#### **OPPORTUNITY METHOD**

The *Opportunity* method enables a sales representative to forecast revenue by sales opportunity throughout a phased sales cycle from initial qualification, evaluation, selection, and through to contract negotiation. This sales model is typical in companies with large complex products and service offerings where sales cycles are measured in months rather than days. Telecommunications and enterprise software are good examples of industries with this type of sales model. The customer for these products and services typically manages a *Request for Proposal* evaluation and selection process. In these examples, an individual sales representative manages a limited number of sales opportunities (deals) through a defined multi-phased sales process. In the workflow below, a sales representative is managing four sales opportunities in a four-step sales process from initial contact to contract signing.

The tab called **OPPORTUNITY** – **Information** is used to collect information about the opportunity, and could be pre-loaded from a customer management system. The key fields used to populate the opportunity forecast are prospect name and lead product; the remaining fields could be used to collect key information about competitors or prospect experiences with other products to be shared with sales management.

	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
rospect		AT&T	Lowe's Cos. Inc.	General Electric Co.	*						
Vdd Prospect Name, if 'Other' Selected					Abertson			~			
Opportunity Description		New Opportunity	New Opportunity	New Prospect	American	Internation	al Group, I	nc 📄			
ead Product		Product 1	Product 2	Product 3	AT&T	( lather second	le e				
Additional Prospect Information					Berkshire Chevron T	matnaway	Inc.				
. Industry		Telcos	Retail	Utilities	ConocoPi	nillos	p.				
2. Other Products Currently Used					Dell Inc.						
a. Other Products Currently Used		Product 2	Product 3		Fannie Ma						
b. Other Products Currently Used			Product 1		General E	lectric Co. ackard Co					
c. Additional Product Information						Johnson	de la				
I. Competitor 1		Competitor 1	Competitor 2	Competitor 3	J.P. Mora	an Chase i	Co.				
a. Competitor 1 Products Currently Used		Product 2	Product 1	None	Lowe's Co	s, Inc.		~			
b. Competitor 1 Products Currently Used					McKessor	1 Corp.		×			
c. Additional Competitor 1 Information											
. Competitor 2											
a. Competitor 2 Products Currently Used											
b. Competitor 2 Products Currently Used											
c. Additional Competitor 2 Information											

OPPOBILINITY - Information OPPOBILINITY - Detail	OPPORTUNITY - Forecast Summary	OPPORTUNITY - Probability %	SUBSCRIPTION - Assumptions	
DEPORTORITI - Infoliation GEFORTORITI - Detail	OFFORTONITT Protocast summary	GEFORITORITI * Floodbilly /s	Subschimmon Assumptions	

AT&T New Opportunity Product 1 Telcos	Lowe's Cos. Inc. New Opportunity Product 2	General Electric Co. New Prospect F Product 3	Hewlett-Packard Co. Referral						
Product 1	Product 2								
Product 1	Product 2								
		Product 3	2						
Telcos									
Telcos			.0						
	Retail	Utilities							
Product 2	Product 3								
	Product 1								
Competitor 1	Competitor 2	Competitor 3							
Product 2	Product 1	None							
	Competitor 1	Product 1 Competitor 1 Competitor 2	Product 1 Competitor 1 Competitor 2 Competitor 3	Product 1 Competitor 1 Competitor 2 Competitor 3	Product 1 Competitor 1 Competitor 3	Product 1 Compettor 1 Compettor 2 Compettor 3	Product 1 Competitor 1 Competitor 2 Competitor 3	Product 1 Compettor 1 Compettor 2 Compettor 3	Product 1 Compettor 2 Compettor 3

	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 1
Prospect		AT&T	Lowe's Cos. Inc.	General Electric Co.	Hewlett-Packard Co						
Add Prospect Name, if 'Other' Selected											
Opportunity Description		New Opportunity	New Opportunity	New Prospect	Referra						
.ead Product		Product 1	Product 2	Product 3	•						
Additional Prospect Information					Total Products	1					
I. Industry		Telcos	Retail	Utilities	Product 1 Product 2						
2. Other Products Currently Used					Product 2 kg Product 3						
a. Other Products Currently Used		Product 2	Product 3		Froduct 5	-					
b. Other Products Currently Used			Product 1								
c. Additional Product Information											
3. Competitor 1		Competitor 1	Competitor 2	Competitor 3							
a. Competitor 1 Products Currently Used		Product 2	Product 1	None							
b. Competitor 1 Products Currently Used											
c. Additional Competitor 1 Information											
4. Competitor 2											
a. Competitor 2 Products Currently Used											
b. Competitor 2 Products Currently Used											
c. Additional Competitor 2 Information											

	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
rospect		AT&T	Lowe's Cos. Inc.	General Electric Co.	Hewlett-Packard Co.						
dd Prospect Name, if 'Other' Selected											
pportunity Description		New Opportunity	New Opportunity	New Prospect	Referral						
ead Product		Product 1	Product 2	Product 3	Product 1						
dditional Prospect Information											
. Industry		Telcos	Retail	Utilities	-						
. Other Products Currently Used					Financial Services	1					
a. Other Products Currently Used		Product 2	Product 3		Government						
b. Other Products Currently Used			Product 1		Insurance						
c. Additional Product Information					Investment banking Manufacturing						
. Competitor 1		Competitor 1	Competitor 2	Competitor 3	Media						
a. Competitor 1 Products Currently Used		Product 2	Product 1		Phamaceutical						
b. Competitor 1 Products Currently Used					Resources =						
c. Additional Competitor 1 Information					Retail Retail Banking						
. Competitor 2					Services						
a. Competitor 2 Products Currently Used					Telcos						
b. Competitor 2 Products Currently Used					Utilities						
c. Additional Competitor 2 Information					Other 📐 🗠						

rospect dd Prospect Name, if 'Other' Selected pportunity Description ead Product	AT&T New Opportunity	Lowe's Cos. Inc.	General Electric Co.	Hewlett-Packard Co.			
pportunity Description ead Product	New Opportunity	New Opportunity					
ad Product	New Opportunity	New Opport unity					
			New Prospect	Referral			
	Product 1	Product 2	Product 3	Product 1			
dditional Prospect Information							
Industry	Telcos	Retail	Utilities	Other			
Other Products Currently Used							
a. Other Products Currently Used	Product 2	Product 3					
o. Other Products Currently Used		Product 1					
c. Additional Product Information							
Competitor 1	Competitor 1	Competitor 2	Competitor 3	Competitor 1			
a. Competitor 1 Products Currently Used	Product 2	Product 1	None	Competitor 1			
competitor 1 Products Currently Used				Competitor 2			
c. Additional Competitor 1 Information				Compettor 3 Compettor 4			
Competitor 2				Competitor 4 Competitor 5			
a. Competitor 2 Products Currently Used				Other			
competitor 2 Products Currently Used				Unknown			
c. Additional Competitor 2 Information							

	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
rospect		AT&T	Lowe's Cos. Inc.	General Electric Co.	Hewlett-Packard Co.						
dd Prospect Name, if 'Other' Selected											
pportunity Description		New Opportunity	New Opportunity	New Prospect	Referral						
ead Product		Product 1	Product 2	Product 3	Product 1						
dditional Prospect Information											
. Industry		Telcos	Retail	Utilities	Other						
. Other Products Currently Used											
a. Other Products Currently Used		Product 2	Product 3								
b. Other Products Currently Used			Product 1								
c. Additional Product Information											
. Competitor 1		Competitor 1	Competitor 2	Competitor 3	Competitor 1						
a. Competitor 1 Products Currently Used		Product 2	Product 1	None	-						
b. Competitor 1 Products Currently Used					Product 1						
c. Additional Competitor 1 Information											
. Competitor 2					Product 3 Other						
a. Competitor 2 Products Currently Used					None						
b. Competitor 2 Products Currently Used					None						
c. Additional Competitor 2 Information											

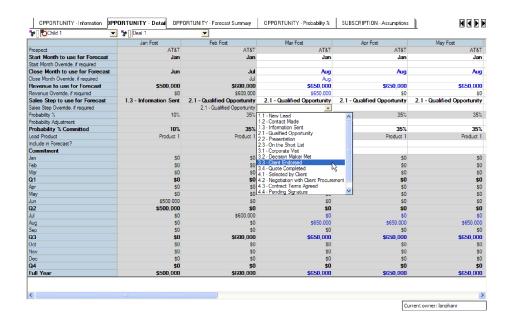
The tab called **OPPORTUNITY** – **Forecast** is used to manage the progress of the deals entered on the previous tab through a defined multi-phased sales process (refer to the *Sales Step* line item). The override fields for *Start Month*, *Close Month*, *Revenue*, *and Sales Step* can be used to manage the deal changes and will link forward into future forecasts to minimize end user input requirements.

