SALES PLANNING AND FORECASTING

PERFORMANCE
BLUEPRINT

VERSION 2.0

A WEB-BASED PLANNING PROCESS
BY CUSTOMER AND PRODUCT

COGNOS | INNOVATION
CENTER
for Performance Management™

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EXECUTIVE SUMMARY

This application brief demonstrates a Web-based process for managing sales forecasts using IBM Cognos 8 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 *IBM Cognos 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 *IBM Cognos 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 ***IBM Cognos** 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 *IBM Cognos Sales Planning and Forecasting Blueprint* achieves a number of planning objectives:

- Supports five different revenue forecasting models - *Transaction*, *Opportunity*, *Subscription*, *Usage* and *Services* - using IBM Cognos 8 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 *IBM Cognos 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

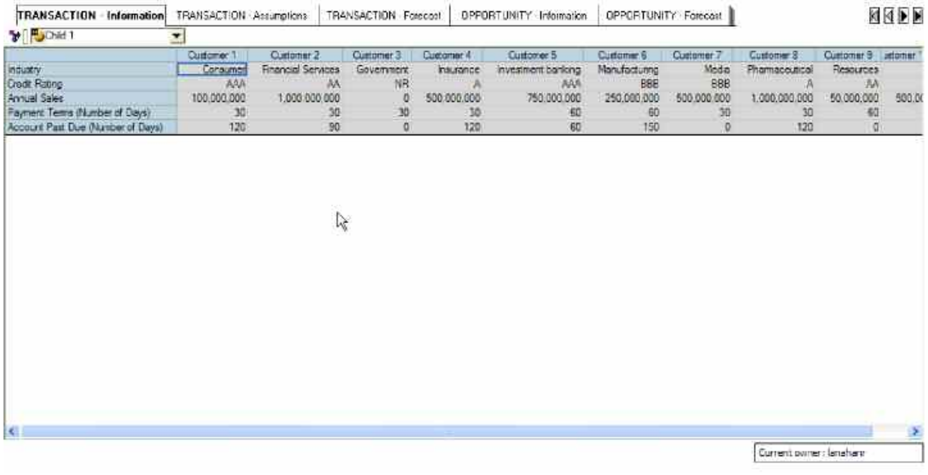
The *IBM Cognos Sales Planning and Forecasting Blueprint* is designed to be used by sales organizations – including sales representatives closest to the customer – and sales management.. Individuals in the marketing and operations organizations would use the Blueprint for review and alignment purposes.

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

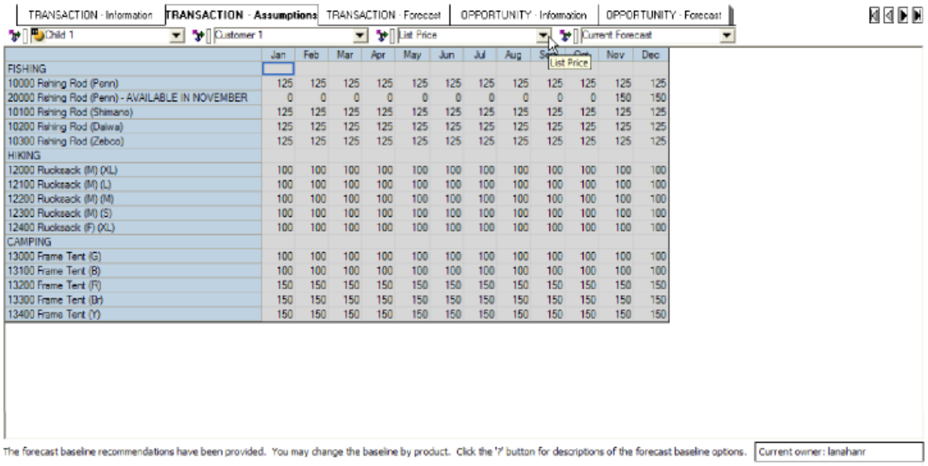


TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1

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

Current owner: lanahanr

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

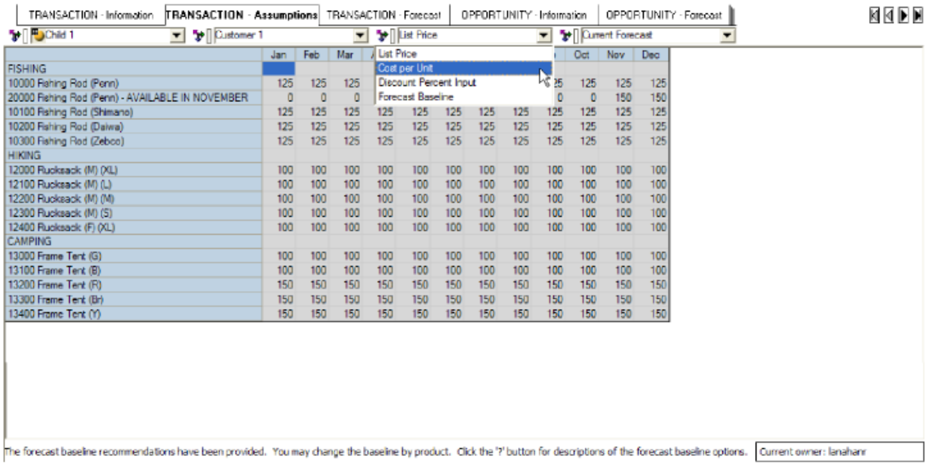


TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
List Price
Current Forecast
List Price

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	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	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 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 (R)	150	150	150	150	150	150	150	150	150	150	150	150
13300 Frame Tent (Br)	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.

