

# SALES PLANNING AND FORECASTING



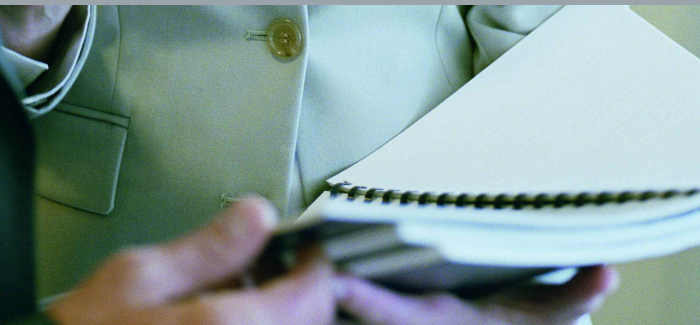
PLAN-TO-PERFORM  
BLUEPRINT

VERSION 2.0

A WEB-BASED PLANNING PROCESS  
BY CUSTOMER AND PRODUCT

## 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.

	Customer 1	Customer 2	Customer 3	Customer 4	Customer 5	Customer 6	Customer 7	Customer 8	Customer 9	Customer 10
Industry	Consumer	Financial Services	Government	Insurance	Investment banking	Manufacturing	Media	Pharmaceutical	Resources	Customer 10
Credit Rating	AAA	AA	NR	A	AAA	BBB	BBB	A	AA	Customer 10
Annual Sales	100,000,000	1,000,000,000	0	500,000,000	750,000,000	250,000,000	500,000,000	1,000,000,000	50,000,000	500,000,000
Payment Terms (Number of Days)	30	30	30	30	60	60	30	30	60	60
Account Past Due (Number of Days)	120	90	0	120	60	150	0	120	0	0

Current owner: lanaharr

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.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
FISHING												
10000 Fishing Rod (Penn)	125	125	125	125	125	125	125	125	125	125	125	125
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	0	0	0	0	0	0	0	0	0	150	150	
10100 Fishing Rod (Shimano)	125	125	125	125	125	125	125	125	125	125	125	125
10200 Fishing Rod (Daiwa)	125	125	125	125	125	125	125	125	125	125	125	125
10300 Fishing Rod (Zebco)	125	125	125	125	125	125	125	125	125	125	125	125
HIKING												
12000 Ruckeack (M) (XL)	100	100	100	100	100	100	100	100	100	100	100	100
12100 Ruckeack (M) (L)	100	100	100	100	100	100	100	100	100	100	100	100
12200 Ruckeack (M) (M)	100	100	100	100	100	100	100	100	100	100	100	100
12300 Ruckeack (M) (S)	100	100	100	100	100	100	100	100	100	100	100	100
12400 Ruckeack (F) (XL)	100	100	100	100	100	100	100	100	100	100	100	100
CAMPING												
13000 Frame Tent (S)	100	100	100	100	100	100	100	100	100	100	100	100
13100 Frame Tent (B)	100	100	100	100	100	100	100	100	100	100	100	100
13200 Frame Tent (F)	150	150	150	150	150	150	150	150	150	150	150	150
13300 Frame Tent (Bt)	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	150	150

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: lanaharr

TRANSACTION - Information		TRANSACTION - Assumptions			TRANSACTION - Forecast			OPPORTUNITY - Information			OPPORTUNITY - Forecast		
Child 1	Customer 1	List Price	Current Forecast										
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FISHING													
10000 Fishing Rod (Penn)		125	125	125							15	125	125
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER		0	0	0							0	0	150
10100 Fishing Rod (Shimano)		125	125	125	125	125	125	125	125	125	125	125	125
10200 Fishing Rod (Daiwa)		125	125	125	125	125	125	125	125	125	125	125	125
10300 Fishing Rod (Zebco)		125	125	125	125	125	125	125	125	125	125	125	125
HIKING													
12000 Rucksack (M) (XL)		100	100	100	100	100	100	100	100	100	100	100	100
12100 Rucksack (M) (L)		100	100	100	100	100	100	100	100	100	100	100	100
12200 Rucksack (M) (M)		100	100	100	100	100	100	100	100	100	100	100	100
12300 Rucksack (M) (S)		100	100	100	100	100	100	100	100	100	100	100	100
12400 Rucksack (F) (XL)		100	100	100	100	100	100	100	100	100	100	100	100
CAMPING													
13000 Frame Tent (G)		100	100	100	100	100	100	100	100	100	100	100	100
13100 Frame Tent (B)		100	100	100	100	100	100	100	100	100	100	100	100
13200 Frame Tent (F)		150	150	150	150	150	150	150	150	150	150	150	150
13300 Frame Tent (Bt)		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	150	150

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: lanaharr

TRANSACTION - Information		TRANSACTION - Assumptions			TRANSACTION - Forecast			OPPORTUNITY - Information			OPPORTUNITY - Forecast		
Child 1	Customer 1	Cost per Unit	Current Forecast										
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FISHING	Customer 1												
10000 Fishing Rod (Penn)	Customer 2				50	50	50	50	50	50	50	50	50
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	Customer 3				0	0	0	0	0	0	0	0	100
10100 Fishing Rod (Shimano)	Customer 4				50	50	50	50	50	50	50	50	50
10200 Fishing Rod (Daiwa)	Customer 5				50	50	50	50	50	50	50	50	50
10300 Fishing Rod (Zebco)	Customer 6	50	50	50	50	50	50	50	50	50	50	50	50
HIKING													
12000 Rucksack (M) (XL)		75	75	75	75	75	75	75	75	75	75	75	75
12100 Rucksack (M) (L)		75	75	75	75	75	75	75	75	75	75	75	75
12200 Rucksack (M) (M)		75	75	75	75	75	75	75	75	75	75	75	75
12300 Rucksack (M) (S)		75	75	75	75	75	75	75	75	75	75	75	75
12400 Rucksack (F) (XL)		75	75	75	75	75	75	75	75	75	75	75	75
CAMPING													
13000 Frame Tent (G)		50	50	50	50	50	50	50	50	50	50	50	50
13100 Frame Tent (B)		50	50	50	50	50	50	50	50	50	50	50	50
13200 Frame Tent (F)		100	100	100	100	100	100	100	100	100	100	100	100
13300 Frame Tent (Bt)		100	100	100	100	100	100	100	100	100	100	100	100
13400 Frame Tent (Y)		100	100	100	100	100	100	100	100	100	100	100	100

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: lanaharr

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.



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.

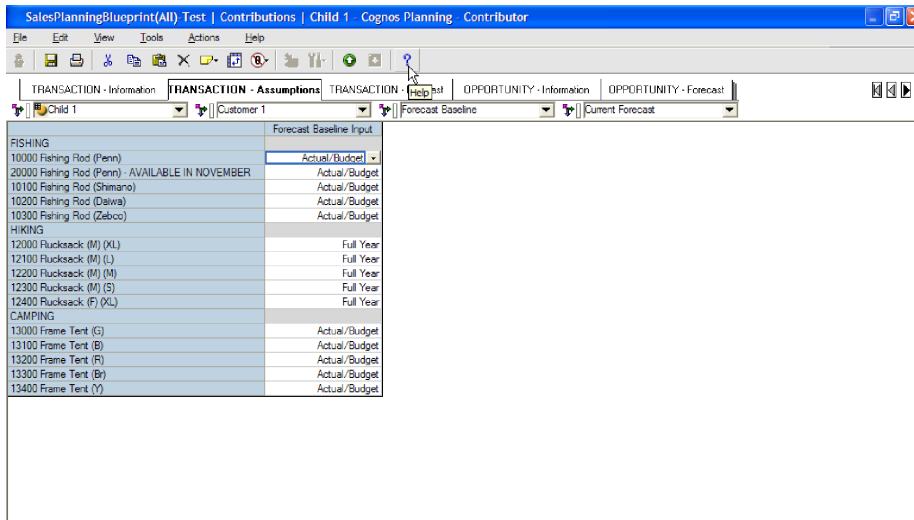
TRANSACTION - Information		TRANSACTION - Assumptions		TRANSACTION - Forecast		OPPORTUNITY - Information		OPPORTUNITY - Forecast		
Child 1		Customer 1		Discount Percent Input		Current Forecast				
	Jan	Feb	List Price	Cost per Unit	Jul	Aug	Sep	Oct	Nov	Dec
FISHING	0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
10000 Fishing Rod (Penn)	10.00%	10.00%	Discount Percent Input		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	10.00%	10.00%	Forecast Baseline		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%
10200 Fishing Rod (Daiwa)	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%
HIKING	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%
12100 Rucksack (M) (L)	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%
12300 Rucksack (M) (S)	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%
CAMPING	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%
13100 Frame Tent (B)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13200 Frame Tent (F)	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%
13400 Frame Tent (Y)	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: lanaharr