🕑 🔁 Child 1 📃 💌	🕐 🔭 Deal 1	•			
	Jan Fost	Feb Fost	Mar Fost	Apr Fost	May Fost
rospect	AT&T	AT&T	AT&T	AT&T	AT8
tart Month to use for Forecast	Jan	Jan	Jan	Jan	Ja
tart Month Override, if required					
lose Month to use for Forecast	Jun	Jul	Jul	Jul	Ju
lose Month Override, if required		Jul	•		
levenue to use for Forecast	\$500,000	\$600,000	Jan	\$600,000	\$600,00
evenue Override, if required	\$0	\$600,000		\$0	s
ales Step to use for Forecast	1.3 - Information Sent	2.1 - Qualified Opportunity	Mar	2.1 - Qualified Opportunity	2.1 - Qualified Opportunit
ales Step Override, if required		0 0 0 M 10			
robability %	10%			35%	35
robability Adjustment			Jul		
robability % Committed	10%	35%	Aug Sep	35%	35
ead Product	Product 1	Product 1		Product 1	Product
clude in Forecast?			Oct Nov		
ommitment			Dec		
50	\$0	\$0		\$0	9
eb	\$0	\$0	\$0	\$0	s
lar	\$0	\$0		\$0	9
11	\$0	\$0	\$0	\$0	s
pr	\$0	\$0	\$0	\$0	9
lav	50	50	\$0	\$0	
un .	\$500.000	\$0	\$0	\$0	9
12	\$500.000	\$0	\$0	\$0	s
4	\$0	\$600.000	\$600.000	\$600.000	\$600.00
μq	\$0	\$0	\$0	\$0	2
ep	\$0	\$0	\$0	\$0	-
13	\$0	\$600.000	\$600.000	\$600.000	\$600.00
ict .	\$0	50	s0	\$0	
lov	\$0	\$0	\$0	\$0	
lec	\$0	\$0		0	
4	\$0	\$0	\$0	\$0	9
ull Year	\$500.000	\$600,000	\$600,000	\$600,000	\$600.00

			<b>v</b>	💱 Deal 1	🐦 🔂 Child 1
May Fost	Apr Fost	Mar Fost	Feb Fost	Jan Fost	
AT&T	AT&T	AT&T	AT&T	AT&T	Prospect
Jar	Jan	Jan	Jan	Jan	Start Month to use for Forecast
					Start Month Override, if required
Aug	Aug	Aug	Jul	Jun	Close Month to use for Forecast
		Aug 💌	Jul 🗌		Close Month Override, if required
\$600,000	\$600,000	\$600,000	\$600,000	\$500,000	Revenue to use for Forecast
s	\$0	\$0	\$600.000	\$0	Revenue Override, if required
2.1 - Qualified Opportunity	1.3 - Information Sent	Sales Step to use for Forecast			
			2.1 - Qualified Opportunity		Sales Step Oventide, if required
35%	35%	35%	35%	10%	Probability %
					Probability Adjustment
351	35%	35%	35%	10%	Probability % Committed
Product 1	Product 1	Product 1	Product 1	Product 1	Lead Product
					Include in Forecast?
					Commitment
\$	\$0	\$0	\$0	\$0	Jan
S	\$0	S0	\$0	S0	Feb
\$(	\$0	S0	S0	\$0	Mar
\$0	\$0	\$0	\$0	\$0	Q1
S	\$0	s0	\$0	\$0	Apr
SI	\$0	\$0	\$0	\$0	May
s	\$0	s0	\$0	\$500,000	Jun
s	\$0	\$0	S0	\$500,000	Q2
S	\$0	\$0	\$600.000	\$0	Jul
\$600,000	\$600,000	\$600,000	\$0	\$0	Aug
s	\$0	\$0	\$0	\$0	Sep
\$600,000	\$600,000	\$600,000	\$600,000	\$0	Q3
s	\$0	\$0	\$0	\$0	Oct
SI	\$0	\$0	\$0	\$0	Nov
SI	\$0	\$0	\$0	\$0	Dec
\$0	\$0	\$0	\$0	\$0	Q4
\$600,000	\$600,000	\$600,000	\$600.000	\$500,000	Full Year

			•	🐤 Deal 1	🐦 🄁 Child 1 🗾 💌
May Fost	Apr Fost	Mar Fost	Feb Fost	Jan Fost	
AT&T	AT&T	AT&T	AT&T	AT&T	Prospect
Jan	Jan	Jan	Jan	Jan	tart Month to use for Forecast
					tart Month Override, if required
Aug	Aug	Aug	Jul	Jun	lose Month to use for Forecast
		Aug	Jul		lose Month Override, if required
\$600,000	\$600,000	\$600,000	\$600,000	\$500,000	levenue to use for Forecast
s	\$0	50k	\$600.000 6	S0	evenue Override, if required
1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 Qualified Opportunity	2.1 - Qualified Opportunity	1.3 - Information Sent	ales Step to use for Forecast
		10	2.1 - Qualified Opportunity		ales Step Override, if required
35%	35%	35%	35%	10%	obability %
					robability Adjustment
35%	35%	35%	35%	10%	robability % Committed
Product 1	Product 1	Product 1	Product 1	Product 1	ad Product
					clude in Forecast?
					ommitment
\$0	\$0	\$0	\$0	\$0	n
SC	\$0	S0	S0	S0	de
SC	\$0	S0	S0	\$0	ar
\$0	\$0	\$0	\$0	\$0	1
\$C	\$0	\$0	\$0	\$0	pr
\$0	\$0	\$0	S0	\$0	ay
SC	\$0	S0	S0	\$500.000	'n
\$0	\$0	\$0	<b>SO</b>	\$500.000	2
\$0	\$0	\$0	\$600,000	\$0	A
\$600,000	\$600,000	\$600,000	\$0	\$0	1g
\$0	\$0	\$0	\$0	\$0	ep
\$600,000	\$600,000	\$600,000	\$600,000	\$0	3
\$(	\$0	\$0	\$0	\$0	<del>1</del>
\$0	\$0	\$0	\$0	\$0	ov
\$0	\$0	\$0	\$0	\$0	ec
\$0	\$0	\$0	\$0	\$0	14
\$600.000	\$600,000	\$600,000	\$600,000	\$500,000	ull Year

May Fost	Apr Fost	Mar Fost	Feb Fost	Jan Fost	🐦 🔂 Child 1
May Fost AT&T	Apr Host AT&T	Mar Fost AT&T	Feb Fost AT&T	Jan Fost AT&T	Prospect
	Jan	Jan	Jan	Jan	Tospect Start Month to use for Forecast
Jar	Jan	Jan	Jan	Jan	Start Month Override, if required
A					Close Month to use for Forecast
Aug	Aug	Aug	Jul Jul	Jun	Jose Month to use for Forecast
	ecco 000	Aug		acoo 000	
\$650,00	\$650,000	\$650,000	\$600,000	\$500,000	Revenue to use for Forecast
S	\$0	\$650.000	\$600.000	\$0	Revenue Override, if required
.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	1.3 - Information Sent	Sales Step to use for Forecast
			2.1 - Qualified Opportunity		ales Step Override, if required
35	35%	35%	35%	10%	robability %
					Probability Adjustment
35	35%	35%	35%	10%	robability % Committed
Product	Product 1	Product 1	Product 1	Product 1	.ead Product
					nclude in Forecast?
					Commitment
\$	\$0	\$0	\$0	\$0	an
S	\$0	\$0	\$0	\$0	eb
S	\$0	\$0	\$0	\$0	Aar
\$	\$0	\$0	\$0	\$0	21
\$	\$0	\$0	\$0	\$0	kpr
\$	\$0	\$0	\$0	\$0	Aay .
S	\$0	\$0	s0	\$500.000	un
\$	\$0	\$0	\$0	\$500,000	22
\$	\$0	\$0	\$600,000	\$0	ul
\$650,00	\$650,000	\$650,000	\$0	\$0	lug
\$	\$0	\$0	\$0	\$0	Bep
\$650,00	\$650,000	\$650,000	\$600,000	\$0	33
s	\$0	\$0	\$0	\$0	Oct
s	\$0	\$0	\$0	\$0	lov
s	\$0	\$0	\$0	\$0	Dec
\$	\$0	\$0	\$0	\$0	24
\$650.00	\$650,000	\$650,000	\$600.000	\$500,000	ull Year



As the sales process ("step") information is updated, the probability (of deal closure) information is linked into this detail screen. The user can modify the probability percentage.

	Jan Fost	Feb Fost	Mar Fost	Apr Fost	May Fost	Jun Fost
oect	Jan Post AT&T	AT&T	Mar Post AT&T	Aprifosi AT&T	May Post AT&T	JUN POSL
t Month to use for Forecast	Jan	Jan	Jan	Jan	Jan	
t Month Override, if required	Jan	Jan	Jan	Jan	Jan	
se Month to use for Forecast	Jun	Jul	Aug	Aug	Aug	
e Month Override, if required	Jun	Jul	Aug	nuy	nug	
required use for Forecast	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000	
enue Override, if required	\$00,000	\$600,000	\$650.000	000,000 S0	\$050,000 \$0	- 1
es Step to use for Forecast	1.3 - Information Sent	2.1 - Qualified Opportunity	3.3 - Client Endorsed	3.3 - Client Endorsed	3.3 - Client Endorsed	3.3 - Client E
s Step Ovenide, if required	1.3 - Information Sent	2.1 - Qualified Opportunity	3.3 - Client Endorsed •	3.3 - Cilenii Endorseu	3.3 - Cileni Endorseu	3.3 - Cilent L
ability %	10%	2.1 * Qualitied Opportunity 35%	80%	80%	80%	
ability Adjustment	10%	30%	00%	0U 4	00%	
bability % Committed	10%	35%	80%	80%	80%	
d Product	Product 1	Product 1	Product 1	Product 1	Product 1	
ide in Forecast?	11000011	11000011	Troudout	Troudde T	Troubour 1	
mitment			Y	Y	Y	
unit ment	\$0	\$0	s0	\$0	\$0	
	50 S0	50 S0	SO	\$0	\$0 \$0	
	50	50	so	s0	50 S0	
	S0 S0	\$0	\$0	\$0	\$0	
	s0	50	so	\$0	\$0 \$0	
	50	50	so	\$0	\$0	
	\$500.000	50	so	s0	s0 S0	
	\$500.000	\$0	S0	\$0	\$0	
	50	\$600.000	\$0	\$0	\$0	
	50	\$0	\$650.000	\$650.000	\$650.000	
	\$0	\$0	so	\$0	\$0	
	S0	\$600.000	\$650.000	\$650.000	\$650,000	
	50	\$000,000	02	\$0.00,000	S0	
	\$0	\$0	S0	\$0	\$0	
	50	\$0	so	\$0	\$0	
	\$0	\$0	\$0	\$0	\$0	
Year	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000	