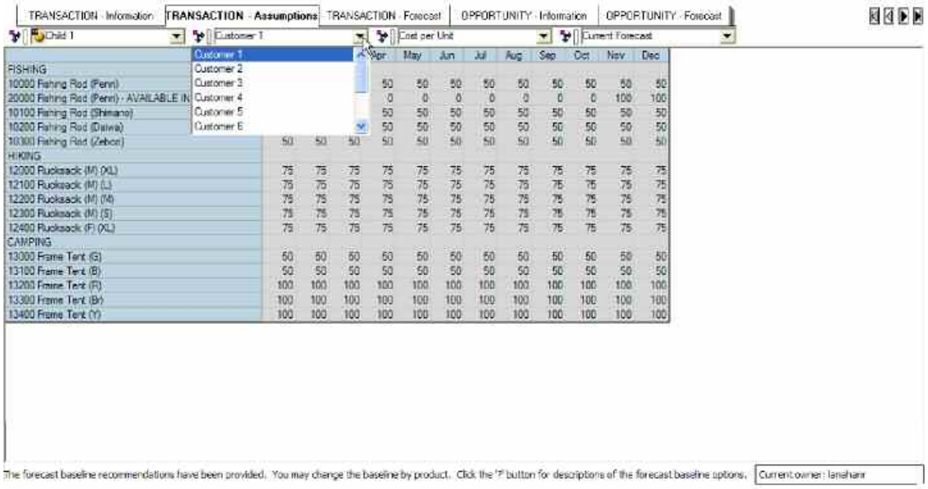
Current owner: lanahanr


TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
List Price
Current Forecast
List Price
Cost per Unit
Discount Percent Input
Forecast Baseline

	Jan	Feb	Mar							Oct	Nov	Dec
FISHING												
10000 Fishing Rod (Penn)	125	125	125							125	125	125
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	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 (Zeboo)	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 (R)	150	150	150	150	150	150	150	150	150	150	150	150
13300 Frame Tent (Br)	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: lanahanr

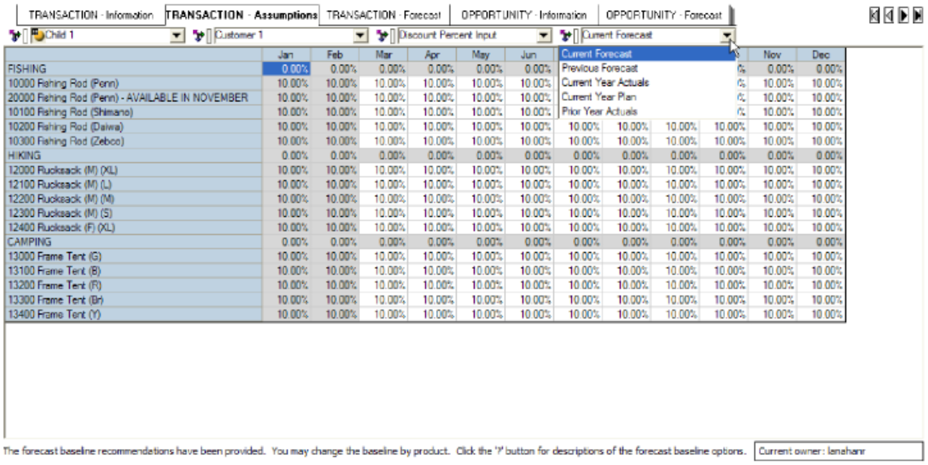

TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
Cost per Unit
Current Forecast
Customer 1
Customer 2
Customer 3
Customer 4
Customer 5
Customer 6

				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FISHING												
10000 Fishing Rod (Penn)				50	50	50	50	50	50	50	50	50
20000 Fishing Rod (Penn) - AVAILABLE IN				0	0	0	0	0	0	0	100	100
10100 Fishing Rod (Shimano)				50	50	50	50	50	50	50	50	50
10200 Fishing Rod (Daiwa)				50	50	50	50	50	50	50	50	50
10300 Fishing Rod (Zeboo)	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 (R)	100	100	100	100	100	100	100	100	100	100	100	100
13300 Frame Tent (Br)	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: lanahanr

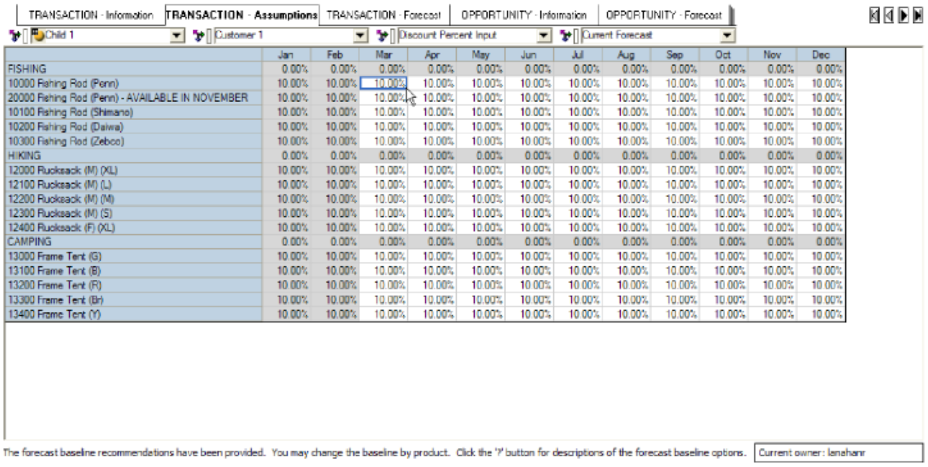
The sales representative or sales operations planner responsible for the forecast can modify the discount percent by customer and by product. Actual months (in this example, January and February) and additional versions are provided for informational purposes only. In the following screens, the discount 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.


TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
Discount Percent Input
Current Forecast
Current Forecast
Previous Forecast
Current Year Actuals
Current Year Plan
Prior Year Actuals

	Jan	Feb	Mar	Apr	May	Jun					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%	10.00%	10.00%	10.00%	10.00%					10.00%	10.00%
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%					10.00%	10.00%
10100 Fishing Rod (Shimano)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%					10.00%	10.00%
10200 Fishing Rod (Daiwa)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10300 Fishing Rod (Zebco)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
HIKING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
12000 Rucksack (M) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12100 Rucksack (M) (L)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12200 Rucksack (M) (M)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12300 Rucksack (M) (S)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12400 Rucksack (F) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CAMPING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13000 Frame Tent (G)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13100 Frame Tent (B)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13200 Frame Tent (R)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13300 Frame Tent (Br)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13400 Frame Tent (Y)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%

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

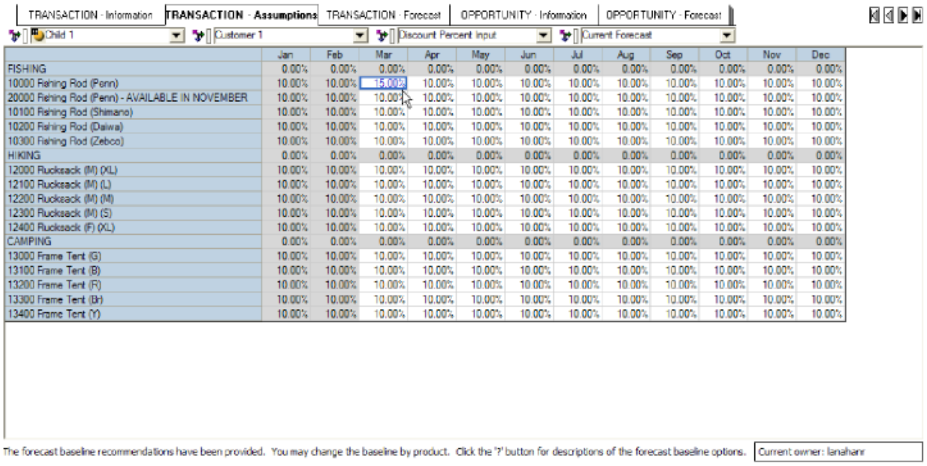
Current owner: lanahanr


TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
Discount Percent Input
Current Forecast

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FISHING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
10000 Fishing Rod (Penn)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10100 Fishing Rod (Shimano)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10200 Fishing Rod (Daiwa)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10300 Fishing Rod (Zebco)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
HIKING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
12000 Rucksack (M) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12100 Rucksack (M) (L)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12200 Rucksack (M) (M)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12300 Rucksack (M) (S)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12400 Rucksack (F) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CAMPING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13000 Frame Tent (G)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13100 Frame Tent (B)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13200 Frame Tent (R)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13300 Frame Tent (Br)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13400 Frame Tent (Y)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%

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

Current owner: lanahanr

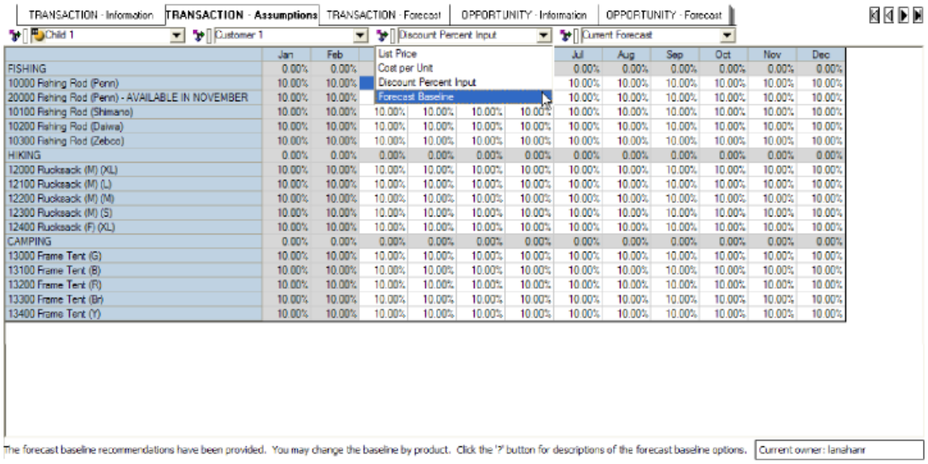

TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
Discount Percent Input
Current Forecast

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FISHING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
10000 Fishing Rod (Penn)	10.00%	10.00%	15.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10100 Fishing Rod (Shimano)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10200 Fishing Rod (Daiwa)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10300 Fishing Rod (Zebco)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
HIKING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
12000 Rucksack (M) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12100 Rucksack (M) (L)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12200 Rucksack (M) (M)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12300 Rucksack (M) (S)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12400 Rucksack (F) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CAMPING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13000 Frame Tent (G)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13100 Frame Tent (B)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13200 Frame Tent (R)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13300 Frame Tent (Br)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13400 Frame Tent (Y)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%