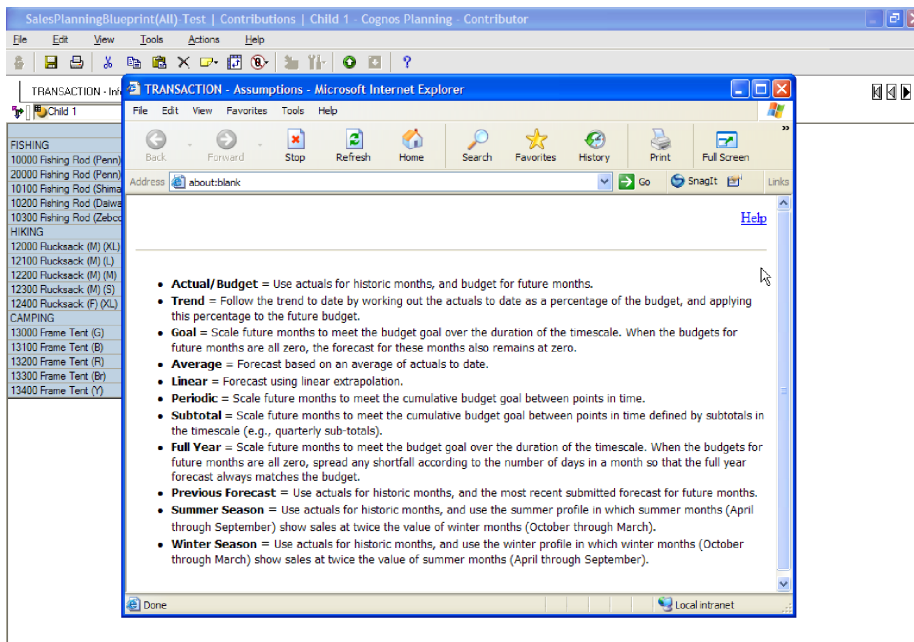
TRANSACTION - Information		TRANSACTION - Assumptions		TRANSACTION - Forecast		OPPORTUNITY - Information		OPPORTUNITY - Forecast	
Child 1		Customer 1		Forecast Baseline		Current Forecast			
		Forecast Baseline Input							
FISHING		Forecast Baseline Input							
10000 Fishing Rod (Penn)		Actual/Budget							
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER		Actual/Budget							
10100 Fishing Rod (Shimano)		Trend							
10200 Fishing Rod (Daiwa)		Goal							
10300 Fishing Rod (Zebco)		Average							
HIKING		Linear							
12000 Rucksack (M) (XL)		Periodic							
12100 Rucksack (M) (L)		Subtotal							
12200 Rucksack (M) (M)		Full Year							
12300 Rucksack (M) (S)		Previous Forecast							
12400 Rucksack (F) (XL)		Summer Season							
CAMPING		Winter Season							
13000 Frame Tent (G)		Full Year							
13100 Frame Tent (B)		Actual/Budget							
13200 Frame Tent (F)		Actual/Budget							
13300 Frame Tent (Br)		Actual/Budget							
13400 Frame Tent (Y)		Actual/Budget							

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: lanaharr





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



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

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.

TRANSACTION - Information		TRANSACTION - Assumptions		TRANSACTION - Forecast		OPPORTUNITY - Information		OPPORTUNITY - Forecast							
Child 1		Customer 1		10000 Fishing Rod (Penn)		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	5
Incremental Units	10	10	0	20	0	0	0	0	0	0	0	0	0	0	0
Units	15	15	5	35	5	5	5	15	5	5	5	15	5	5	5
List Price	125	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	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%	10.00%
Discount Percent	10.00%	10.00%	0.00%	6.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Discounted Revenue	1,688	1,688	625	4,083	625	625	625	1,875	625	625	625	1,875	625	625	625
Cost per Unit	50	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	250
Gross Margin	938	938	375	2,333	375	375	375	1,125	375	375	375	1,125	375	375	375
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%	60.00%

Current owner: lanaharr

TRANSACTION - Information		TRANSACTION - Assumptions		TRANSACTION - Forecast		OPPORTUNITY - Information		OPPORTUNITY - Forecast							
Child 1		Customer 1		10000 Fishing Rod (Penn)		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	5
Incremental Units	10	10	5	20	0	0	0	0	0	0	0	0	0	0	0
Units	15	15	10	35	5	5	5	15	5	5	5	15	5	5	5
List Price	125	125	125	125	125	125	125	125	125	125	125	125	125	125	125
Revenue	1,875	1,875	1,250	4,375	625	625	625	1,875	625	625	625	1,875	625	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%	10.00%
Discount Percent	10.00%	10.00%	0.00%	6.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Discounted Revenue	1,688	1,688	1,250	4,083	625	625	625	1,875	625	625	625	1,875	625	625	625
Cost per Unit	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Total Cost	750	750	500	1,750	250	250	250	750	250	250	250	750	250	250	250
Gross Margin	938	938	750	2,667	375	375	375	1,125	375	375	375	1,125	375	375	375
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%	60.00%

Current owner: lanaharr

TRANSACTION - Information		TRANSACTION - Assumptions		TRANSACTION - Forecast		OPPORTUNITY - Information		OPPORTUNITY - Forecast							
Child 1		Customer 1		10000 Fishing Rod (Penn)		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	5
Incremental Units	10	10	5	25	5	5	5	15	5	5	5	15	5	5	5
Units	15	15	10	40	10	10	10	30	10	10	10	30	10	10	10
List Price	125	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	1,250
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%	10.00%
Discount Percent	10.00%	10.00%	0.00%	6.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
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	1,250
Cost per Unit	50	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	500
Gross Margin	938	938	750	2,667	750	750	750	2,250	750	750	750	2,250	750	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%	60.00%

Current owner: lanaharr

	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	5
Incremental Units	10	10	5	25	5	5	5	15	5	5	5	15	5	5	5
Units	15	15	10	40	10	10	10	30	10	10	10	30	10	10	10
List Price	125	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	1,250
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%	10.00%
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%	0.00%
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	1,250
Cost per Unit	If the customer account is more than 60 days past due, the discount percent will not be applied.														
Total Cost	750	750	500	2,000	500	500	500	1,500	500	500	500	1,500	500	500	500
Gross Margin	938	938	750	2,667	750	750	750	2,250	750	750	750	2,250	750	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%	60.00%

## 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.

OPPORTUNITY - Information | OPPORTUNITY - Detail | OPPORTUNITY - Forecast Summary | OPPORTUNITY - Probability % | SUBSCRIPTION - Assumptions

Child 1

	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
Prospect		AT&T	Lowe's Cos. Inc.	General Electric Co.	General Electric Co.						
Add Prospect Name, if 'Other' Selected											
Opportunity Description		New Opportunity	New Opportunity	New Prospect	Referral						
Lead Product		Product 1	Product 2	Product 3	Product 3						
Additional Prospect Information											
1. Industry		Telcos	Retail	Utilities	Utilities						
2. Other Products Currently Used											
a. Other Products Currently Used		Product 2	Product 3								
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											

Current owner: lanaharr

OPPORTUNITY - Information | OPPORTUNITY - Detail | OPPORTUNITY - Forecast Summary | OPPORTUNITY - Probability % | SUBSCRIPTION - Assumptions

Child 1

	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
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	Referral						
Lead Product		Product 1	Product 2	Product 3	Product 3						
Additional Prospect Information											
1. Industry		Telcos	Retail	Utilities	Utilities						
2. Other Products Currently Used											
a. Other Products Currently Used		Product 2	Product 3								
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											

Current owner: lanaharr

OPPORTUNITY - Information | OPPORTUNITY - Detail | OPPORTUNITY - Forecast Summary | OPPORTUNITY - Probability % | SUBSCRIPTION - Assumptions

Child 1

	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
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	Referral						
Lead Product		Product 1	Product 2	Product 3	Product 3						
Additional Prospect Information											
1. Industry		Telcos	Retail	Utilities	Utilities						
2. Other Products Currently Used											
a. Other Products Currently Used		Product 2	Product 3								
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											

Current owner: lanaharr

OPPORTUNITY - Information											
OPPORTUNITY - Detail											
OPPORTUNITY - Forecast Summary											
OPPORTUNITY - Probability %											
SUBSCRIPTION - Assumptions											
Child 1											
Prospect	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
Add Prospect Name, if Other Selected		AT&T	Lowe's Cos. Inc.	General Electric Co.	Hewlett Packard Co.						
Opportunity Description		New Opportunity	New Opportunity	New Prospect	Referral						
Lead Product		Product 1	Product 2	Product 3	Product 1						
Additional Prospect Information											
1. Industry		Telcos	Retail	Utilities							
2. Other Products Currently Used											
a. Other Products Currently Used		Product 2	Product 3		Financial Services						
b. Other Products Currently Used			Product 1		Government						
c. Additional Product Information					Insurance						
3. Competitor 1		Competitor 1	Competitor 2	Competitor 3	Investment banking						
a. Competitor 1 Products Currently Used		Product 2	Product 1	None	Manufacturing						
b. Competitor 1 Products Currently Used					Media						
c. Additional Competitor 1 Information					Pharmaceutical						
4. Competitor 2					Resources						
a. Competitor 2 Products Currently Used					Retail						
b. Competitor 2 Products Currently Used					Retail Banking						
c. Additional Competitor 2 Information					Services						
					Telcos						
					Utilities						
					Other						

Current owner: lanahanr

OPPORTUNITY - Information											
OPPORTUNITY - Detail											
OPPORTUNITY - Forecast Summary											
OPPORTUNITY - Probability %											
SUBSCRIPTION - Assumptions											
Child 1											
Prospect	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
Add Prospect Name, if Other Selected		AT&T	Lowe's Cos. Inc.	General Electric Co.	Hewlett Packard Co.						
Opportunity Description		New Opportunity	New Opportunity	New Prospect	Referral						
Lead Product		Product 1	Product 2	Product 3	Product 1						
Additional Prospect Information											
1. Industry		Telcos	Retail	Utilities	Other						
2. Other Products Currently Used											
a. Other Products Currently Used		Product 2	Product 3								
b. Other Products Currently Used			Product 1								
c. Additional Product Information											
3. Competitor 1		Competitor 1	Competitor 2	Competitor 3	Competitor 1						
a. Competitor 1 Products Currently Used		Product 2	Product 1	None	Competitor 1						
b. Competitor 1 Products Currently Used					Competitor 2						
c. Additional Competitor 1 Information					Competitor 3						
4. Competitor 2					Competitor 4						
a. Competitor 2 Products Currently Used					Competitor 5						
b. Competitor 2 Products Currently Used					Other						
c. Additional Competitor 2 Information					Unknown						

Current owner: lanahanr

OPPORTUNITY - Information											
OPPORTUNITY - Detail											
OPPORTUNITY - Forecast Summary											
OPPORTUNITY - Probability %											
SUBSCRIPTION - Assumptions											
Child 1											
Prospect	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
Add Prospect Name, if Other Selected		AT&T	Lowe's Cos. Inc.	General Electric Co.	Hewlett Packard Co.						
Opportunity Description		New Opportunity	New Opportunity	New Prospect	Referral						
Lead Product		Product 1	Product 2	Product 3	Product 1						
Additional Prospect Information											
1. Industry		Telcos	Retail	Utilities	Other						
2. Other Products Currently Used											
a. Other Products Currently Used		Product 2	Product 3								
b. Other Products Currently Used			Product 1								
c. Additional Product Information											
3. Competitor 1		Competitor 1	Competitor 2	Competitor 3	Competitor 1						
a. Competitor 1 Products Currently Used		Product 2	Product 1	None	Product 1						
b. Competitor 1 Products Currently Used					Product 2						
c. Additional Competitor 1 Information					Product 3						
4. Competitor 2					Other						
a. Competitor 2 Products Currently Used					None						
b. Competitor 2 Products Currently Used											
c. Additional Competitor 2 Information											

Current owner: lanahanr

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.