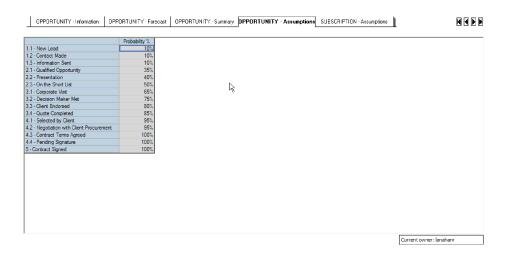
Child 1	Jan Fost	Feb Fost	Mar Fost	Apr Fost	May Fost	Jun Fost
rospect	AT&T	AT&T	AT&T	AT&T	AT&T	our root
tart Month to use for Forecast	Jan	Jan	Jan	Jan	Jan	
art Month Override, if required						
lose Month to use for Forecast	Jun	Jul	Aug	Aug	Aug	
lose Month Override, if required		Jul	Aug			
levenue to use for Forecast	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000	5
levenue Override, if required	\$0	\$600.000	\$650.000	\$0	\$0	
ales Step to use for Forecast	1.3 - Information Sent	2.1 - Qualified Opportunity	3.3 - Client Endorsed	3.3 - Client Endorsed	3.3 - Client Endorsed	3.3 - Client E
ales Step Override, if required		2.1 - Qualified Opportunity	3.3 - Client Endorsed			
robabilty %	10%	35%	80%	80%	80%	
robability Adjustment			· .			
robability % Committed	10%	35%	80%	80%	80%	
ead Product	Product 1	Product 1	Product 1	Product 1	Product 1	
clude in Forecast?			Y		Y	
Commitment				Y		
an	\$0	\$0	\$0	\$0	\$0	
eb far	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	
lar 21	SU SU	50 \$0	SU SD	SU \$0	SU \$0	
er or	SU S0	SU SO	<b>S</b> U S0	SU SO	<b>SU</b> \$0	
lay	50	50 S0	s0 \$0	\$0	\$0 \$0	
lay un	\$500,000	SU S0	SU SD	50	50	
In 12	\$500,000	50 \$0	s0 \$0	\$0	SU SU	
ul	500.000 \$0	\$600.000	S0 S0	SU S0	SU S0	
lug	\$0	\$000,000	\$650.000	\$650.000	\$650.000	
bep	\$0	\$0	\$030,000	\$000,000	\$000,000	
33	50 S0	\$600.000	\$650.000	\$650.000	\$650.000	
aa )ct	\$0	\$600,000	\$00,000	\$00,000	\$650,000	
lov	50	50	SD SD	50	50	
Dec	\$0	\$0	\$0	\$0	\$0	
24	\$0	\$0	\$0	\$0	\$0	
ull Year	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000	
CPPDRTUNITY - Information	PORTUNITY - Detai OPP	ORTUNITY - Forecast Summary	OPPORTUNITY - Probabili	w % SUBSCRIPTION	Current owner: lan	ahanr
OPPORTUNITY - Information		ORTUNITY - Forecast Summary	OPPORTUNITY - Probabil	by% SUBSCRIPTION→		ahanr
OPPORTUNITY - Information	• 🐦 Deal 1	•			Assumptions	ahanr
OPPORTUNITY - Information P	Deal 1 Jan Fost	Feb Fost	Mar Fost	Apr Fost	Assumptions May Fost	ahanr
CPPDRTUNITY - Information	• 🐦 Deal 1	•			Assumptions	ahanr
GPPORTUNITY - Information P (Could 1 2 respect Kat Month to use for Forecast	Deal 1     Jan Fost     AT&T	Feb Fost AT&T	Mar Fost AT&T	Apr Fost AT&T	Assumptions May Fost AT&T	ahanr
OPPORTUNITY - Information     P     Onid 1     Topport     Topport     Tart Month to use for Forecast     tart Month Ovendie, if required	Deal 1     Jan Fost     AT&T	Feb Fost AT&T	Mar Fost AT&T	Apr Fost AT&T	Assumptions May Fost AT&T	ahanr
OPPORTUNITY - Information P (C)Child 1 Toppoet fant Month to use for Forecast fant Month Joemőe, if required Jose Month to use for Forecast	r "≱r∏Deal 1 Jan Fost AT&T Jan	Feb Fost AT&T Jan	Mar Fost AT&T Jan Aug	Apr Fost AT&T Jan	Assumptions Assump	ahanr
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A user can determine whether to include a deal in the committed forecast. However, once a deal surpasses 75 percent probability, it is automatically included in the committed forecast.

The deal information is linked into the tab called **OPPORTUNITY – Summary**. The user can then quickly view his or her forecast pipeline and committed forecast. Information about the forecast relative to monthly and annual targets is also provided.

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- 01-	_	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Т
1.1 - New Lead		0	0	0	0	0	0	0	0	0	0	
1.2 - Contact Made		0	0	0	0	0	0	0	0	0	0	1
1.3 - Information Sent		0	0	0	0	0	0	0	0	0	0	
2.1 - Qualified Opportunity		0	0	0	0	0	0	0	0	0	0	
2.2 - Presentation		0	0	0	Ō	0	0	0	0	Ō	ō	
2.3 - On the Short List		0	0	0	0	0	0	0	0	0	0	í.
3.1 - Corporate Visit		500.000	500.000	0	600.000	0	600.000	0	0	0	0	
3.2 - Decision Maker Met		0	0	0	0	0	0	0	Ō	Ō	Ō	í.
3.3 - Client Endorsed		0	0	0	0	0	0	0	0	0	0	1
3.4 - Quote Completed		0	0	0	0	0	0	0	0	0	0	í T
4.1 - Selected by Client		0	0	Ō	Ō	Ō	0	0	Ō	Ō	Ō	í.
4.2 - Negotiation with Client Procurer	nent	0	0	0	0	0	0	0	0	0	0	1
4.3 - Contract Terms Agreed		0	0	0	0	0	0	0	0	0	0	I.
4.4 - Pending Signature		0	0	0	0	0	0	0	0	0	0	1
5 - Contract Signed		0	0	0	0	0	0	0	0	0	0	1
Total Pipeline		500,000	500,000	0	600,000	0	600,000	0	0	0	0	I.
Committed Forecast		0	0	0	600.000	0	600,000	0	0	0	0	I
- Monthly Target		83,333	250,000	83,333	83,333	83,333	250,000	83,333	83,333	83,333	250,000	
Variance from Target		(83,333)	(250,000)	(83,333)	516,667	(83,333)	350,000	(83,333)	(83,333)	(83,333)	(250,000)	
Variance from Target %		(100.0)%	(100.0)%	(100.0)%	620.0%	(100.0)%	140.0%	(100.0)%	(100.0)%	(100.0)%	(100.0)%	1
 Cumulative Opportunities		0	0	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	
YTD Target		500,000	500,000	583,333	666,667	750,000	750,000	833,333	916,667	1,000,000	1,000,000	1
Variance from YTD Target		(500,000)	(500,000)	(583,333)	(66,667)	(150,000)	(150,000)	(233,333)	(316,667)	(400,000)	(400,000)	
Variance from YTD Target %		(100.0)%	(100.0)%	(100.0)%	(10.0)%	(20.0)%	(20.0)%	(28.0)%	(34.5)%	(40.0)%	(40.0)%	1
Annual Target		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Variance from Annual Target		(1,000,000)	(1,000,000)	(1,000,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	
Variance from Annual Target 3	٤	(100.0)%	(100.0)%	(100.0)%	(40.0)%	(40.0)%	(40.0)%	(40.0)%	(40.0)%	(40.0)%	(40.0)%	

The tab called **OPPORTUNITY** – Assumptions provides the probability assumption information by sales process step, and is linked to the **OPPORTUNITY** – Forecast tab. This tab could be hidden from the user, but is displayed here for informational purposes.



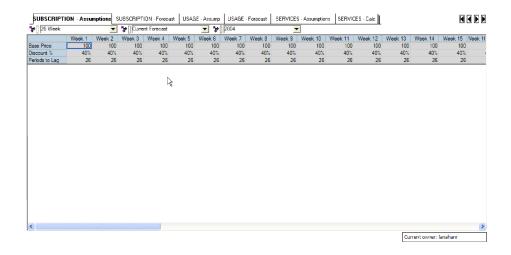
## SUBSCRIPTION METHOD

The *Subscription* method provides a sales representative or marketing manager with the ability to forecast revenue by the rate of subscription renewal. This sales model is typical in the media industry where magazine, cable, or other services are sold to consumers on a renewal subscription basis. Many insurance and financial services products are also offered this way. In the workflow below, a marketing manager is managing revenue forecasts for media products.

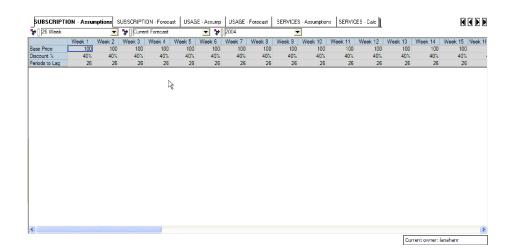
The *SUBSCRIPTION – Assumptions* tab provides pre-loaded information about different subscription lengths, and cannot be modified by the end user. Each subscription length starts with the same base price, but has a different discount percent with the longer subscriptions receiving larger discounts. Additionally, an item called *Periods to Lag* is provided for each subscription, and is used in the forecast to determine when subscriptions will be eligible for renewal.