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

Current owner: lanahanr

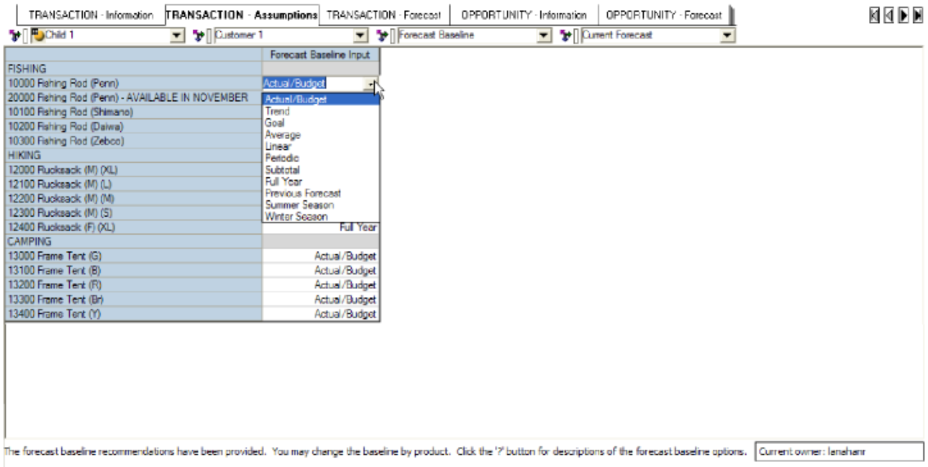
The assumption option called *Forecast Baseline* is where the forecasting methodologies by customer and by product are managed. The planner responsible for the forecast can indicate which combination of actual, plan, and forecast data to use to generate a product forecast. Recommendations are pre-loaded,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


TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
Discount Percent Input
Current Forecast
List Price
Cost per Unit
Discount Percent Input
Forecast Baseline

	Jan	Feb					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%					10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	10.00%	10.00%					10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10100 Fishing Rod (Shimano)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10200 Fishing Rod (Daiwa)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
10300 Fishing Rod (Zebco)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
HIKING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
12000 Rucksack (M) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12100 Rucksack (M) (L)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12200 Rucksack (M) (M)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12300 Rucksack (M) (S)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
12400 Rucksack (F) (XL)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CAMPING	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13000 Frame Tent (G)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13100 Frame Tent (B)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13200 Frame Tent (R)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13300 Frame Tent (Br)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
13400 Frame Tent (Y)	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%

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

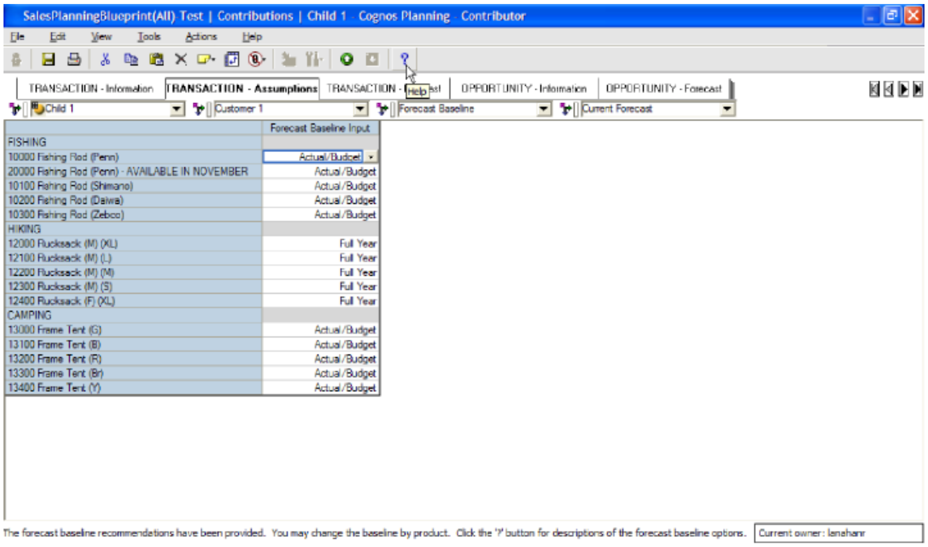
Current owner: lanahanr


TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
Forecast Baseline
Current Forecast
Actual/Budget
Trend
Goal
Average
Linear
Periodic
Subtotal
Full Year
Previous Forecast
Summer Season
Winter Season

	Forecast Baseline Input
FISHING	
10000 Fishing Rod (Penn)	Actual/Budget
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	
10100 Fishing Rod (Shimano)	
10200 Fishing Rod (Daiwa)	
10300 Fishing Rod (Zebco)	
HIKING	
12000 Rucksack (M) (XL)	
12100 Rucksack (M) (L)	
12200 Rucksack (M) (M)	
12300 Rucksack (M) (S)	
12400 Rucksack (F) (XL)	Full Year
CAMPING	
13000 Frame Tent (G)	Actual/Budget
13100 Frame Tent (B)	Actual/Budget
13200 Frame Tent (R)	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.