OPPORTUNITY - Information							OPPORTUNITY - Detail							OPPORTUNITY - Forecast Summary							OPPORTUNITY - Probability %							SUBSCRIPTION - Assumptions						
Child 1		Deal 1		Jan Fost		Feb Fost		Mar Fost		Apr Fost		May Fost		AT&T		AT&T		AT&T		AT&T		AT&T												
Prospect																																		
Start Month to use for Forecast																																		
Start Month Override, if required																																		
Close Month to use for Forecast																																		
Close Month Override, if required																																		
Revenue to use for Forecast																																		
Revenue Override, if required																																		
Sales Step to use for Forecast																																		
Sales Step Override, if required																																		
Probability %																																		
Probability Adjustment																																		
Probability % Committed																																		
Lead Product																																		
Include in Forecast?																																		
Commitment																																		
Jan																																		
Feb																																		
Mar																																		
Q1																																		
Apr																																		
May																																		
Jun																																		
Q2																																		
Jul																																		
Aug																																		
Sep																																		
Q3																																		
Oct																																		
Nov																																		
Dec																																		
Q4																																		
Full Year																																		

OPPORTUNITY - Information							OPPORTUNITY - Detail							OPPORTUNITY - Forecast Summary							OPPORTUNITY - Probability %							SUBSCRIPTION - Assumptions						
Child 1		Deal 1		Jan Fost		Feb Fost		Mar Fost		Apr Fost		May Fost		AT&T		AT&T		AT&T		AT&T		AT&T												
Prospect																																		
Start Month to use for Forecast																																		
Start Month Override, if required																																		
Close Month to use for Forecast																																		
Close Month Override, if required																																		
Revenue to use for Forecast																																		
Revenue Override, if required																																		
Sales Step to use for Forecast																																		
Sales Step Override, if required																																		
Probability %																																		
Probability Adjustment																																		
Probability % Committed																																		
Lead Product																																		
Include in Forecast?																																		
Commitment																																		
Jan																																		
Feb																																		
Mar																																		
Q1																																		
Apr																																		
May																																		
Jun																																		
Q2																																		
Jul																																		
Aug																																		
Sep																																		
Q3																																		
Oct																																		
Nov																																		
Dec																																		
Q4																																		
Full Year																																		

OPPORTUNITY - Information		OPPORTUNITY - Detail		OPPORTUNITY - Forecast Summary		OPPORTUNITY - Probability %		SUBSCRIPTION - Assumptions		
Child 1		Deal 1								
	Jan Fost	AT&T	Feb Fost	AT&T	Mar Fost	AT&T	Apr Fost	AT&T	May Fost	AT&T
Prospect										
Start Month to use for Forecast	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan
Start Month Override, if required										
Close Month to use for Forecast	Jun	Jul	Jul	Aug	Aug	Aug	Aug	Aug	Aug	Aug
Close Month Override, if required										
Revenue to use for Forecast	\$500,000	\$0	\$600,000	\$500,000	\$600,000	\$0	\$600,000	\$0	\$600,000	\$0
Revenue Override, if required	\$0	\$0	\$600,000	\$500,000	\$600,000	\$0	\$600,000	\$0	\$600,000	\$0
Sales Step to use for Forecast	1.3 - Information Sent	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity
Sales Step Override, if required										
Probability %	10%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Probability Adjustment										
Probability % Committed	10%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Lead Product	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1
Include in Forecast?										
<b>Commitment</b>										
Jan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Feb	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mar	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Q1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Apr	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
May	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jun	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Q2	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jul	\$0	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aug	\$0	\$0	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Sep	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Q3	\$0	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Oct	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Nov	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dec	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Q4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Full Year	\$500,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000

Current owner: lanaharr

OPPORTUNITY - Information		OPPORTUNITY - Detail		OPPORTUNITY - Forecast Summary		OPPORTUNITY - Probability %		SUBSCRIPTION - Assumptions		
Child 1		Deal 1								
	Jan Fost	AT&T	Feb Fost	AT&T	Mar Fost	AT&T	Apr Fost	AT&T	May Fost	AT&T
Prospect										
Start Month to use for Forecast	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan
Start Month Override, if required										
Close Month to use for Forecast	Jun	Jul	Jul	Aug	Aug	Aug	Aug	Aug	Aug	Aug
Close Month Override, if required										
Revenue to use for Forecast	\$500,000	\$0	\$600,000	\$650,000	\$650,000	\$0	\$650,000	\$0	\$650,000	\$0
Revenue Override, if required	\$0	\$0	\$600,000	\$650,000	\$650,000	\$0	\$650,000	\$0	\$650,000	\$0
Sales Step to use for Forecast	1.3 - Information Sent	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity
Sales Step Override, if required										
Probability %	10%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Probability Adjustment										
Probability % Committed	10%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Lead Product	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1
Include in Forecast?										
<b>Commitment</b>										
Jan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Feb	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mar	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Q1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Apr	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
May	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jun	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Q2	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jul	\$0	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Aug	\$0	\$0	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000
Sep	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Q3	\$0	\$600,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000
Oct	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Nov	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dec	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Q4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Full Year	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000	\$650,000

Current owner: lanaharr

	Jan Fost	Feb Fost	Mar Fost	Apr Fost	May Fost
Prospect	AT&T	AT&T	AT&T	AT&T	AT&T
Start Month to use for Forecast	Jan	Jan	Jan	Jan	Jan
Start Month Override, if required					
Close Month to use for Forecast	Jun	Jul	Aug	Aug	Aug
Close Month Override, if required					
Revenue to use for Forecast	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000
Revenue Override, if required	\$0	\$600,000	\$650,000	\$0	\$0
Sales Step to use for Forecast	1.3 - Information Sent	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity	2.1 - Qualified Opportunity
Sales Step Override, if required					
Probability %	10%	35%		35%	35%
Probability Adjustment					
Probability % Committed	10%	35%		35%	35%
Lead Product	Product 1	Product 1		Product 1	Product 1
Include in Forecast?					
Commitment					
Jan	\$0	\$0	\$0	\$0	\$0
Feb	\$0	\$0	\$0	\$0	\$0
Mar	\$0	\$0	\$0	\$0	\$0
Q1	\$0	\$0	\$0	\$0	\$0
Apr	\$0	\$0	\$0	\$0	\$0
May	\$0	\$0	\$0	\$0	\$0
Jun	\$500,000	\$0	\$0	\$0	\$0
Q2	\$500,000	\$0	\$0	\$0	\$0
Jul	\$0	\$600,000	\$0	\$0	\$0
Aug	\$0	\$0	\$650,000	\$650,000	\$650,000
Sep	\$0	\$0	\$0	\$0	\$0
Q3	\$0	\$600,000	\$650,000	\$650,000	\$650,000
Oct	\$0	\$0	\$0	\$0	\$0
Nov	\$0	\$0	\$0	\$0	\$0
Dec	\$0	\$0	\$0	\$0	\$0
Q4	\$0	\$0	\$0	\$0	\$0
Full Year	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000

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
Prospect	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T
Start Month to use for Forecast	Jan	Jan	Jan	Jan	Jan	Jan
Start Month Override, if required						
Close Month to use for Forecast	Jun	Jul	Aug	Aug	Aug	Aug
Close Month Override, if required						
Revenue to use for Forecast	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000	\$650,000
Revenue Override, if required	\$0	\$600,000	\$650,000	\$0	\$0	\$0
Sales 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 Endorsed
Sales Step Override, if required						
Probability %	10%	35%	80%	80%	80%	80%
Probability Adjustment						
Probability % Committed	10%	35%	80%	80%	80%	80%
Lead Product	Product 1	Product 1	Product 1	Product 1	Product 1	Product 1
Include in Forecast?						
Commitment						
Jan	\$0	\$0	\$0	\$0	\$0	\$0
Feb	\$0	\$0	\$0	\$0	\$0	\$0
Mar	\$0	\$0	\$0	\$0	\$0	\$0
Q1	\$0	\$0	\$0	\$0	\$0	\$0
Apr	\$0	\$0	\$0	\$0	\$0	\$0
May	\$0	\$0	\$0	\$0	\$0	\$0
Jun	\$500,000	\$0	\$0	\$0	\$0	\$0
Q2	\$500,000	\$0	\$0	\$0	\$0	\$0
Jul	\$0	\$600,000	\$0	\$0	\$0	\$0
Aug	\$0	\$0	\$650,000	\$650,000	\$650,000	\$650,000
Sep	\$0	\$0	\$0	\$0	\$0	\$0
Q3	\$0	\$600,000	\$650,000	\$650,000	\$650,000	\$650,000
Oct	\$0	\$0	\$0	\$0	\$0	\$0
Nov	\$0	\$0	\$0	\$0	\$0	\$0
Dec	\$0	\$0	\$0	\$0	\$0	\$0
Q4	\$0	\$0	\$0	\$0	\$0	\$0
Full Year	\$500,000	\$600,000	\$650,000	\$650,000	\$650,000	\$650,000