13 Week		-	Sure	nt Forecast		• *	2004			•						
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	
ase Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
iscount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%		
eriods to Lag	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
					Å											
J		IT												rrent owner:		

SUBSCRIPTION - Assun	nptions	SUBSCRIPT	ION · Foreca	sst USAG	E - Assump	USAGE	Forecast	SERVICES	6 · Assumptio	ns SERVIO	ES - Calc			K	
13 Week	-	🐤 🛛 Curre	nt Forecast		<b>• *</b>	2004			·	•					
3 Week		Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	
6 Week		100	100	100	100	100	100	100	100	100	100	100	100	100	
2 Week	k	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%		30%	
04 Week		13	13	13	13	13	13	13	13	13	13	13	13	13	
otal Subscription															
												_			
												Cu	rrent owner:	lanahanr	



The *SUBSCRIPTION – Forecast* tab allows the user to generate a revenue forecast by subscription length (in effect each length is a product offering). The subscriptions eligible for renewal are populated from a previous week's entries – for example, the 13-week subscriptions eligible for renewal in Week 14 are fed from the *Total Subscriptions* line from Week 1.



Child 1	<b>T</b>	😽 🛛 13 We	ek			Current Fore	cast	-	<b>*</b> 2005			•			1
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/ee
Eigible for Renewal	764	806	854	1.084	1,005	859	472	740	722	740	643	652		850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	75%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	592	542	592	514	522	666	680	
Chum % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	10%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	72	37	32	33	42	43	
Chum % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Chum % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Churn Out	115	121	128	163	151	129	71	111	144	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Chum from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	A 362	129	36	121	48	426	16	400	243	2	97	349	209	
Total Subscriptions	850<	$\langle \Box \rangle$	740	813	849	686	776	604	891	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67.176	51,817	56,886	59,442	47.986	54,326	42.299	62,389	57,304	37.202	43,484	69,613	61,052	

The user can create subscription forecasts by modifying the percentage of subscriptions that will renew (*Renewal* %), the percentage or the number of subscriptions that will renew to a different subscription length (*Renewal Subscriptions*), and how many new subscriptions will be added (*New Subscriptions*). The *Total Subscriptions* are then recalculated and fed forward to the appropriate period. The subscription price and discount information are fed from the previous tab to calculate the revenue forecast values.

🐦 🛛 🄁 Child 1		* [] 13 Wei				Current Fore			<b>*</b> []2005		101 1 44			100 1 44	
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek
Eligible for Renewal	764 80%	806 80%	854 80%	1.084	1.005	859 80%	472	740	722	740 80%	643 80%	652 80%	832 80%	850 80%	
Renewal % Renewal Subscriptions	80% 611	80% 644	683	80%	80% 804	80% 688	378	80% 7	/U		80% 514	80% 522	666	680 680	
Chum % to 26 Week	5%	5%	683 5%	5%	804 5%	688 5%	378 5%	5%	542 10%	\$ <b>5</b> %	5%	5%	5%	5%	
Churn % to 26 week		5% 40	5% 43	54	50	5% 43	5% 24	37			32	33	42		
	38 5%	40 5%	43	54 5%	50 5%	43 5%	24 5%	5%	72 5%	37 5%	32 5%	33 5%	42 5%	43 5%	
Chum % to 52 Week Chum to 52 Week	5% 38	5% 40	5% 43	5% 54	5% 50	5% 43	5% 24	5% 37	5% 36	37	5% 32	5% 33	42	5% 43	
Churn % to 104 Week	38 5%	40	43	5%	5U 5%	43	24 5%	5%	36 5%	5%	32 5%	33 5%	42 5%	43 5%	
Churn 16 104 Week	5% 38	5% 40	0% 43	54	50 50	0% 43	5% 24	37	5% 36	37	54 32	0% 33	42	5% 43	
Total Churn Out	115	121	128	163	151	43	24	111	144	111	32		42	43	
Churn from 26 Week	20	121	25	24	33	33	33	37	22	45	41	43	44	37	
Chum from 52 Week	38	39	20	32	32	33	5	3/	30	40	38	43	16	28	
Chum from 104 Week	24	15	9	16	11	13	5	34	42	32	32	30	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	40	
New Subscriptions	272	362	129	36	121	48	426	16	400	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	891	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	62,389	57.304	37.202	43.484	69.613	61.052	5

Child 1		🎲 🛛 13 We				Current Forei			<b>*</b> [2005						
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek
Eligible for Renewal	764	806	854	1.084	1,005	859	472	740	722	740	643	652	832	850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	5 <b>9</b> 2	506	592	514	522	666	680	
Chum % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%		5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	72	र्च 37	32	33	42	43	
Chum % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Chum % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Chum Out	115	121	128	163	151	129	71	111	144	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Chum In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	400	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	855	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56.886	59,442	47,986	54,326	42,299	59,860	57,304	37,202	43,484	69,613	61,052	. 5

SUBSCRIPTION · Assur	<u> </u>	SCRIPTIO		ast USAGE		USAGE · F			Assumptions	SERVICE		_			
Tr Child 1	Week 1	Week 2	ek Week 3	Week 4	▼ \$	Current Fore Week 6	Week 7	Week 8	1005 Week 9	Week 10	Week 11	Veek 12	Week 13	Week 14	/eek
Eligible for Renewal	764	Week 2 806	vvеек 3 854	vvеек 4 1.084	1.005	859	472	740	722	740	weeк 11 643	VVeek 12 652	Week 13 832	Week 14 850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	592	506	592	514	522	666	680	
Chum % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	108	37	32	33	42	43	
Chum % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Chum % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Chum Out	115	121	128	163	151	129	71	111	181	111	96	98	125	128	
Chum from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Chum from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Chum from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Chum In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16		243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	819 100	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	<sup>6</sup> 100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51.817	56,886	59.442	47,986	54.326	42.299	57,332	57.304	37.202	43,484	69.613	61,052	5

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Jeek 1
Eligible for Renewal	764	806	854	1.084	1.005	859	472	740	722	740	643	652	832	850	VOOR 1
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	592	506	592	514	522	666	680	
Chum % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	108	37	32	33	42	43	
Chum % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Chum % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Churn Out	115	121	128	163	151	129	71	111	181	111	96	98	125	128	
Chum from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Chum from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Chum from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	619	$\langle \_$	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	<sup>×</sup> 100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	43,332	57,304	37,202	43,484	69,613	61,052	56

Child 1				USAGE - As		GE · Forecas		S · Assumpt		ICES - Dalo	L			
	<b>T</b>	l 13 Week		•	🔭 🖓 Currer	nt Forecast		- 🐤 🛛 🔁	05		-			
	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 2
Elgible for Renewal	643	652	832	850	960	740	813	849	686	776	604	619	$\langle \neg \rangle$	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	8
Renewal Subscriptions	514	522	666	680	768	592	650	679	548	621	483	495	655	4
Chum % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 26 Week	32	33	42	43	48	37	41	42	34	39	30	31	41	
Chum % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	32	33	42	43	48	37	41	42	34	39	30	31	41	
Chum % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	32	33	42	43	48	37	41	42	34	39	30	31	41	
Total Churn Out	96	98	125	128	144	111	122	127	103	116	91	93	123	
Chum from 26 Week	41	43	44	37	51	25	33	37	47	38	23	39	17	
Chum from 52 Week	38	50	16	28	37	42	10	45	31	31	19	25	26	
Chum from 104 Week	32	8	44	45	11	5	33	33	28	18	49	43	6	
Total Churn In	112	100	104	111	99	72	76	115	106	87	90	108	49	
New Subscriptions	2	97	349	209	88	386	14	110	66	33	118	486	389	2
Total Subscriptions	531	621	994	872	811	939	618	$\overline{m}$	618	625	601	996	970	6
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	1
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	3
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	37,202	43,484	69.613	61.052	56,750	65,707	43.271	54,374	43,227	43,719	42.044	69,745	67,916	46,0

In addition, subscriptions that are renewed into different subscription lengths are dynamically linked into the appropriate forecast views.

Child 1	•	🍤 🛛 🕄 We	ek		💌 ¥ 💽	Jurrent Forex	:ast	-	2005			-			
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek
Elgible for Renewal	764	806	854	1.084	1.005	859	472	740	722	740	643	652	832	850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	5 <b>9</b> 2	506	592	514	522	666	680	
Chum % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	108	< 7	32	33	42	43	
Chum % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Chum % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Chum Out	115	121	128	163	151	129	71	111	181	111	96	98	125	128	
Chum from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Chum from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Chum from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
Vew Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	619	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	43.332	57,304	37,202	43,484	69,613	61.052	

Child 1	•	13 Wee	k		- >1	Current Forec	ast	•	2005			-			
	Week 1	13 Week			ek 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eeł
Eligible for Renewal	764	26 Week		N	1.005	859	472	740	722	740	643	652	832	850	
Renewal %	80%	52 Week		k	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	104 Week			804	688	378	592	506	592	514	522	666	680	
Chum % to 26 Week	5%	Total Subscr	iption		5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	108	37	32	33	42	43	
hum % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
hum % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Fotal Churn Out	115	121	128	163	151	129	71	111	181	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Chum In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	619	819	531	621	994	872	
lase Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51.817	56.886	59,442	47,986	54.326	42.299	43.332	57.304	37.202	43,484	69,613	61.052	

SUBSCRIPTION · Assur	nptions <b>SUB</b>	SCRIPTIO	N - Foreca	IS USAGE	- Assump	USAGE · F	orecast 9	ERVICES ·	Assumptions	SERVICE	S - Calc			4	
🐦 🔁 Child 1	-	🎲 🛛 26 We	ek		💌 💖	Current Forei	:ast	-	* 2005			-			
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eeł
Eligible for Renewal	397	384	506	479	653	661	667	740	446	897	828	853	883	743	
Renewal %	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	
Renewal Subscriptions	298	288	380	359	490	496	500	555	335	673	621	639	662	557	
Chum % to 13 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 13 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Chum % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Chum % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Total Chum Out	60	58	76	72	98	99	100	111	67	⊿ 135	124	128	132	111	
Churn from 13 Week	38	40	43	54	50	43	24	37	108	$\langle \neg \rangle$	32	33	42	43	
Chum from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	100	95	73	102	93	89	33	107	180	87	103	90	102	116	
New Subscriptions	65	55	299	358	35	55	10	213	370	351	242	162	21	232	
Total Subscriptions	403	380	676	748	519	540	443	764	818	<b>97</b> 6	841	764	653	794	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	
Discounted Price	60	60	60	60	60	60	60	60	60	60	60	60	60	60	
Revenue	24,179	22,825	40,569	44,860	31,169	32,413	26,599	45,834	49,069	58,553	50,471	45,837	39,166	47,616	

# **USAGE METHOD**

The *Usage* method enables a sales representative or marketing manager to forecast revenue by product usage or service offering. This sales model is typical in the cellular phone industry where service offerings are purchased by the consumer based on the minutes used. In the workflow below, a marketing manager forecasts revenue for cellular phone service offerings (four plans) across three market segments (individual, family, and business).