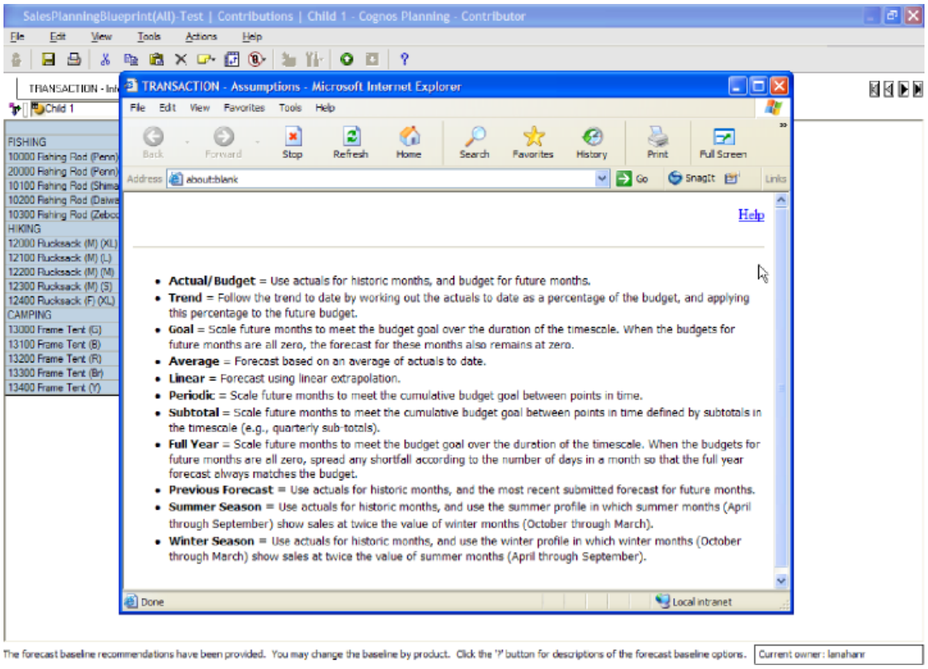
Current owner: lanahanr


SalesPlanningBlueprint(All)-Test | Contributions | Child 1 - Cognos Planning - Contributor
File
Edit
View
Tools
Actions
Help
TRANSACTION - Information
TRANSACTION - Assumptions
TRANSACTION - Forecast
OPPORTUNITY - Information
OPPORTUNITY - Forecast
Child 1
Customer 1
Forecast Baseline
Current Forecast

	Forecast Baseline Input
FISHING	
10000 Fishing Rod (Penn)	Actual/Budget
20000 Fishing Rod (Penn) - AVAILABLE IN NOVEMBER	Actual/Budget
10100 Fishing Rod (Shimano)	Actual/Budget
10200 Fishing Rod (Daiwa)	Actual/Budget
10300 Fishing Rod (Zebco)	Actual/Budget
HIKING	
12000 Rucksack (M) (XL)	Full Year
12100 Rucksack (M) (L)	Full Year
12200 Rucksack (M) (M)	Full Year
12300 Rucksack (M) (S)	Full Year
12400 Rucksack (F) (XL)	Full Year
CAMPING	
13000 Frame Tent (G)	Actual/Budget
13100 Frame Tent (B)	Actual/Budget
13200 Frame Tent (R)	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: lanahanr

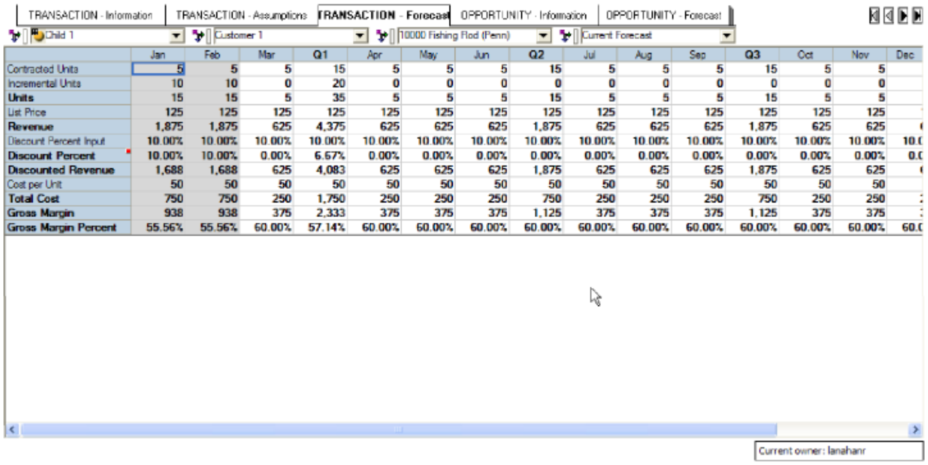

SalesPlanningBlueprint(All)-Test | Contributions | Child 1 - Cognos Planning - Contributor
TRANSACTION - Assumptions - Microsoft Internet Explorer
File
Edit
View
Favorites
Tools
Help
Back
Forward
Stop
Refresh
Home
Search
Favorites
History
Print
Full Screen
Address
about:blank
Go
SnagIt
Links
Help
Done
Local intranet