OPPORTUNITY - Information		OPPORTUNITY - Detail		OPPORTUNITY - Forecast Summary		OPPORTUNITY - Probability %		SUBSCRIPTION - Assumptions			
Child 1		Deal 1									
	Jan Fcst	AT&T	Feb Fcst	AT&T	Mar Fcst	AT&T	Apr Fcst	AT&T	May Fcst	AT&T	Jun Fcst
Prospect		Jan		Jan		Jan		Jan		Jan	
Start Month to use for Forecast		Jan		Jan		Jan		Jan		Jan	
Start Month Override, if required											
Close Month to use for Forecast		Jun		Jul		Aug		Aug		Aug	
Close Month Override, if required											
Revenue to use for Forecast	\$500,000		\$600,000		\$650,000		\$650,000		\$650,000		\$650,000
Revenue Override, if required	\$0		\$600,000		\$650,000		\$650,000		\$650,000		\$650,000
Sales 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 Endorsed
Sales Step Override, if required											
Probability %	10%		35%		80%		80%		80%		80%
Probability Adjustment			-5								
Probability % Committed	10%		35%		80%		80%		80%		80%
Lead Product	Product 1		Product 1		Product 1		Product 1		Product 1		Product 1
Include in Forecast?											
Commitment					Y		Y		Y		Y
Jan	\$0		\$0		\$0		\$0		\$0		\$0
Feb	\$0		\$0		\$0		\$0		\$0		\$0
Mar	\$0		\$0		\$0		\$0		\$0		\$0
Q1	\$0		\$0		\$0		\$0		\$0		\$0
Apr	\$0		\$0		\$0		\$0		\$0		\$0
May	\$0		\$0		\$0		\$0		\$0		\$0
Jun	\$500,000		\$0		\$0		\$0		\$0		\$0
Q2	\$500,000		\$0		\$0		\$0		\$0		\$0
Jul	\$0		\$600,000		\$0		\$0		\$0		\$0
Aug	\$0		\$0		\$650,000		\$650,000		\$650,000		\$650,000
Sep	\$0		\$0		\$0		\$0		\$0		\$0
Q3	\$0		\$600,000		\$650,000		\$650,000		\$650,000		\$650,000
Oct	\$0		\$0		\$0		\$0		\$0		\$0
Nov	\$0		\$0		\$0		\$0		\$0		\$0
Dec	\$0		\$0		\$0		\$0		\$0		\$0
Q4	\$0		\$0		\$0		\$0		\$0		\$0
Full Year	\$500,000		\$600,000		\$650,000		\$650,000		\$650,000		\$650,000

OPPORTUNITY - Information		OPPORTUNITY - Detail		OPPORTUNITY - Forecast Summary		OPPORTUNITY - Probability %		SUBSCRIPTION - Assumptions			
Child 1		Deal 1									
	Jan Fcst	AT&T	Feb Fcst	AT&T	Mar Fcst	AT&T	Apr Fcst	AT&T	May Fcst	AT&T	Jun Fcst
Prospect		Jan		Jan		Jan		Jan		Jan	
Start Month to use for Forecast		Jan		Jan		Jan		Jan		Jan	
Start Month Override, if required											
Close Month to use for Forecast		Jun		Jul		Aug		Aug		Aug	
Close Month Override, if required											
Revenue to use for Forecast	\$500,000		\$600,000		\$650,000		\$650,000		\$650,000		\$650,000
Revenue Override, if required	\$0		\$600,000		\$650,000		\$650,000		\$650,000		\$650,000
Sales 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 Endorsed
Sales Step Override, if required											
Probability %	10%		35%		80%		80%		80%		80%
Probability Adjustment					(5)						
Probability % Committed	10%		35%		75%		80%		80%		80%
Lead Product	Product 1		Product 1		Product 1		Product 1		Product 1		Product 1
Include in Forecast?											
Commitment					Y		Y		Y		Y
Jan	\$0		\$0		\$0		\$0		\$0		\$0
Feb	\$0		\$0		\$0		\$0		\$0		\$0
Mar	\$0		\$0		\$0		\$0		\$0		\$0
Q1	\$0		\$0		\$0		\$0		\$0		\$0
Apr	\$0		\$0		\$0		\$0		\$0		\$0
May	\$0		\$0		\$0		\$0		\$0		\$0
Jun	\$500,000		\$0		\$0		\$0		\$0		\$0
Q2	\$500,000		\$0		\$0		\$0		\$0		\$0
Jul	\$0		\$600,000		\$0		\$0		\$0		\$0
Aug	\$0		\$0		\$650,000		\$650,000		\$650,000		\$650,000
Sep	\$0		\$0		\$0		\$0		\$0		\$0
Q3	\$0		\$600,000		\$650,000		\$650,000		\$650,000		\$650,000
Oct	\$0		\$0		\$0		\$0		\$0		\$0
Nov	\$0		\$0		\$0		\$0		\$0		\$0
Dec	\$0		\$0		\$0		\$0		\$0		\$0
Q4	\$0		\$0		\$0		\$0		\$0		\$0
Full Year	\$500,000		\$600,000		\$650,000		\$650,000		\$650,000		\$650,000

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.

	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Yr
1.1 - New Lead	0	0	0	0	0	0	0	0	0	0	0
1.2 - Contact Made	0	0	0	0	0	0	0	0	0	0	0
1.3 - Information Sent	0	0	0	0	0	0	0	0	0	0	0
2.1 - Qualified Opportunity	0	0	0	0	0	0	0	0	0	0	0
2.2 - Presentation	0	0	0	0	0	0	0	0	0	0	0
2.3 - On the Short List	0	0	0	0	0	0	0	0	0	0	0
3.1 - Corporate Visit	500,000	500,000	0	600,000	0	600,000	0	0	0	0	1
3.2 - Decision Maker Met	0	0	0	0	0	0	0	0	0	0	0
3.3 - Client Endorsed	0	0	0	0	0	0	0	0	0	0	0
3.4 - Quote Completed	0	0	0	0	0	0	0	0	0	0	0
4.1 - Selected by Client	0	0	0	0	0	0	0	0	0	0	0
4.2 - Negotiation with Client Procurement	0	0	0	0	0	0	0	0	0	0	0
4.3 - Contract Terms Agreed	0	0	0	0	0	0	0	0	0	0	0
4.4 - Pending Signature	0	0	0	0	0	0	0	0	0	0	0
5 - Contract Signed	0	0	0	0	0	0	0	0	0	0	0
<b>Total Pipeline</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>600,000</b>	<b>0</b>	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Committed Forecast	0	0	0	600,000	0	600,000	0	0	0	0	0
Monthly Target	83,333	250,000	83,333	83,333	83,333	250,000	83,333	83,333	83,333	250,000	1
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)%	(
Cumulative Opportunities	0	0	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	1
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)%	(
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	1
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 %	(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.

	Probability %
1.1 - New Lead	10%
1.2 - Contact Made	10%
1.3 - Information Sent	10%
2.1 - Qualified Opportunity	35%
2.2 - Presentation	40%
2.3 - On the Short List	50%
3.1 - Corporate Visit	65%
3.2 - Decision Maker Met	75%
3.3 - Client Endorsed	80%
3.4 - Quote Completed	85%
4.1 - Selected by Client	95%
4.2 - Negotiation with Client Procurement	95%
4.3 - Contract Terms Agreed	100%
4.4 - Pending Signature	100%
5 - Contract Signed	100%

### 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.

	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	Week 16
Base Price	100	100	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%	30%	30%
Periods to Lag	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13

	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	Week 16
13 Week														
26 Week	100	100	100	100	100	100	100	100	100	100	100	100	100	100
52 Week	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
104 Week	13	13	13	13	13	13	13	13	13	13	13	13	13	13
Total Subscription														

SUBSCRIPTION - Assumptions																
SUBSCRIPTION - Forecast																
USAGE - Assump																
USAGE - Forecast																
SERVICES - Assumptions																
SERVICES - Calc																
26 Week	Current Forecast															
	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	Week 16
Base Price	100	100	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%	40%	40%
Periods to Lag	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26

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.

SUBSCRIPTION - Assumptions																
SUBSCRIPTION - Forecast																
USAGE - Assump																
USAGE - Forecast																
SERVICES - Assumptions																
SERVICES - Calc																
26 Week	Current Forecast															
	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	Week 16
Base Price	100	100	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%	40%	40%
Periods to Lag	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26

SUBSCRIPTION - Assumptions		SUBSCRIPTION - Forecast													USAGE - Assump	USAGE - Forecast	SERVICES - Assumptions	SERVICES - Calc
Child 1		13 Week													Current Forecast			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	Week 15			
Eligible for Renewal	754	806	854	1,084	1,005	859	472	740	722	740	643	652	850	850	850			
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	80%	75%	80%	80%	80%	80%	80%			
<b>Renewal Subscriptions</b>	<b>611</b>	<b>644</b>	<b>683</b>	<b>867</b>	<b>804</b>	<b>688</b>	<b>378</b>	<b>592</b>	<b>542</b>	<b>592</b>	<b>514</b>	<b>522</b>	<b>666</b>	<b>680</b>	<b>680</b>			
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	10%	5%	5%	5%	5%	5%	5%			
<b>Churn to 26 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>72</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>43</b>			
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%			
<b>Churn to 52 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>43</b>			
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%			
<b>Churn to 104 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>43</b>			
<b>Total Churn Out</b>	<b>115</b>	<b>121</b>	<b>128</b>	<b>163</b>	<b>151</b>	<b>129</b>	<b>71</b>	<b>111</b>	<b>144</b>	<b>111</b>	<b>96</b>	<b>98</b>	<b>125</b>	<b>128</b>	<b>128</b>			
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	37			
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	28			
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	8	44	45	45	45			
<b>Total Churn In</b>	<b>81</b>	<b>74</b>	<b>56</b>	<b>72</b>	<b>75</b>	<b>79</b>	<b>43</b>	<b>107</b>	<b>94</b>	<b>94</b>	<b>112</b>	<b>100</b>	<b>104</b>	<b>111</b>	<b>111</b>			
New Subscriptions	272	362	129	36	121	48	426	16	400	243	2	97	345	209	209			
<b>Total Subscriptions</b>	<b>850</b>	<b>960</b>	<b>740</b>	<b>813</b>	<b>849</b>	<b>686</b>	<b>776</b>	<b>604</b>	<b>891</b>	<b>819</b>	<b>531</b>	<b>621</b>	<b>994</b>	<b>672</b>	<b>672</b>			
Base Price	100	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%	30%			
<b>Discounted Price</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>			
<b>Revenue</b>	<b>59,506</b>	<b>67,176</b>	<b>51,817</b>	<b>56,886</b>	<b>59,442</b>	<b>47,986</b>	<b>54,326</b>	<b>42,299</b>	<b>62,389</b>	<b>57,304</b>	<b>37,202</b>	<b>43,484</b>	<b>69,613</b>	<b>61,052</b>	<b>56</b>			

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.