The tab called *USAGE – Assumptions* provides assumption information about various cellular phone plans within the usage forecast. This information is pre-loaded and is not available for modification by the user. These assumptions will be linked into the forecast tab for revenue calculations.

🐦 🛛 Current Fi	precast 💌													
		Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct
	Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99
	Overage Rate	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45
	Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60
lan 1	Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	500
	Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250
	Standard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
	Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
	Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
	Plan Price	29.99	29.99	29.99	89.97	29.99	29.99	29.99	89.97	29.99	29.99	29.99	89.97	29.99
	Overage Rate	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
	Standard Minutes	300	300	300	900	300	300	300	900	300	300	300	900	300
lan 2	Weekend Minutes	2,500	2,500	2.500	7,500	2,500	2,500	2,500	7,500	2,500	2,500	2,500	7,500	2,500
lan 2	Weeknight Minutes	1,250	1.250	1,250	3,750	1,250	1,250	1,250	3,750	1.250	1,250	1,250	3,750	1,250
	Standard Minutes Multiplier	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
	Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
	Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1,10	1.10	1.10	1.10	1,10	1.10
	Plan Price	39.99	39.99	39.99	119.97	39.99	39.99	39.99	119.97	39.99	39.99	39.99	119.97	39.99
	Overage Rate	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
	Standard Minutes	600	600	600	1.800	600	600	600	1.800	600	600	600	1.800	600
	Weekend Minutes	2.880	2,880	2,880	8,640	2.880	2.880	2,880	8,640	2.880	2.880	2.880	8,640	2,880
lan 3	Weeknight Minutes	1.800	1.800	1.800	5,400	1.800	1.800	1.800	5,400	1.800	1.800	1.800	5,400	1.800
	Standard Minutes Multiplier	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40
	Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
	Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1,10	1.10
	Plan Price	39.99	39.99	39.99	119.97	39.99	39.99	39.99	119.97	39.99	39.99	39.99	119.97	39.99
	Overage Rate	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
	Standard Minutes	1.000	1.000	1.000	3.000	1.000	1.000	1.000	3.000	1.000	1.000	1.000	3.000	1.000
	Weekend Minutes	2,880	2 880	2 880	8,640	2,880	2,880	2,880	8,640	2,880	2,880	2,880	8,640	2,880
lan 4	Weeknight Minutes	1.800	1.800	1.800	5,400	1,800	1,800	1.800	5,400	1.800	1.800	1,800	5,400	1.800
	Standard Minutes Multiplier	1.25	1.25	1.25	1 25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1 25	1.25
	Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
	Weeknight Minutes Multiplier	1 10	1 10	1 10	1 10	1 10	1 10	1 10	1 10	1 10	1 10	1 10	1 10	1 10
	Plan Price	129,96	129.96	129.96	389.88	129.96	129.96	129.96	389.88	129.96	129,96	129.96	389.88	129.96
otal Plans	Overage Rate	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65	1.65
		1.00		1.00										

The USAGE – Forecast tab generates a revenue forecast based on the number of plans and minutes used by market segment.

Trild 1	💌 🐦 Inc	dividual		T	Plan 1			💌 🐤 📭	urrent Forec	ast	•			
	, Individu	ual -		15	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	Family				0	0	0	0	0	0	0	0	0	0
Starting Plans	Busines				36	76	125	237	131	150	188	469	213	192
Plans Added	Total M	larket Segi	ment		50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	5	98	10	15	69	94	26	17	32	75	67	27
Total Plans	36	1	36	73	76	125	131	332	150	188	213	551	192	179
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59,97	19.99	19.99	19.99	59.97	19.99	19.99
Plan Revenue	720	20	720	1,459	1,519	2,499	2,619	6,637	2,998	3,758	4,258	11.014	3,838	3,578
Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	60
Standard Minutes Available	2,160	60	2,160	4,380	4,560	7,500	7,860	19,920	9,000	11,280	12,780	33,060	11,520	10,740
Standard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Standard Minutes Overage	648	18	648	1.314	1,368	2,250	2,358	5,976	2.700	3,384	3,834	9,918	3,456	3,222
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	500	500
Weekend Minutes Available	18,000	500	18,000	36,500	38,000	62,500	65,500	166,000	75,000	94,000	106,500	275,500	96,000	89,500
Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Weekend Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,475
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	250
Weeknight Minutes Available	9,000	250	9,000	18,250	19,000	31,250	32,750	83,000	37,500	47,000	53,250	137,750	48,000	44,750
Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Weeknight Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,475
Total Overage	2,448	68	2,448	4,964	5,168	8,500	8,908	22,576	10,200	12,784	14,484	37,468	13,056	12,172
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45
Overage Revenue	1,102	31	1,102	2,234	2,326	3,825	4,009	10,159	4,590	5,753	6,518	16,861	5,875	5,477
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	1,821	51	1.821	3,693	3,845	6,324	6,627	16,796	7,589	9,511	10,776	27,875	9,713	9,056

Child 1	💌 🐦 🔤	dividual		-	Plan 1			T 🖌 🗖	urrent Forec	ast	-			
	Jan	Feb	Mar	Q1	Plan 1			2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40	Plan 2			0	0	0	0	0	0	0
Starting Plans	40	36	1	77	Plan 3			237	131	150	188	469	213	192
Plans Added	22	32	40	94	Plan 4			189	45	55	57	157	46	14
Plans Dropped	26	67	5	98	Total Plans			94	26	17	32	75	67	27
Total Plans	36	1	36	73	76	125	131	332	150	188	213	551	192	179
lan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99
Plan Revenue	720	20	720	1,459	1,519	2,499	2,619	6,637	2,998	3,758	4,258	11,014	3,838	3,578
itandard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	60
Standard Minutes Available	2,160	60	2,160	4,380	4,560	7,500	7,860	19,920	9,000	11,280	12,780	33,060	11,520	10,740
standard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Standard Minutes Overage	648	18	648	1.314	1.368	2,250	2,358	5,976	2.700	3,384	3.834	9,918	3,456	3,222
Veekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	500	500
Weekend Minutes Available	18,000	500	18,000	36,500	38,000	62,500	65,500	166,000	75,000	94,000	106,500	275,500	96,000	89,500
Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Weekend Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,475
Veeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	250
Weeknight Minutes Available	9,000	250	9,000	18,250	19,000	31,250	32,750	83,000	37,500	47,000	53,250	137,750	48,000	44,750
Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Weeknight Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,475
Fotal Overage	2,448	68	2,448	4,964	5,168	8,500	8,908	22,576	10,200	12,784	14,484	37,468	13,056	12,172
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45
Overage Revenue	1,102	31	1,102	2,234	2,326	3,825	4,009	10,159	4,590	5,753	6,518	16,861	5,875	5,477
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	1,821	51	1.821	3,693	3,845	6,324	6,627	16,796	7,589	9,511	10,776	27,875	9,713	9,056

The number of plans by market segment are forecast by modifying the fields called *Plans Added* and *Plans Dropped* on a monthly basis. *Total Plans* are then calculated and become the starting point for the next forecast month.