- **Actual/Budget** = Use actuals for historic months, and budget for future months.
- **Trend** = Follow the trend to date by working out the actuals to date as a percentage of the budget, and applying this percentage to the future budget.
- **Goal** = Scale future months to meet the budget goal over the duration of the timescale. When the budgets for future months are all zero, the forecast for these months also remains at zero.
- **Average** = Forecast based on an average of actuals to date.
- **Linear** = Forecast using linear extrapolation.
- **Periodic** = Scale future months to meet the cumulative budget goal between points in time.
- **Subtotal** = Scale future months to meet the cumulative budget goal between points in time defined by subtotals in the timescale (e.g., quarterly sub-totals).
- **Full Year** = Scale future months to meet the budget goal over the duration of the timescale. When the budgets for future months are all zero, spread any shortfall according to the number of days in a month so that the full year forecast always matches the budget.
- **Previous Forecast** = Use actuals for historic months, and the most recent submitted forecast for future months.
- **Summer Season** = Use actuals for historic months, and use the summer profile in which summer months (April through September) show sales at twice the value of winter months (October through March).
- **Winter Season** = Use actuals for historic months, and use the winter profile in which winter months (October through March) show sales at twice the value of summer months (April through September).

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

Current owner: lanahanr

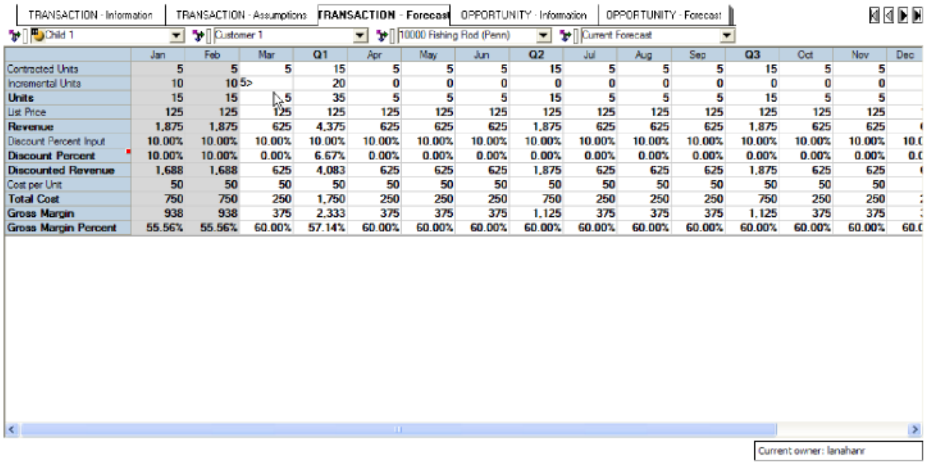
The tab called ***TRANSACTION – Forecast*** is where the product forecast is managed. In the view of the *Current Forecast*, actuals are loaded for closed months, and the forecast baseline methodology chosen on the previous tab is used to generate a forecast for future months. The assumptions for *List 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	
Incremental Units	10	10	0	20	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	
List Price	125	125	125	125	125	125	125	125	125	125	125	125	125	125	
Revenue	1,875	1,875	625	4,375	625	625	625	1,875	625	625	625	1,875	625	625	
Discount Percent Input	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.0
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%	0.0
Discounted Revenue	1,688	1,688	625	4,083	625	625	625	1,875	625	625	625	1,875	625	625	
Cost per Unit	50	50	50	50	50	50	50	50	50	50	50	50	50	50	
Total Cost	750	750	250	1,750	250	250	250	750	250	250	250	750	250	250	
Gross Margin	938	938	375	2,333	375	375	375	1,125	375	375	375	1,125	375	375	
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%	60.0

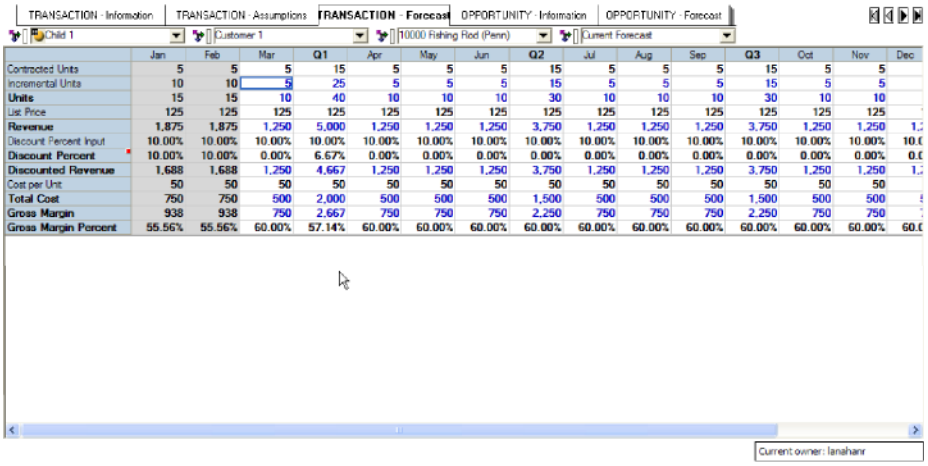
Current owner: lanahanr


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	
Incremental Units	10	10	5>	20	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	
List Price	125	125	125	125	125	125	125	125	125	125	125	125	125	125	
Revenue	1,875	1,875	625	4,375	625	625	625	1,875	625	625	625	1,875	625	625	
Discount Percent Input	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.0
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%	0.0
Discounted Revenue	1,688	1,688	625	4,083	625	625	625	1,875	625	625	625	1,875	625	625	
Cost per Unit	50	50	50	50	50	50	50	50	50	50	50	50	50	50	
Total Cost	750	750	250	1,750	250	250	250	750	250	250	250	750	250	250	
Gross Margin	938	938	375	2,333	375	375	375	1,125	375	375	375	1,125	375	375	
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%	60.0