SUBSCRIPTION - Assumptions		SUBSCRIPTION - Forecast													USAGE - Assump	USAGE - Forecast	SERVICES - Assumptions	SERVICES - Calc
Child 1		13 Week													Current Forecast			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	Week 15			
Eligible for Renewal	754	806	854	1,084	1,005	859	472	740	722	740	643	652	850	850	850			
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	80%	75%	80%	80%	80%	80%	80%			
<b>Renewal Subscriptions</b>	<b>611</b>	<b>644</b>	<b>683</b>	<b>867</b>	<b>804</b>	<b>688</b>	<b>378</b>	<b>592</b>	<b>542</b>	<b>592</b>	<b>514</b>	<b>522</b>	<b>666</b>	<b>680</b>	<b>680</b>			
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	10%	5%	5%	5%	5%	5%	5%			
<b>Churn to 26 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>72</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>43</b>			
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%			
<b>Churn to 52 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>43</b>			
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%			
<b>Churn to 104 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>43</b>			
<b>Total Churn Out</b>	<b>115</b>	<b>121</b>	<b>128</b>	<b>163</b>	<b>151</b>	<b>129</b>	<b>71</b>	<b>111</b>	<b>144</b>	<b>111</b>	<b>96</b>	<b>98</b>	<b>125</b>	<b>128</b>	<b>128</b>			
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	37			
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	28			
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	8	44	45	45	45			
<b>Total Churn In</b>	<b>81</b>	<b>74</b>	<b>56</b>	<b>72</b>	<b>75</b>	<b>79</b>	<b>43</b>	<b>107</b>	<b>94</b>	<b>94</b>	<b>112</b>	<b>100</b>	<b>104</b>	<b>111</b>	<b>111</b>			
New Subscriptions	272	362	129	36	121	48	426	16	400	243	2	97	345	209	209			
<b>Total Subscriptions</b>	<b>850</b>	<b>960</b>	<b>740</b>	<b>813</b>	<b>849</b>	<b>686</b>	<b>776</b>	<b>604</b>	<b>891</b>	<b>819</b>	<b>531</b>	<b>621</b>	<b>994</b>	<b>672</b>	<b>672</b>			
Base Price	100	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%	30%			
<b>Discounted Price</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>			
<b>Revenue</b>	<b>59,506</b>	<b>67,176</b>	<b>51,817</b>	<b>56,886</b>	<b>59,442</b>	<b>47,986</b>	<b>54,326</b>	<b>42,299</b>	<b>62,389</b>	<b>57,304</b>	<b>37,202</b>	<b>43,484</b>	<b>69,613</b>	<b>61,052</b>	<b>56</b>			

SUBSCRIPTION - Assumptions		SUBSCRIPTION - Forecast													USAGE - Assump	USAGE - Forecast	SERVICES - Assumptions	SERVICES - Calc
Child 1		13 Week													Current Forecast	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	Week 1	Week 2		
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%				
<b>Renewal Subscriptions</b>	<b>611</b>	<b>644</b>	<b>683</b>	<b>867</b>	<b>804</b>	<b>688</b>	<b>378</b>	<b>592</b>	<b>506</b>	<b>592</b>	<b>514</b>	<b>522</b>	<b>666</b>	<b>680</b>				
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%				
<b>Churn to 26 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>72</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%				
<b>Churn to 52 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%				
<b>Churn to 104 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
<b>Total Churn Out</b>	<b>115</b>	<b>121</b>	<b>128</b>	<b>163</b>	<b>151</b>	<b>129</b>	<b>71</b>	<b>111</b>	<b>144</b>	<b>111</b>	<b>96</b>	<b>98</b>	<b>125</b>	<b>128</b>				
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				
<b>Total Churn In</b>	<b>81</b>	<b>74</b>	<b>56</b>	<b>72</b>	<b>75</b>	<b>79</b>	<b>43</b>	<b>107</b>	<b>94</b>	<b>94</b>	<b>112</b>	<b>100</b>	<b>104</b>	<b>111</b>				
New Subscriptions	272	362	129	36	121	48	426	16	400	243	2	97	349	209				
<b>Total Subscriptions</b>	<b>850</b>	<b>960</b>	<b>740</b>	<b>813</b>	<b>849</b>	<b>686</b>	<b>776</b>	<b>604</b>	<b>855</b>	<b>819</b>	<b>531</b>	<b>621</b>	<b>994</b>	<b>872</b>				
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%				
<b>Discounted Price</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>				
<b>Revenue</b>	<b>59,506</b>	<b>67,176</b>	<b>51,817</b>	<b>56,886</b>	<b>59,442</b>	<b>47,986</b>	<b>54,326</b>	<b>42,299</b>	<b>59,860</b>	<b>57,304</b>	<b>37,202</b>	<b>43,484</b>	<b>69,613</b>	<b>61,052</b>	<b>56</b>			

Current owner: lanaharr

SUBSCRIPTION - Assumptions		SUBSCRIPTION - Forecast													USAGE - Assump	USAGE - Forecast	SERVICES - Assumptions	SERVICES - Calc
Child 1		13 Week													Current Forecast	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	Week 1	Week 2		
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%				
<b>Renewal Subscriptions</b>	<b>611</b>	<b>644</b>	<b>683</b>	<b>867</b>	<b>804</b>	<b>688</b>	<b>378</b>	<b>592</b>	<b>506</b>	<b>592</b>	<b>514</b>	<b>522</b>	<b>666</b>	<b>680</b>				
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%				
<b>Churn to 26 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>108</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%				
<b>Churn to 52 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%				
<b>Churn to 104 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
<b>Total Churn Out</b>	<b>115</b>	<b>121</b>	<b>128</b>	<b>163</b>	<b>151</b>	<b>129</b>	<b>71</b>	<b>111</b>	<b>181</b>	<b>111</b>	<b>96</b>	<b>98</b>	<b>125</b>	<b>128</b>				
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				
<b>Total Churn In</b>	<b>81</b>	<b>74</b>	<b>56</b>	<b>72</b>	<b>75</b>	<b>79</b>	<b>43</b>	<b>107</b>	<b>94</b>	<b>94</b>	<b>112</b>	<b>100</b>	<b>104</b>	<b>111</b>				
New Subscriptions	272	362	129	36	121	48	426	16,200		243	2	97	349	209				
<b>Total Subscriptions</b>	<b>850</b>	<b>960</b>	<b>740</b>	<b>813</b>	<b>849</b>	<b>686</b>	<b>776</b>	<b>604</b>	<b>819</b>	<b>819</b>	<b>531</b>	<b>621</b>	<b>994</b>	<b>872</b>				
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%				
<b>Discounted Price</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>				
<b>Revenue</b>	<b>59,506</b>	<b>67,176</b>	<b>51,817</b>	<b>56,886</b>	<b>59,442</b>	<b>47,986</b>	<b>54,326</b>	<b>42,299</b>	<b>57,332</b>	<b>57,304</b>	<b>37,202</b>	<b>43,484</b>	<b>69,613</b>	<b>61,052</b>	<b>56</b>			

Current owner: lanaharr

SUBSCRIPTION - Assumptions		SUBSCRIPTION - Forecast													USAGE - Assump	USAGE - Forecast	SERVICES - Assumptions	SERVICES - Calc
Child 1		13 Week													Current Forecast	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	Week 1	Week 2		
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%				
<b>Renewal Subscriptions</b>	<b>611</b>	<b>644</b>	<b>683</b>	<b>867</b>	<b>804</b>	<b>688</b>	<b>378</b>	<b>592</b>	<b>506</b>	<b>592</b>	<b>514</b>	<b>522</b>	<b>666</b>	<b>680</b>				
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%				
<b>Churn to 26 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>108</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%				
<b>Churn to 52 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%				
<b>Churn to 104 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>				
<b>Total Churn Out</b>	<b>115</b>	<b>121</b>	<b>128</b>	<b>163</b>	<b>151</b>	<b>129</b>	<b>71</b>	<b>111</b>	<b>181</b>	<b>111</b>	<b>96</b>	<b>98</b>	<b>125</b>	<b>128</b>				
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				
<b>Total Churn In</b>	<b>81</b>	<b>74</b>	<b>56</b>	<b>72</b>	<b>75</b>	<b>79</b>	<b>43</b>	<b>107</b>	<b>94</b>	<b>94</b>	<b>112</b>	<b>100</b>	<b>104</b>	<b>111</b>				
New Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	349	209				
<b>Total Subscriptions</b>	<b>850</b>	<b>960</b>	<b>740</b>	<b>813</b>	<b>849</b>	<b>686</b>	<b>776</b>	<b>604</b>	<b>619</b>	<b>819</b>	<b>531</b>	<b>621</b>	<b>994</b>	<b>872</b>				
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%				
<b>Discounted Price</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>				
<b>Revenue</b>	<b>59,506</b>	<b>67,176</b>	<b>51,817</b>	<b>56,886</b>	<b>59,442</b>	<b>47,986</b>	<b>54,326</b>	<b>42,299</b>	<b>43,332</b>	<b>57,304</b>	<b>37,202</b>	<b>43,484</b>	<b>69,613</b>	<b>61,052</b>	<b>56</b>			