Child 1	💌 🐦 🔤	dividual		-	Plan 1			💌 🐦 🖸	urrent Forec	ast	-			
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Nonth 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	(
Starting Plans	40	36	1	77	36	76	125	237	131	150	188	469	213	192
Plans Added	22	32 5	0	94	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	5	98	10	15	69	94	26	17	32	75	67	2
Fotal Plans	36	1	36	73	76	125	131	332	150	188	213	551	192	17
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99
Nan Revenue	720	20	720	1.459	1,519	2.499	2.619	6.637	2.998	3.758	4,258	11.014	3.838	3,578
standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	60
Standard Minutes Available	2,160	60	2,160	4,380	4,560	7,500	7,860	19,920	9,000	11,280	12,780	33,060	11,520	10,74
tandard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Standard Minutes Overage	648	18	648	1,314	1,368	2,250	2,358	5,976	2,700	3,384	3,834	9,918	3,456	3,222
Veekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1.500	500	500
Weekend Minutes Available	18,000	500	18,000	36,500	38,000	62,500	65,500	166,000	75,000	94,000	106,500	275,500	96,000	89,500
Veekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.0
Weekend Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,47
Veeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	250
Weeknight Minutes Available	9,000	250	9,000	18,250	19,000	31,250	32,750	83,000	37,500	47.000	53,250	137,750	48,000	44,750
Veeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Weeknight Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,47
Fotal Overage	2,448	68	2,448	4,964	5,168	8,500	8,908	22,576	10,200	12,784	14,484	37,468	13,056	12,172
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45
Overage Revenue	1,102	31	1.102	2,234	2,326	3,825	4.009	10,159	4.590	5,753	6,518	16,861	5.875	5.477
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	(
Total Revenue	1.821	51	1,821	3,693	3,845	6,324	6,627	16,796	7,589	9,511	10,776	27,875	9,713	9,056

💱 🔂 Child 1	💌 🐦 🔤	dividual		-	Plan 1			💌 🐦 🔽	urrent Forec	ast	•			
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	(
Starting Plans	40	36	1	77	46	86	135	267	141	160	198	499	223	202
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67 1	10 ] [	98	10	15	69	94	26	17	32	75	67	27
Total Plans	36	1	46	83	86	135	141	362	160	198	223	581	202	189
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.95
Plan Revenue	720	20	920	1.659	1.719	2,699	2.819	7.236	3,198	3,958	4.458	11.614	4.038	3,778
Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	60
Standard Minutes Available	2,160	60	2,760	4,980	5,160	8,100	8,460	21,720	9,600	11,880	13,380	34,860	12,120	11,340
Standard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Standard Minutes Overage	648	18	828	1,494	1,548	2,430	2,538	6,516	2,880	3,564	4.014	10,458	3,636	3,402
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1.500	500	500
Weekend Minutes Available	18,000	500	23,000	41,500	43,000	67,500	70,500	181,000	80,000	99,000	111,500	290,500	101,000	94,500
Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Weekend Minutes Overage	900	25	1,150	2,075	2,150	3,375	3,525	9,050	4,000	4,950	5,575	14,525	5,050	4,725
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	250
Weeknight Minutes Available	9,000	250	11.500	20,750	21,500	33,750	35,250	90,500	40.000	49.500	55,750	145,250	50,500	47,250
Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Weeknight Minutes Overage	900	25	1,150	2,075	2,150	3,375	3,525	9,050	4,000	4,950	5,575	14,525	5,050	4,725
Total Overage	2,448	68	3,128	5,644	5,848	9,180	9,588	24,616	10,880	13,464	15,164	39,508	13,736	12,852
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45
Overage Revenue	1,102	31	1.408	2,540	2,632	4,131	4.315	11.077	4.896	6.059	6.824	17,779	6,181	5.783
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Revenue	1,821	51	2,327	4,199	4,351	6,830	7,133	18,314	8,094	10,017	11,282	29,393	10,219	9,562

Child 1	💌 😵 🕪	dividual		•	Plan 1			💌 😵 🕅	Current Forec	ast	-			
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov )
Month 1 Start	40	0	0	40	0	1 0	0	0	0	0	0	0	0	0
Starting Plans	40	36	1	77	41 -	$\langle \neg \rangle$	130	252	136	155	193	484	218	197
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	10	103	10	15	69	94	26	17	32	75	67	27
Total Plans	36	1	41 <		81	130	136	347	155	193	218	566	197	184
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99
Plan Revenue	720	20	820	1,559	1.619	2,599	2,719	6.937	3.098	3.858	4.358	11,314	3,938	3,678
Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	60
Standard Minutes Available	2,160	60	2,460	4,680	4,860	7,800	8,160	20,820	9,300	11,580	13,080	33,960	11,820	11,040
Standard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Standard Minutes Overage	648	18	738	1,404	1,458	2,340	2,448	6,246	2,790	3,474	3,924	10,188	3,546	3,312
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	500	500
Weekend Minutes Available	18,000	500	20,500	39,000	40,500	65,000	68,000	173,500	77,500	96,500	109,000	283,000	98,500	92,000
Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Weekend Minutes Overage	900	25	1,025	1,950	2,025	3,250	3,400	8,675	3,875	4,825	5,450	14,150	4,925	4,600
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	250
Weeknight Minutes Available	9.000	250	10.250	19,500	20.250	32,500	34.000	86.750	38.750	48.250	54.500	141,500	49.250	46.000
Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Weeknight Minutes Overage	900	25	1,025	1,950	2,025	3,250	3,400	8,675	3,875	4,825	5,450	14,150	4,925	4,600
Total Overage	2,448	68	2,788	5,304	5,508	8,840	9,248	23,596	10,540	13,124	14,824	38,488	13,396	12,512
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45
Overage Revenue	1,102	31	1,255	2,387	2,479	3,978	4,162	10,618	4,743	5,906	6,671	17,320	6,028	5,630
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
										9.764	11,029	28.634	9,966	

*Plan Revenue* is calculated by multiplying the number of plans by the monthly plan price, linked in from the previous tab. The minutes available for each plan are linked from the previous tab and multiplied by the number of plans to generate a minutes available value (*Standard Minutes Available*). Each type of minute calculation has a multiplier—linked in from the previous tab—to calculate the amount of overage (*Standard Minutes Overage*). For example, in the month of March there are 41 *Total Plans* for the Individual market segment in Plan 1. Each of those plans is eligible for 60 *Standard Minutes*, making the total *Standard Minutes* available equal to 2,460.

The multiplier of 1.30—linked in from the previous tab—is then multiplied by the total *Standard Minutes* available. In this example, it is assumed that the *Individual* market segment has a 30 percent overage on their standard minutes. Therefore, the *Standard Minutes* overage is 738. Similarly, this calculation is performed on *Weekend* and *Weeknight* minutes to generate a *Total Overage* value measured in minutes, which is multiplied by *Overage Rate* to generate *Overage Revenue*. Finally, an adjustment line is available to make manual adjustments to the *Total Revenue* line.

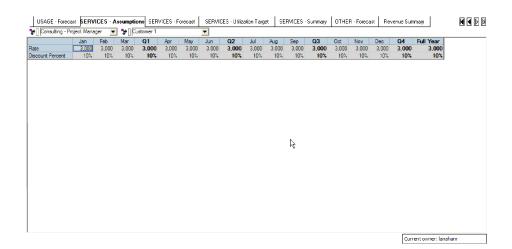
Child 1	💌 🎲 🔤	dividual		•	Plan 1			💌 🐤 📭	urrent Forec	əst	-			
-	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Ionth 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	(
tarting Plans	40	36	1	77	41	81	130	252	136	155	193	484	218	19
lans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	1
lans Dropped	26	67	10	103	10	15	69	94	26	17	32	75	67	2
otal Plans	36	1	41	78	81	130	136	347	155	193	218	566	197	18
lan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.9
lan Revenue	720	20	820	1,559	1.619	2,599	2,719	6.937	3.098	3,858	4.358	11,314	3,938	3,67
tandard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	6
tandard Minutes Available	2,160	60	2,460	4,680	4,860	7,800	8,160	20,820	9,300	11,580	13,080	33,960	11,820	11,04
tandard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.3
tandard Minutes Overage	648	18	738	1.404	1.458	2,340	2.448	6,246	2.790	3,474	3,924	10,188	3.546	3,31
Veekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	500	50
Veekend Minutes Available	18,000	500	20,500	39,000	40,500	65,000	68,000	173,500	77,500	96,500	109,000	283,000	98,500	92,00
Veekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.0
Veekend Minutes Overage	900	25	1,025	1,950	2,025	3,250	3,400	8,675	3,875	4,825	5,450	14,150	4,925	4,60
Veeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	25
Veeknight Minutes Available	9.000	250	10,250	19,500	20,250	32,500	34,000	86,750	38,750	48,250	54,500	141,500	49.250	46.00
Veeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.1
Veeknight Minutes Overage	900	25	1,025	1,950	2,025	3,250	3,400	8,675	3,875	4,825	5,450	14,150	4,925	4,60
otal Overage	2,448	68	2,788	5,304	5,508	8,840	9,248	23,596	10,540	13,124	14,824	38,488	13,396	12,51
Iverage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.4
Verage Revenue	1,102	31	1,255	2,387	2,479	3,978	4,162	10,618	4,743	5,906	6,671	17,320	6.028	5,63
djustment	0	0 1	00 Ť	0	0	0	0	0	0	0	0	0	0	
otal Revenue	1.821	51	2.074	3.946	4.098	6.577	6,880	17,555	7.841	9,764	11.029	28.634	9,966	9.30

🐦 🄁 Child 1	💌 🐦 🖿	dividual		•	Plan 1			💌 🐦 🖸	urrent Forec	ast	-			
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	0
Starting Plans	40	36	1	77	41	81	130	252	136	155	193	484	218	197
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	10	103	10	15	69	94	26	17	32	75	67	2
Fotal Plans	36	1	41	78	81	130	136	347	155	193	218	566	197	184
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99
lan Revenue	720	20	820	1.559	1.619	2,599	2,719	6.937	3.098	3.858	4.358	11,314	3.938	3,678
standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	60
Standard Minutes Available	2,160	60	2,460	4,680	4,860	7,800	8,160	20,820	9,300	11,580	13,080	33,960	11,820	11,040
Standard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.3
Standard Minutes Overage	648	18	738	1,404	1,458	2,340	2,448	6,246	2,790	3,474	3,924	10,188	3,546	3,312
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	500	50
Weekend Minutes Available	18,000	500	20,500	39,000	40,500	65,000	68,000	173,500	77,500	96,500	109,000	283,000	98,500	92,00
Neekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.0
Weekend Minutes Overage	900	25	1,025	1,950	2,025	3,250	3,400	8,675	3,875	4,825	5,450	14,150	4,925	4,60
Neeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	25
Weeknight Minutes Available	9,000	250	10,250	19,500	20,250	32,500	34,000	86.750	38,750	48,250	54,500	141,500	49,250	46.00
Neeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.1
Weeknight Minutes Overage	900	25	1,025	1,950	2,025	3,250	3,400	8,675	3,875	4,825	5,450	14,150	4,925	4,60
Total Overage	2,448	68	2,788	5,304	5,508	8,840	9,248	23,596	10,540	13,124	14,824	38,488	13,396	12,51
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.4
Overage Revenue	1,102	31	1,255	2,387	2,479	3,978	4,162	10.618	4.743	5.906	6.671	17.320	6.028	5.63
Adjustment	0	0	100	100	0	0	0	0	0	0	0	0	0	
Total Revenue	1,821	51	2,174	4,046	4,098	6,577	6,880	17,555	7,841	9,764	11,029	28,634	9,966	9,30