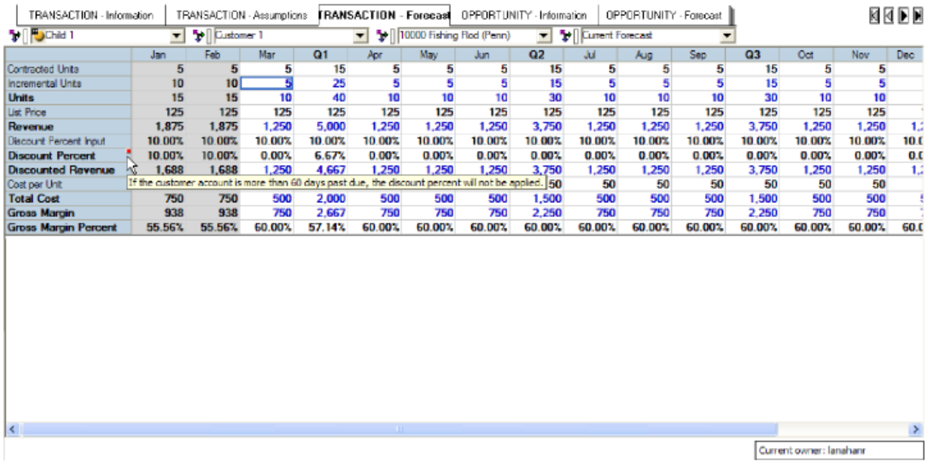
Current owner: lanahanr


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	
Incremental Units	10	10	5	25	5	5	5	15	5	5	5	15	5	5	
Units	15	15	10	40	10	10	10	30	10	10	10	30	10	10	
List Price	125	125	125	125	125	125	125	125	125	125	125	125	125	125	
Revenue	1,875	1,875	1,250	5,000	1,250	1,250	1,250	3,750	1,250	1,250	1,250	3,750	1,250	1,250	
Discount Percent Input	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.0
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%	0.0
Discounted Revenue	1,688	1,688	1,250	4,667	1,250	1,250	1,250	3,750	1,250	1,250	1,250	3,750	1,250	1,250	
Cost per Unit	50	50	50	50	50	50	50	50	50	50	50	50	50	50	
Total Cost	750	750	500	2,000	500	500	500	1,500	500	500	500	1,500	500	500	
Gross Margin	938	938	750	2,667	750	750	750	2,250	750	750	750	2,250	750	750	
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%	60.0

Current owner: lanahanr



	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	
Incremental Units	10	10	5	25	5	5	5	15	5	5	5	15	5	5	
Units	15	15	10	40	10	10	10	30	10	10	10	30	10	10	
List Price	125	125	125	125	125	125	125	125	125	125	125	125	125	125	
Revenue	1,875	1,875	1,250	5,000	1,250	1,250	1,250	3,750	1,250	1,250	1,250	3,750	1,250	1,250	1,
Discount Percent Input	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.0
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%	0.0
Discounted Revenue	1,688	1,688	1,250	4,667	1,250	1,250	1,250	3,750	1,250	1,250	1,250	3,750	1,250	1,250	1,
Cost per Unit								50	50	50	50	50	50	50	
Total Cost	750	750	500	2,000	500	500	500	1,500	500	500	500	1,500	500	500	
Gross Margin	938	938	750	2,667	750	750	750	2,250	750	750	750	2,250	750	750	
Gross Margin Percent	55.56%	55.56%	60.00%	57.14%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.0

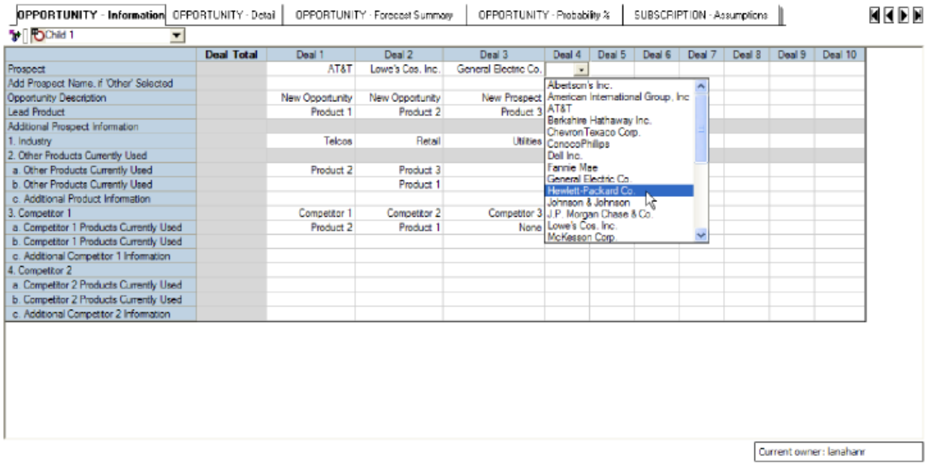
If the customer account is more than 60 days past due, the discount percent will not be applied.