Current owner: lanaharr

	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 24
Eligible for Renewal	643	652	632	850	960	740	813	849	686	776	604	619	53	53
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
<b>Renewal Subscriptions</b>	<b>514</b>	<b>522</b>	<b>666</b>	<b>690</b>	<b>768</b>	<b>592</b>	<b>650</b>	<b>679</b>	<b>548</b>	<b>621</b>	<b>483</b>	<b>496</b>	<b>655</b>	<b>42</b>
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
<b>Churn to 26 Week</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>48</b>	<b>37</b>	<b>41</b>	<b>42</b>	<b>34</b>	<b>39</b>	<b>30</b>	<b>31</b>	<b>41</b>	<b>2</b>
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
<b>Churn to 52 Week</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>48</b>	<b>37</b>	<b>41</b>	<b>42</b>	<b>34</b>	<b>39</b>	<b>30</b>	<b>31</b>	<b>41</b>	<b>2</b>
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
<b>Churn to 104 Week</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	<b>48</b>	<b>37</b>	<b>41</b>	<b>42</b>	<b>34</b>	<b>39</b>	<b>30</b>	<b>31</b>	<b>41</b>	<b>2</b>
<b>Total Churn Out</b>	<b>96</b>	<b>98</b>	<b>125</b>	<b>128</b>	<b>144</b>	<b>111</b>	<b>122</b>	<b>127</b>	<b>103</b>	<b>116</b>	<b>91</b>	<b>93</b>	<b>123</b>	<b>8</b>
Churn from 26 Week	41	43	44	37	51	25	33	37	47	38	23	39	17	4
Churn from 52 Week	38	50	16	28	37	42	10	45	31	31	19	25	26	2
Churn from 104 Week	32	8	44	45	11	5	33	33	28	18	49	43	6	
<b>Total Churn In</b>	<b>112</b>	<b>100</b>	<b>104</b>	<b>111</b>	<b>99</b>	<b>72</b>	<b>76</b>	<b>115</b>	<b>106</b>	<b>87</b>	<b>90</b>	<b>108</b>	<b>49</b>	<b>6</b>
New Subscriptions	2	97	349	209	88	396	14	110	66	33	118	466	369	24
<b>Total Subscriptions</b>	<b>531</b>	<b>621</b>	<b>994</b>	<b>872</b>	<b>811</b>	<b>939</b>	<b>618</b>	<b>777</b>	<b>618</b>	<b>625</b>	<b>601</b>	<b>906</b>	<b>970</b>	<b>65</b>
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%
<b>Discounted Price</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
<b>Revenue</b>	<b>37,202</b>	<b>43,484</b>	<b>69,613</b>	<b>61,052</b>	<b>56,750</b>	<b>65,707</b>	<b>43,271</b>	<b>54,374</b>	<b>43,227</b>	<b>43,719</b>	<b>42,044</b>	<b>69,745</b>	<b>67,916</b>	<b>46,06</b>

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

	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 1
Eligible for Renewal	754	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%	
<b>Renewal Subscriptions</b>	<b>611</b>	<b>644</b>	<b>683</b>	<b>857</b>	<b>804</b>	<b>688</b>	<b>378</b>	<b>592</b>	<b>506</b>	<b>592</b>	<b>514</b>	<b>522</b>	<b>666</b>	<b>680</b>	
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
<b>Churn to 26 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>108</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>42</b>	<b>43</b>	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
<b>Churn to 52 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
<b>Churn to 104 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>	
<b>Total Churn Out</b>	<b>115</b>	<b>121</b>	<b>128</b>	<b>163</b>	<b>151</b>	<b>129</b>	<b>71</b>	<b>111</b>	<b>181</b>	<b>111</b>	<b>96</b>	<b>98</b>	<b>125</b>	<b>128</b>	
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	19	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
<b>Total Churn In</b>	<b>81</b>	<b>74</b>	<b>56</b>	<b>72</b>	<b>75</b>	<b>79</b>	<b>43</b>	<b>107</b>	<b>94</b>	<b>112</b>	<b>100</b>	<b>104</b>	<b>104</b>	<b>111</b>	
New Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	349	209	
<b>Total Subscriptions</b>	<b>850</b>	<b>960</b>	<b>740</b>	<b>813</b>	<b>849</b>	<b>686</b>	<b>776</b>	<b>604</b>	<b>619</b>	<b>819</b>	<b>531</b>	<b>621</b>	<b>994</b>	<b>872</b>	
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%	
<b>Discounted Price</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	
<b>Revenue</b>	<b>59,506</b>	<b>67,176</b>	<b>51,817</b>	<b>56,886</b>	<b>59,442</b>	<b>47,986</b>	<b>54,326</b>	<b>42,299</b>	<b>43,332</b>	<b>57,304</b>	<b>37,202</b>	<b>43,484</b>	<b>69,613</b>	<b>61,052</b>	<b>56</b>

SUBSCRIPTION - Assumptions		SUBSCRIPTION - Forecast														USAGE - Assump	USAGE - Forecast	SERVICES - Assumptions	SERVICES - Calc					
Child 1		13 Week														Week 5	Current Forecast	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	Week 1									
Eligible for Renewal	764	25	Week		1,005	859	472	740	722	740	643	652	832	850										
Renewal %	80%	52	Week		80%	80%	80%	80%	70%	80%	80%	80%	80%	80%										
<b>Renewal Subscriptions</b>	<b>611</b>	<b>104</b>	Week		<b>804</b>	<b>688</b>	<b>378</b>	<b>592</b>	<b>506</b>	<b>592</b>	<b>514</b>	<b>522</b>	<b>666</b>	<b>680</b>										
Churn % to 26 Week	5%	Total Subscription														5%	5%	5%	5%	15%	5%	5%	5%	5%
<b>Churn to 26 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>108</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>										
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%										
<b>Churn to 52 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>										
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%										
<b>Churn to 104 Week</b>	<b>38</b>	<b>40</b>	<b>43</b>	<b>54</b>	<b>50</b>	<b>43</b>	<b>24</b>	<b>37</b>	<b>36</b>	<b>37</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>43</b>										
<b>Total Churn Out</b>	<b>115</b>	<b>121</b>	<b>128</b>	<b>163</b>	<b>151</b>	<b>129</b>	<b>71</b>	<b>111</b>	<b>181</b>	<b>111</b>	<b>96</b>	<b>98</b>	<b>125</b>	<b>128</b>										
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										
<b>Total Churn In</b>	<b>81</b>	<b>74</b>	<b>56</b>	<b>72</b>	<b>75</b>	<b>79</b>	<b>43</b>	<b>107</b>	<b>94</b>	<b>94</b>	<b>112</b>	<b>100</b>	<b>104</b>	<b>111</b>										
New Subscriptions	272	362	129	36	121	48	428	16	200	243	2	57	349	209										
<b>Total Subscriptions</b>	<b>850</b>	<b>960</b>	<b>740</b>	<b>813</b>	<b>849</b>	<b>686</b>	<b>776</b>	<b>604</b>	<b>619</b>	<b>819</b>	<b>531</b>	<b>621</b>	<b>994</b>	<b>872</b>										
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%										
<b>Discounted Price</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>										
<b>Revenue</b>	<b>59,506</b>	<b>67,176</b>	<b>51,817</b>	<b>56,886</b>	<b>59,442</b>	<b>47,986</b>	<b>54,326</b>	<b>42,299</b>	<b>43,332</b>	<b>57,304</b>	<b>37,202</b>	<b>43,484</b>	<b>69,613</b>	<b>61,052</b>	<b>56</b>									

SUBSCRIPTION - Assumptions		SUBSCRIPTION - Forecast														USAGE - Assump	USAGE - Forecast	SERVICES - Assumptions	SERVICES - Calc
Child 1		26 Week														Current Forecast	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	Week 1				
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%					
<b>Renewal Subscriptions</b>	<b>298</b>	<b>288</b>	<b>380</b>	<b>359</b>	<b>490</b>	<b>496</b>	<b>500</b>	<b>555</b>	<b>335</b>	<b>673</b>	<b>621</b>	<b>639</b>	<b>662</b>	<b>557</b>					
Churn % to 13 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37					
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%					
<b>Churn to 52 Week</b>	<b>20</b>	<b>19</b>	<b>25</b>	<b>24</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>37</b>	<b>22</b>	<b>45</b>	<b>41</b>	<b>43</b>	<b>44</b>	<b>37</b>					
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%					
<b>Churn to 104 Week</b>	<b>20</b>	<b>19</b>	<b>25</b>	<b>24</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>37</b>	<b>22</b>	<b>45</b>	<b>41</b>	<b>43</b>	<b>44</b>	<b>37</b>					
<b>Total Churn Out</b>	<b>60</b>	<b>58</b>	<b>76</b>	<b>72</b>	<b>98</b>	<b>99</b>	<b>100</b>	<b>111</b>	<b>67</b>	<b>135</b>	<b>124</b>	<b>128</b>	<b>132</b>	<b>111</b>					
Churn from 13 Week	38	40	43	54	50	43	24	37	108	32	33	33	42	43					
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					
<b>Total Churn In</b>	<b>100</b>	<b>95</b>	<b>73</b>	<b>102</b>	<b>93</b>	<b>89</b>	<b>33</b>	<b>107</b>	<b>180</b>	<b>87</b>	<b>103</b>	<b>90</b>	<b>102</b>	<b>116</b>					
New Subscriptions	65	55	259	358	35	55	10	213	370	351	242	162	21	222					
<b>Total Subscriptions</b>	<b>403</b>	<b>380</b>	<b>676</b>	<b>748</b>	<b>519</b>	<b>540</b>	<b>443</b>	<b>764</b>	<b>818</b>	<b>976</b>	<b>841</b>	<b>764</b>	<b>653</b>	<b>794</b>					
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%					
<b>Discounted Price</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>					
<b>Revenue</b>	<b>24,179</b>	<b>22,825</b>	<b>40,569</b>	<b>44,860</b>	<b>31,169</b>	<b>32,413</b>	<b>26,599</b>	<b>45,834</b>	<b>49,069</b>	<b>58,553</b>	<b>50,471</b>	<b>45,837</b>	<b>39,166</b>	<b>47,616</b>	<b>54</b>				