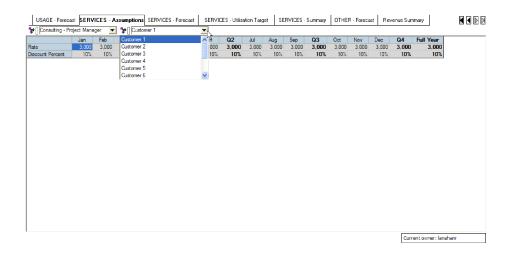
## **SERVICES METHOD**

The *Services* method enables a professional services consultant to forecast revenue in relation to specific customers, daily work rates, and key project characteristics such as project start and completion dates. This sales model is typical in service industries that invoice customers for work based on staff utilization. For instance, the IT professional services and management consulting industries operate in this manner. In the workflow below, a project manager forecasts revenue for professional services rendered for specific customers.

The *SERVICES – Assumptions* tab is used to provide read-only rate and discount information by services role for each customer. This information will be linked into the services forecast.



Consulting - Project Manager	<b>v</b> 🎾	stomer 1			-											
onsulting - Project Manager	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Full Year	
onsulting - Senior Consultant	3,000	3,000	3,000	3.000	3.000	3,000	3,000	3.000	3,000	3,000	3.000	3.000	3.000	3,000	3,000	
onsulting - Consultant	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	



The *SERVICES* – *Forecast* tab is used to forecast the customer activity, utilization, and revenue generation for each consultant. The user inputs information regarding customer, consulting role, and dates to generate the forecast. Additionally, the user may adjust the number of days worked for those consultants working more days than the utilization target.

USAGE - Fored	sast SERVICE	S - Assumptions SERVICES			Utilization Target	SERVICES · Summ	ary OTHER · Forecast	Revenue 9	Summary		2
🎲 🛛 🔁 Child 1		Consultant 1		🕶 🍞 Mar		•					
	Customer	Role	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for U		Rate	Discount Percent s	-
Project 1	Customer 1	Consulting - Project Manager		19-Mar-05	13	0		13	3.000	10%	
Project 2	Customer 2	Consulting - Project Manager	20-Mar-05	27-Mar-05	5	0		5	3,000	0%	
Project 3	-				0	0		0	0	0%	
Project 4	Customer 1				0	0		0	0	0%	
Project 5	Customer 2				0	0		0	0	0%	
Project 6	Customer 3				0	0		0	0	0%	
Project 7	Customer 4 Customer 5	18			0	0		0	0	0%	
Project 8	Customer 6				0	0		0	0	0%	
Project 9	Customer 7				0	0		Ō	0	0%	
Project 10	Customer 8				0	0		0	0	0%	
Total Projects	Customer 9 Customer 10				18	0		18	6.000	5%	
<				I	1					)	
								0	urrent ow	ner: lanahanr	Ī

Opport 1         Curatomer 1         Consulting - Project Manager         1Mer 05         19 Mar 05         13         0         13         3.000         10%           Nighed 2         Consulting - Project Manager         20 Mar 05         5         0         5         0.00         0%	🎲 🔁 Child 1		Consultant 1	1	🖌 🏷 Mar		-			
Operat 2         Curatomer 2         Consulting - Project Manager         20 Mar 05         27 Mar 05         5         0         5         3,000         0%           Signed 3         Curatomer 2         Consulting - Project Manager         0         0         0         0         0%		Customer			End Date	Number of Days	Days Adjustment	Number of Days for Utilizatio	n Rate	Discount Percent sco
Implet 3         Customer 3         Implet 4         0 <td>Project 1</td> <td>Customer 1</td> <td>Consulting - Project Manage</td> <td></td> <td></td> <td>13</td> <td></td> <td></td> <td></td> <td></td>	Project 1	Customer 1	Consulting - Project Manage			13				
Operation         Operation         Operation         O <td>Project 2</td> <td>Customer 2</td> <td>Consulting - Project Manage</td> <td>20-Mar-05</td> <td>27-Mar-05</td> <td>5</td> <td>0</td> <td></td> <td>5 3.000</td> <td>0%</td>	Project 2	Customer 2	Consulting - Project Manage	20-Mar-05	27-Mar-05	5	0		5 3.000	0%
Opect 4         Consulting - Project Manager         0	Project 3	Customer 3	-			0	0		0 0	0%
Creating - Senior Creating         0 </th <td>Project 4</td> <td></td> <td>Consulting - Project Manager</td> <td></td> <td></td> <td>0</td> <td>0</td> <td></td> <td>0 0</td> <td>0%</td>	Project 4		Consulting - Project Manager			0	0		0 0	0%
Oppoct 7         Administrative         0	Project 5		Consulting - Senior Consultant	N		0	0		0 0	0%
Operation         O	Project 6		Consulting - Consultant	3		0	0		0 0	0%
Impet 8         Mandatory Meetings         0         0         0         0%           Impet 9         Vecation         0         0         0%         <	Project 7		Consulting - Non-billable			0	0		0 0	0%
Vector         0 <td>Project 8</td> <td></td> <td></td> <td></td> <td></td> <td>0</td> <td>0</td> <td></td> <td>0 0</td> <td>0%</td>	Project 8					0	0		0 0	0%
Project 10 Sick 0 0 0 0 0%						0	0		0 0	0%
Total Projects Leave 18 0 18 6,000 5%	Project 10		Sick			0	0		0 0	
	Total Projects		Leave			18	0		18 6 000	5%

USAGE · Foreca	st SERVICE	S - Assumptions SERVICES -	Forecast S	SERVICES - U	tilization Target	SERVICES · Summar	y OTHER - Forecast	Revenue Su	ummary	
Trild 1		Consultant 1	-	🏷 Mar		-	•			
	Customer	Role	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for	Utilization	Rate	Discount Percent a
Project 1	Customer 1	Consulting - Project Manager	1-Mar-05	19-Mar-05	13	0		13	3,000	10%
roject 2	Customer 2	Consulting - Project Manager	20-Mar-05	27-Mar-05	5	0		5	3,000	0%
roject 3	Customer 3	Consulting - Senior Consultant	-		0	0		0	2,500	5%
oject 4			20-Mar-05 👗	1	0	0		0	0	0%
oject 5			21-Mar-05		0	0		0	0	0%
roject 6			22-Mar-05 23-Mar-05		0	0		0	0	0%
roject 7			23-Mar-05		0	0		0	0	0%
oject 8			25-Mar-05		0	0		0	0	0%
roject 9			26-Mar-05		0	0		0	0	0%
roject 10			27-Mar-05		0	0		0	0	0%
otal Projects			28-Mar-05 29-Mar-0 30-Mar-05		18	0		18	8,500	5%
			2.Apr-05 💌	1						
1										

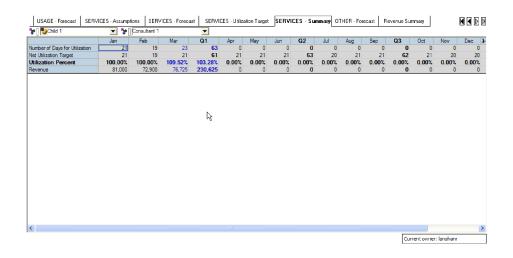
🐤 🖳 🔁 Child 1		Consultant 1		🐈 Mar		•					
0,	Customer	Role	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for	Utilization	Rate	Discount Percent	:0
Project 1	Customer 1	Consulting - Project Manager	1-Mar-05	19-Mar-05	13	0		13	3,000	102	%
Project 2	Customer 2	Consulting - Project Manager	20-Mar-05	27-Mar-05	5	0		5	3,000	02	%
Project 3	Customer 3	Consulting - Senior Consultant	28-Mar-05	-	(87)	0		(87)	2,500	52	%
Project 4			Ì	20-Mar-05 🔨	] 0	0		0	0	02	%
Project 5				21-Mar-05	0	0		0	0	0%	%
Project 6				22-Mar-05 23-Mar-05	0	0		0	0	02	%
roject 7				23-Mar-05 =	0	0		0	0	0%	%
roject 8				25-Mar-05	0	0		0	0	02	%
roject 9				26-Mar-05	0	0		0	0	02	%
Project 10				27-Mar-05 28-Mar-05	0	0		0	0	02	%
						0					
Total Projects				29-Mar-05 30-Mar-05 31-Mar-05	(69)	U		(69)	8,500	57	4
otal Projects				29-Mar-05 30-Mar-05	(63)	U		(69)	8.500	5/	4