## 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.

USAGE - Assumptions														
Current Forecast														
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	
Plan 1	Plan Price	13.33	13.99	13.99	59.97	13.99	13.99	13.99	59.97	13.99	13.99	13.99	59.97	13.99
	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	
	Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60
	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
Plan 2	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	
	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	
	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	
	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	
Plan 3	Standard Minutes	300	300	300	900	300	300	300	900	300	300	300	900	300
	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
	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	
	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	
Plan 4	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	
	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	
	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
Plan 5	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	
	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	
	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	
	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
Plan 6	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	
	Standard 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
	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	
	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	
Plan 7	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	
	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
	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	
	<b>Total Plans</b>													
	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
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		

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

USAGE - Forecast												
Individual												
	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	
Month 1 Start	0	0	0	0	0	0	0	0	0	0	0	
Starting Plans	36	76	125	237	131	150	188	469	213	192		
Plans Added	1	64	75	189	45	55	57	157	45	14		
Plans Dropped	26	67	51	98	10	15	69	34	26	17		
Total Plans	36	76	125	237	131	150	188	469	213	192		
Plan Price	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	
Standard Minutes	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	
Standard Minutes Multiplier	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	
Weekend Minutes	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	
Weekend Minutes Multiplier	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	
Weeknight Minutes	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	
Weeknight Minutes Multiplier	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	
Total Overage	2,448	68	2,448	4,964	5,168	8,500	8,908	22,576	10,200	12,784	14,484	
Overage Rate	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	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	
Adjustment	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	

USAGE - Assumptions												USAGE - Forecast												SERVICES - Assumptions												SERVICES - Forecast												SERVICES - Utilization Target												SERVICES - Summary												OTHER - Forecast											
Child 1												Individual												Plan 1												Current Forecast																																															
	Jan	Feb	Mar	Q1	Plan 1	Plan 2	Plan 3	Plan 4	Total Plans	Jun	Jul	Aug	Sep	Q3	Oct	Nov	Dec																																																																		
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0	0																																																																		
Starting Plans	40	36	1	77	237	131	150	188	469	213	192	192																																																																							
Plans Added	22	32	40	94	189	45	55	57	157	46	14	14																																																																							
Plans Dropped	26	67	5	98	94	26	17	32	75	67	27	27																																																																							
Total Plans	36	1	36	73	332	150	188	213	551	192	179	179																																																																							
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	19.99	59.97	19.99	19.99	19.99																																																																							
Plan Revenue	720	20	720	4,159	6,637	2,998	3,758	4,258	11,014	3,838	3,578	3,578																																																																							
Standard Minutes	60	60	60	180	60	60	60	60	180	60	60	60																																																																							
Standard Minutes Available	2,160	60	2,160	4,380	19,920	9,000	11,280	12,780	33,060	11,520	10,740	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																																																																							
Standard Minutes Overage	648	18	648	1,314	5,976	2,700	3,384	3,834	9,918	3,456	3,222	3,222																																																																							
Weekend Minutes	500	500	500	1,500	500	500	500	500	1,500	500	500	500																																																																							
Weekend Minutes Available	18,000	500	18,000	36,500	62,500	65,500	166,000	75,000	94,000	106,500	275,500	96,000																																																																							
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																																																																							
Weekend Minutes Overage	900	25	900	1,825	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800																																																																							
Weeknight Minutes	250	250	250	750	250	250	250	250	750	250	250	250																																																																							
Weeknight Minutes Available	9,000	250	9,000	18,250	31,250	32,750	83,000	37,500	47,000	53,250	137,750	48,000																																																																							
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																																																																							
Weeknight Minutes Overage	900	25	900	1,825	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800																																																																							
Total Overage	2,448	68	2,448	4,964	8,508	8,908	22,576	10,200	12,784	14,484	37,468	13,056																																																																							
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	0.45	1.35	0.45	0.45	0.45																																																																							
Overage Revenue	1,102	31	1,102	2,234	3,825	4,009	10,159	4,590	5,753	6,518	16,861	5,875																																																																							
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0																																																																							
Total Revenue	1,821	51	1,821	3,693	6,324	6,627	16,796	7,589	9,511	10,776	27,875	9,713																																																																							

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.

USAGE - Assumptions												USAGE - Forecast												SERVICES - Assumptions												SERVICES - Forecast												SERVICES - Utilization Target												SERVICES - Summary												OTHER - Forecast											
Child 1												Individual												Plan 1												Current Forecast																																															
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec																																																																				
Month 1 Start	40	0	0	40	0	0	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	192																																																																				
Plans Added	22	32	40	94	50	64	75	189	45	55	57	157	46	14	14																																																																				
Plans Dropped	26	67	5	98	10	15	68	94	26	17	32	75	67	27	27																																																																				
Total Plans	36	1	36	73	76	125	131	332	150	188	213	551	192	179	179																																																																				
Plan Price	19.99	19.99	19.99	59.97	19.99	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	4,159	1,519	2,499	2,619	6,637	2,998	3,758	4,258	11,014	3,838	3,578	3,578																																																																				
Standard Minutes	60	60	60	180	60	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	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	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	3,222																																																																				
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	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	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	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	4,475																																																																				
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	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	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	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	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	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	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	5,477																																																																				
Adjustment	0	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	9,056																																																																				

USAGE - Assumptions		USAGE - Forecast												SERVICES - Assumptions												SERVICES - Forecast												SERVICES - Utilization Target												SERVICES - Summary												OTHER - Forecast											
Child 1		Individual												Plan 1												Current Forecast																																															
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec																																																										
Month 1 Start	40	0	0	40	0	0	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	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	19.99																																																											
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	9,950	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	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																																																											

USAGE - Assumptions		USAGE - Forecast												SERVICES - Assumptions												SERVICES - Forecast												SERVICES - Utilization Target												SERVICES - Summary												OTHER - Forecast											
Child 1		Individual												Plan 1												Current Forecast																																															
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec																																																										
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	0																																																											
Starting Plans	40	36	1	77	41	130	136	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																																																											
Total 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	9,309																																																											

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.

USAGE - Assumptions													USAGE - Forecast			SERVICES - Assumptions			SERVICES - Forecast			SERVICES - Utilization Target			SERVICES - Summary			OTHER - Forecast		
Child 1													Individual			Plan 1			Current Forecast											
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec															
Month 1 Start	40	0	0	40	0	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	184															
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14	14															
Plans Dropped	26	67	10	103	10	15	69	94	26	17	32	75	67	27	27															
Total Plans	36	1	41	78	81	130	136	347	155	193	218	566	197	184	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	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	3,678															
Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	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	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	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	3,312															
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	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	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	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	4,600															
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	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	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	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	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	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	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	5,630															
Adjustment	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0															
Total 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	9,309	9,309															

USAGE - Assumptions													USAGE - Forecast			SERVICES - Assumptions			SERVICES - Forecast			SERVICES - Utilization Target			SERVICES - Summary			OTHER - Forecast		
Child 1													Individual			Plan 1			Current Forecast											
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec															
Month 1 Start	40	0	0	40	0	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	184															
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14	14															
Plans Dropped	26	67	10	103	10	15	69	94	26	17	32	75	67	27	27															
Total Plans	36	1	41	78	81	130	136	347	155	193	218	566	197	184	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	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	3,678															
Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	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	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	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	3,312															
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	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	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	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	4,600															
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	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	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	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	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	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	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	5,630															
Adjustment	0	0	100	100	0	0	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	9,309	9,309															

## 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.

USAGE - Forecast	SERVICES - Assumptions	SERVICES - Forecast	SERVICES - Utilization Target	SERVICES - Summary	OTHER - Forecast	Revenue Summary											
[Consulting - Project Manager]		[Customer 1]															
Rate	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Full Year
Discount Percent	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	3,000	3,000
	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

Current owner: lanaharr

USAGE - Forecast	SERVICES - Assumptions	SERVICES - Forecast	SERVICES - Utilization Target	SERVICES - Summary	OTHER - Forecast	Revenue Summary									
[Consulting - Project Manager]		[Customer 1]													
Consulting - Project Manager	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Full Year
Consulting - 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
Consulting - Consultant	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

Current owner: lanaharr

USAGE - Forecast		SERVICES - Assumptions		SERVICES - Forecast		SERVICES - Utilization Target		SERVICES - Summary		OTHER - Forecast		Revenue Summary	
Consulting - Project Manager		Customer 1											
Rate	Discount Percent	Jan	Feb	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Full Year
3,000	10%	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
				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 - Forecast		SERVICES - Assumptions		SERVICES - Forecast		SERVICES - Utilization Target		SERVICES - Summary		OTHER - Forecast		Revenue Summary	
Child 1		Consultant 1		Mar									
Project	Customer	Role	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for Utilization	Rate	Discount Percent	scou			
Project 1	Customer 1	Consulting - Project Manager	1-Mar-05	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				0	0	0	0	0%				
Project 8	Customer 5				0	0	0	0	0%				
Project 9	Customer 6				0	0	0	0	0%				
Project 10	Customer 7				0	0	0	0	0%				
Project 10	Customer 8				0	0	0	0	0%				
Project 10	Customer 9				0	0	0	0	0%				
Project 10	Customer 10				0	0	0	0	0%				
<b>Total Projects</b>					<b>18</b>	<b>0</b>	<b>18</b>	<b>6,000</b>	<b>5%</b>				
	<b>Total Customers</b>												

USAGE - Forecast		SERVICES - Assumptions		SERVICES - Forecast		SERVICES - Utilization Target		SERVICES - Summary		OTHER - Forecast		Revenue Summary	
Child 1		Consultant 1		Mar									
Project	Customer	Role	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for Utilization	Rate	Discount Percent	Icon			
Project 1	Customer 1	Consulting - Project Manager	1-Mar-05	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	Customer 3				0	0	0	0	0%				
Project 4		Consulting - Project Manager			0	0	0	0	0%				
Project 5		Consulting - Consultant			0	0	0	0	0%				
Project 6		Consulting - Consultant			0	0	0	0	0%				
Project 7		Consulting - Non-billable			0	0	0	0	0%				
Project 8		Administrative			0	0	0	0	0%				
Project 9		Mandatory Meetings			0	0	0	0	0%				
Project 10		Sick			0	0	0	0	0%				
Project 10		Leave			0	0	0	0	0%				
<b>Total Projects</b>					<b>18</b>	<b>0</b>	<b>18</b>	<b>6,000</b>	<b>5%</b>				

Current owner: lanaharr

USAGE - Forecast		SERVICES - Assumptions		SERVICES - Forecast		SERVICES - Utilization Target		SERVICES - Summary		OTHER - Forecast		Revenue Summary	
Child 1		Consultant 1		Mar									
Project	Customer	Role	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for Utilization	Rate	Discount Percent	Icon			
Project 1	Customer 1	Consulting - Project Manager	1-Mar-05	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	Customer 3	Consulting - Senior Consultant			0	0	0	2,500	5%				
Project 4			20-Mar-05		0	0	0	0	0%				
Project 5			21-Mar-05		0	0	0	0	0%				
Project 6			22-Mar-05		0	0	0	0	0%				
Project 7			23-Mar-05		0	0	0	0	0%				
Project 8			24-Mar-05		0	0	0	0	0%				
Project 9			25-Mar-05		0	0	0	0	0%				
Project 10			26-Mar-05		0	0	0	0	0%				
Project 10			27-Mar-05		0	0	0	0	0%				
<b>Total Projects</b>					<b>18</b>	<b>0</b>	<b>18</b>	<b>8,500</b>	<b>5%</b>				

Current owner: lanaharr

USAGE - Forecast		SERVICES - Assumptions		SERVICES - Forecast		SERVICES - Utilization Target		SERVICES - Summary		OTHER - Forecast		Revenue Summary	
Child 1		Consultant 1		Mar									
Project	Customer	Role	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for Utilization	Rate	Discount Percent	Icon			
Project 1	Customer 1	Consulting - Project Manager	1-Mar-05	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	Customer 3	Consulting - Senior Consultant	28-Mar-05		(67)	0	(67)	2,500	5%				
Project 4			20-Mar-05		0	0	0	0	0%				
Project 5			21-Mar-05		0	0	0	0	0%				
Project 6			22-Mar-05		0	0	0	0	0%				
Project 7			23-Mar-05		0	0	0	0	0%				
Project 8			24-Mar-05		0	0	0	0	0%				
Project 9			25-Mar-05		0	0	0	0	0%				
Project 10			26-Mar-05		0	0	0	0	0%				
Project 10			27-Mar-05		0	0	0	0	0%				
Project 10			28-Mar-05		0	0	0	0	0%				
Project 10			29-Mar-05		0	0	0	0	0%				
Project 10			30-Mar-05		0	0	0	0	0%				
Project 10			31-Mar-05		0	0	0	0	0%				
Project 10			1-Apr-05		0	0	0	0	0%				
Project 10			2-Apr-05		0	0	0	0	0%				
<b>Total Projects</b>					<b>(69)</b>	<b>0</b>	<b>(69)</b>	<b>8,500</b>	<b>5%</b>				

Current owner: lanaharr

USAGE - Forecast										SERVICES - Assumptions										SERVICES - Forecast										SERVICES - Utilization Target										SERVICES - Summary										OTHER - Forecast										Revenue Summary									
Child 1										Consultant 1										Mar																																																	
Project	Customer	Role	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for Utilization	Rate	Discount Percent																																																												
Project 1	Customer 1	Consulting - Project Manager	1-Mar-05	19-Mar-05	13	0	13	3,000	10%																																																												
Project 2	Customer 2	Consulting - Project Manager	20-Mar-05	27-Mar-05	5	2	7	3,000	0%																																																												
Project 3	Customer 3	Consulting - Senior Consultant	28-Mar-05	31-Mar-05	3	0	3	2,500	5%																																																												
Project 4					0	0	0	0	0%																																																												
Project 5					0	0	0	0	0%																																																												
Project 6					0	0	0	0	0%																																																												
Project 7					0	0	0	0	0%																																																												
Project 8					0	0	0	0	0%																																																												
Project 9					0	0	0	0	0%																																																												
Project 10					0	0	0	0	0%																																																												
<b>Total Projects</b>					<b>21</b>	<b>2</b>	<b>23</b>	<b>8,500</b>	<b>5%</b>																																																												

USAGE - Forecast										SERVICES - Assumptions										SERVICES - Forecast										SERVICES - Utilization Target										SERVICES - Summary										OTHER - Forecast										Revenue Summary									
Child 1										Consultant 1										Mar																																																	
Project	Start Date	End Date	Number of Days	Days Adjustment	Number of Days for Utilization	Rate	Discount Percent	Discount	Revenue																																																												
Project 1	1-Mar-05	19-Mar-05	13	0	13	3,000	10%	5,400	48,600																																																												
Project 2	20-Mar-05	27-Mar-05	5	2	7	3,000	0%	0	21,000																																																												
Project 3	28-Mar-05	31-Mar-05	3	0	3	2,500	5%	375	7,125																																																												
Project 4			0	0	0	0	0%	0	0																																																												
Project 5			0	0	0	0	0%	0	0																																																												
Project 6			0	0	0	0	0%	0	0																																																												
Project 7			0	0	0	0	0%	0	0																																																												
Project 8			0	0	0	0	0%	0	0																																																												
Project 9			0	0	0	0	0%	0	0																																																												
Project 10			0	0	0	0	0%	0	0																																																												
<b>Total Projects</b>			<b>21</b>	<b>2</b>	<b>23</b>	<b>8,500</b>	<b>5%</b>	<b>5,775</b>	<b>76,725</b>																																																												

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.



USAGE - Forecast														SERVICES - Assumptions			SERVICES - Forecast			SERVICES - Utilization Target				SERVICES - Summary			OTHER - Forecast			Revenue Summary	
Child 1														Consultant 1																	
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Full Year														
Utilization Target	21	19	21	61	21	21	21	63	20	21	21	62	21	20	20	61	247														
Mandatory Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0														
Vacation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0														
<b>Net Utilization Target</b>	<b>21</b>	<b>19</b>	<b>21</b>	<b>61</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>63</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>62</b>	<b>21</b>	<b>20</b>	<b>20</b>	<b>61</b>	<b>247</b>														

Current owner: lanahanr

USAGE - Forecast														SERVICES - Assumptions			SERVICES - Forecast			SERVICES - Utilization Target				SERVICES - Summary			OTHER - Forecast			Revenue Summary	
Child 1														Consultant 2																	
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Full Year														
Utilization Target	21	19	21	61	21	21	21	63	20	21	21	62	21	20	20	61	247														
Mandatory Meetings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0														
Vacation	0	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	4														
<b>Net Utilization Target</b>	<b>21</b>	<b>19</b>	<b>17</b>	<b>57</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>63</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>62</b>	<b>21</b>	<b>20</b>	<b>20</b>	<b>61</b>	<b>243</b>														

Current owner: lanahanr

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

	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec
Number of Days for Utilization	21	19	23	63	0	0	0	0	0	0	0	0	0	0	0
Net Utilization Target	21	19	21	61	21	21	21	63	20	21	21	62	21	20	20
Utilization Percent	100.00%	100.00%	109.52%	103.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Revenue	81,000	72,900	76,725	230,625	0	0	0	0	0	0	0	0	0	0	0

**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.

	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec
1	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	10,000
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Other Revenue</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

## 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.

		Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3
Transaction Forecast	97	349,175	154,175	154,175	154,175	462,525	154,175	154,175	154,175	462,525	154,175	154,175	462,525
Opportunity Forecast		0	0	0	0	0	0	0	0	0	0	0	0
Subscription Forecast	571	773,572	695,048	615,741	611,702	1,922,491	695,437	675,534	1,369,648	2,740,622	1,369,648	1,369,648	2,740,622
Usage Forecast	84	290,679	128,045	142,156	195,576	465,778	157,736	185,250	150,804	493,790	185,250	150,804	493,790
Product Promotion Forecast		0	0	0	0	0	0	0	0	0	0	0	0
Services Forecast	341,275	310,525	139,225	791,125	0	0	0	0	0	0	0	0	0
Other Revenue Forecast	10,000	10,000	10,000	30,000	10,000	10,000	10,000	30,000	10,000	10,000	10,000	10,000	30,000
<b>Total Forecast</b>		<b>1,105,014</b>	<b>1,061,287</b>	<b>1,068,251</b>	<b>3,234,552</b>	<b>987,268</b>	<b>922,072</b>	<b>971,454</b>	<b>2,880,794</b>	<b>1,017,348</b>	<b>1,024,960</b>	<b>1,684,627</b>	<b>3,726,933</b>

Child 1 | Current Forecast

Current owner: lanahanr

**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.