Project 1 Project 2 Project 3 Project 4 Project 5	Customer Customer 1	<b>_ 7</b>	Consultant 1	-	1 🐦 🕅	ar	-					
oject 2 oject 3 oject 4												
oject 2 oject 3 oject 4	Customer 1		Role	Start Date	End Dat				lumber of Days for		Rate	Discount Percent
oject 3 oject 4			g - Project Manager	1-Mar-05	19-Mar		3	0		13		10%
oject 4	Customer 2		g - Project Manager	20-Mar-05	27-Mar		5	2			3,000	0%
	Customer 3	Consulting	- Senior Consultant	28-Mar-05	31-Mar	-05	3	Lð 🛛			3 2,500	5%
							0	ŏ			0 0	0%
							0	0			0 0	
ject 6							0	0			0 0	
							0	0			0 0	
ject 7												
oject 8							0	0			0 0	
oject 9							0	0			0 0	
oject 10							0	0			0 0	
tal Projects						2	1	2		2	3 <b>8,50</b> 0	5%
1												
						ш				[	Current own	ner: lanahanr
USAGE - Foreca	ast SERVIC		ons <b>FERVICES</b> - Consultant 1			ii - Utiization Target	SERVICES - Sur	nmary	OTHER - Forecast			
USAGE - Foreca	1	• *	Consultant 1		<b>*</b>	ar	•			Revenue	Summary	ner: lanahanr
USAGE - Foreca	Start Date	End Date	Consultant 1 Number of Days		ient Nu		Vtilization Ra	ite	Discount Percent	Revenue	Summary <b>Revenue</b>	her: lanahanr
USAGE - Foreca + [] To Child 1	Start Date 1-Mar-05	End Date 19-Mar-05	Consultant 1 Number of Days 13		ent Nu	ar	Utilization Ra	ste 3.000	Discount Percent 10%	Revenue	Summary Revenue 48.60	ner: lanahanr
USAGE - Foreca	Start Date 1-Mar-05 20-Mar-05	End Date 19-Mar-05 27-Mar-05	Consultant 1 Number of Days 13 5		ent Na 0	ar	Utilization Ra 13 3 7 3	ate 3.000 3.000	Discount Percent 10%	Revenue Discount 5.400 0	Summary Revenue 48.60 21.00	rer: lanahanr
USAGE - Foreca P Porting 1 opect 1 opect 2 opect 3	Start Date 1-Mar-05	End Date 19-Mar-05	Consultant 1 Number of Days 13 5 3		ent Na 0 2	ar	Utilization Ra 13 3 7 3 3 2	ate 8.000 8.000 8.000 2,500	Discount Percent 10% 0% 5%	Revenue Discount 5.400 0 375	Summary Revenue 48.60 21.00 7.12	ner: lenehanr
USAGE - Foreca	Start Date 1-Mar-05 20-Mar-05	End Date 19-Mar-05 27-Mar-05	Consultant 1 Number of Days 13 5 3 0		0 0 0 0 0 0 0 0 0 0	ar	Utilization Ra 13 3 7 3 3 2 0	ate 3.000 3.000 2,500 0	Discount Percent 10% 0% 5% 0%	Revenue Discount 5.400 0 375 0	Summary Revenue 48.60 21.00 7.12	rer: lenehanr
USAGE - Foreca I Child 1 oject 1 oject 2 oject 3 oject 4 oject 5	Start Date 1-Mar-05 20-Mar-05	End Date 19-Mar-05 27-Mar-05	Consultant 1 Number of Days 13 5 3 0 0 0		ent Nu 0 2 0 0 0	ar	Utilization Ra 13 3 7 3 3 2 0 0	ste 3,000 3,000 2,500 0 0	Discount Percent 10% 0% 5% 0% 0%	Revenue Discount 5,400 0 375 0 0	Summary Revenue 48.60 21.00 7,12	rer : lanahanr
USAGE - Foreca (Interpret 1) opert 2 opert 3 opert 4 opert 5 opert 6	Start Date 1-Mar-05 20-Mar-05	End Date 19-Mar-05 27-Mar-05	Consultant 1 Number of Days 13 5 3 0 0 0 0		ent Nu 0 2 0 0 0 0 0	ar	Utilization Ra 13 3 7 3 3 3 0 0 0	ate 3,000 3,000 2,500 0 0	Discount Percent [ 10% 0% 5% 0% 0% 0% 0%	Revenue           Discount           5.400           0           375           0           0           0           0           0	Summary Revenue 48.60 21,00 7,12	rer : lanaharr
USAGE - Foreca Diplet 1 oject 1 oject 2 oject 3 oject 5 oject 5 oject 6 oject 7	Start Date 1-Mar-05 20-Mar-05	End Date 19-Mar-05 27-Mar-05	Consultant 1 Number of Days 13 5 3 0 0 0 0 0 0 0 0 0 0 0		ent Na 0 2 0 0 0 0 0 0 0 0	ar	Utilization Ra 13 3 7 3 3 2 0 0 0 0	ate 3,000 3,000 2,500 0 0 0	Discount Percent 10% 10% 5% 0% 0% 0% 0%	Revenue           Discount           5.400           0           375           0           0           0           0           0	Summary Revenue 48.60 21,00 7,12	rer : lanaharr
USAGE - Foreca → [ ] → Child 1 oject 1 oject 2 oject 3 oject 4 oject 5 oject 6 oject 7 oject 7 oject 8	Start Date 1-Mar-05 20-Mar-05	End Date 19-Mar-05 27-Mar-05	Consultant 1 Number of Days 13 5 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		ent Na 0 2 0 0 0 0 0 0 0 0 0 0 0 0	ar	Utilization Ra 13 3 7 3 3 2 0 0 0 0 0 0	ate 3.000 3.000 2,500 0 0 0 0 0 0	Discount Percent 10% 10% 5% 0% 0% 0% 0% 0%	Eevenue Discount 5,400 0 375 0 0 0 0 0 0 0 0 0 0 0 0 0	Summary Revenue 48.60 21.00 7,12	rer : lanaharr
USAGE - Foreca Dect 1 oject 2 oject 3 oject 4 oject 5 oject 6 oject 7 oject 8 oject 9	Start Date 1-Mar-05 20-Mar-05	End Date 19-Mar-05 27-Mar-05	Consultant 1 Number of Days 13 5 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		ent Nu 0 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	ar	Utilization Ra 13 3 7 3 3 2 0 0 0 0 0 0 0 0 0 0 0	ate 3,000 3,000 2,500 0 0 0 0 0 0 0	Discount Percent 10% 0% 5% 0% 0% 0% 0% 0% 0% 0%	Revenue Discount 5,400 0 375 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Summary Revenue 48,60 21,00 7,12	ter: lanaharr
	Start Date 1-Mar-05 20-Mar-05	End Date 19-Mar-05 27-Mar-05	Consultant 1 Number of Days 13 5 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		ent Na 0 2 0 0 0 0 0 0 0 0 0 0 0 0	ar	Utilization Ra 13 3 7 3 3 2 0 0 0 0 0 0	ate 3.000 3.000 2,500 0 0 0 0 0 0	Discount Percent 10% 10% 5% 0% 0% 0% 0% 0%	Eevenue Discount 5,400 0 375 0 0 0 0 0 0 0 0 0 0 0 0 0	Summary Revenue 48,60 21,00 7,12	rer : lanaharr

The *SERVICES – Utilization Target* tab is another assumptions tab providing utilization target information for each consultant. There are built-in offsets for mandatory company meetings and vacation time that will lower the target for that month. This target information is linked into the summary tab and can be used for bonus calculations and performance reviews.



The SERVICES - Summary tab provides utilization and revenue information for each consultant.



### **OTHER METHOD**

The OTHER – Forecast tab is used to capture revenue that does not fit into the other revenue modeling methods. It allows for simple manual entry and a column for a text description.

	Description	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec
		10.000	10.000	10.000	30,000	10.000	10.000	10.000	30,000	10.000	10.000	10,000	30,000	10.000	10.000	-
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Uther Revenue		10.000	10.000	10.000	30,000	10.000	10.000	10.000	30.000	10.000	10.000	10. <b>00</b> 0	30.000	10.000	10.000	
			10.000	10.000	30,000	10.000	10.000	10.000	30.000	10.000	10.000	10.000	30.000	10.000	10.000	

# **REVENUE SUMMARY**

Finally, the *Revenue Summary* tab provides output for all of the revenue forecasting methods. This information is provided by method and by month for each of the forecast versions.

🐦 🔁 Child 1	<b>•</b> 🕻	Current Forecast	t										
		ent Forecast		^ 01	1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3
Transaction Forecast	97. Bas	eline		349	9.175	154,175	154,175	154.175	462,525	154,175	154,175	154,175	462.5
Opportunity Forecast		rious Forecast		=	0	0	0	0	0	0	0	0	
ubscription Forecast		ent Year Actuals		773	3,572	695,048	615,741	611,702	1,922,491	695,437	675,534	1,369,648	2,740,6
Isage Forecast		ent Year Plan			0,679	128,045	142,156	195,576	465,778	157,736	185,250	150,804	493,7
roduct Promotion Forecast	Prio	r Year Actuals		~	0	0	0	0	0	0	0	0	
Services Forecast	341,275	310,625	139,225	791	1,125	0	0	0	0	0	0	0	
ther Revenue Forecast	10.000	10.000	10.000	30	0.000	10.000	10.000	10.000	30,000	10.000	10.000	10.000	30.0
Total Forecast	1,105,014	1,061,287	1.068.251										
			1,000,201	3,234	4,552	987,268	922.072	971,454	2,880,794	1,017,348	1,024,960	1,684,627	3,726,9
			1,000,201	3,234	4,552	987,268	922,072	971,454	2,880,794	1,017,348	1,024,960	1,684,627	3,726,

# ABOUT THE COGNOS INNOVATION CENTER FOR PERFORMANCE MANAGEMENT

The Cognos Innovation Center is dedicated to transforming routine performance management practices into "next practices" that help cut costs, minimize risk, streamline processes, boost productivity, enable rapid response to opportunity, and increase management visibility.