Current owner: lanahanr

OPPORTUNITY METHOD

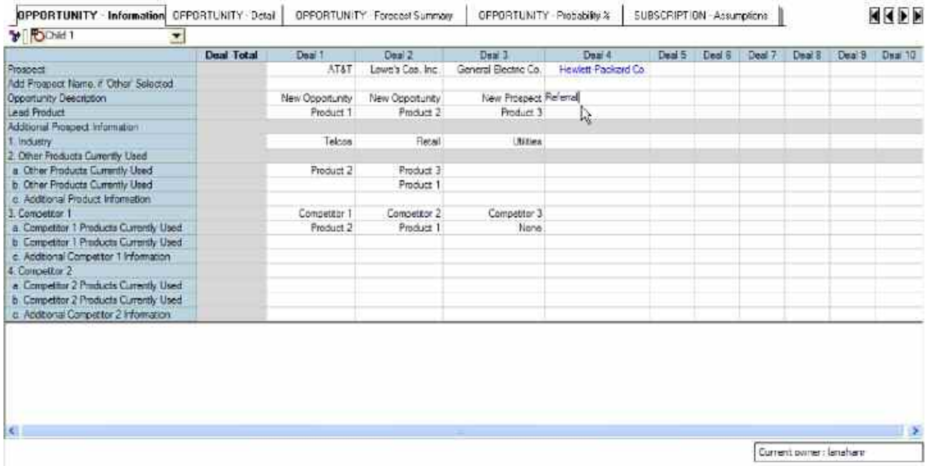
The *Opportunity* method enables a sales representative to forecast revenue by sales opportunity throughout a phased sales cycle from initial qualification, evaluation, selection, and through to contract negotiation. This sales model is typical in companies with large complex products and service offerings 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
Albertson's Inc.
American International Group, Inc
AT&T
Berkshire Hathaway Inc.
ChevronTexaco Corp.
ConocoPhillips
Dell Inc.
Fannie Mae
General Electric Co.
Hewlett-Packard Co.
Johnson & Johnson
J.P. Morgan Chase & Co.
Lowe's Cos. Inc.
McKesson Corp.

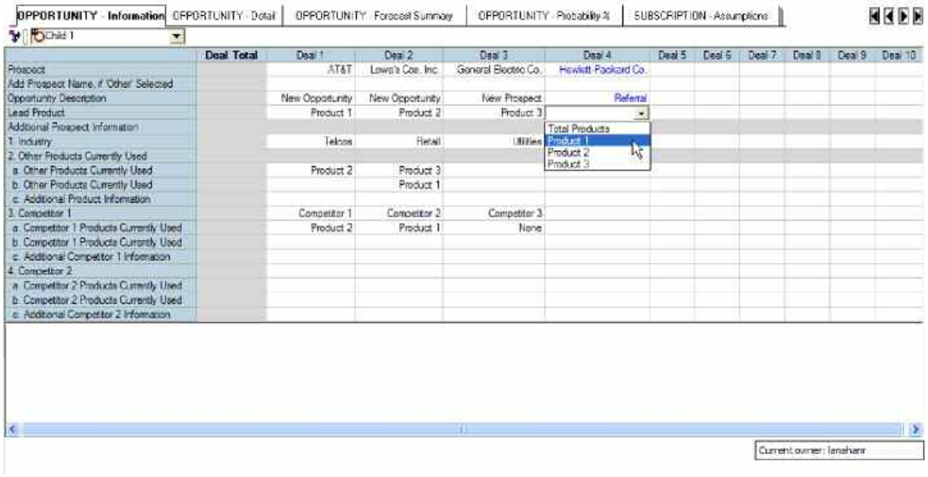
	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
Prospect		AT&T	Lowe's Cos. Inc.	General Electric Co.							
Add Prospect Name, if 'Other' Selected											
Opportunity Description		New Opportunity	New Opportunity	New Prospect							
Lead Product		Product 1	Product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


OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1

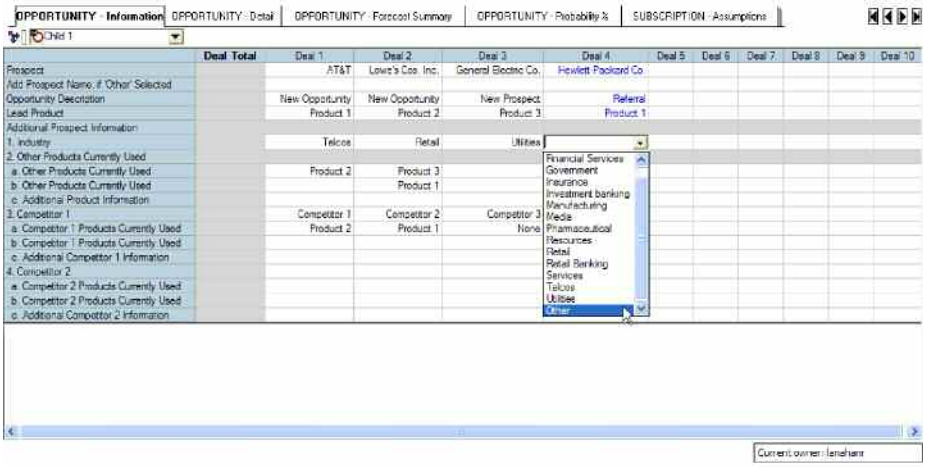
	Deal Total	Deal 1	Deal 2	Deal 3	Deal 4	Deal 5	Deal 6	Deal 7	Deal 8	Deal 9	Deal 10
Prospect		AT&T	Lowe's Cos. Inc.	General Electric Co.	Hewlett-Packard Co.						
Add Prospect Name, if 'Other' Selected											
Opportunity Description		New Opportunity	New Opportunity	New Prospect	Referral						
Lead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

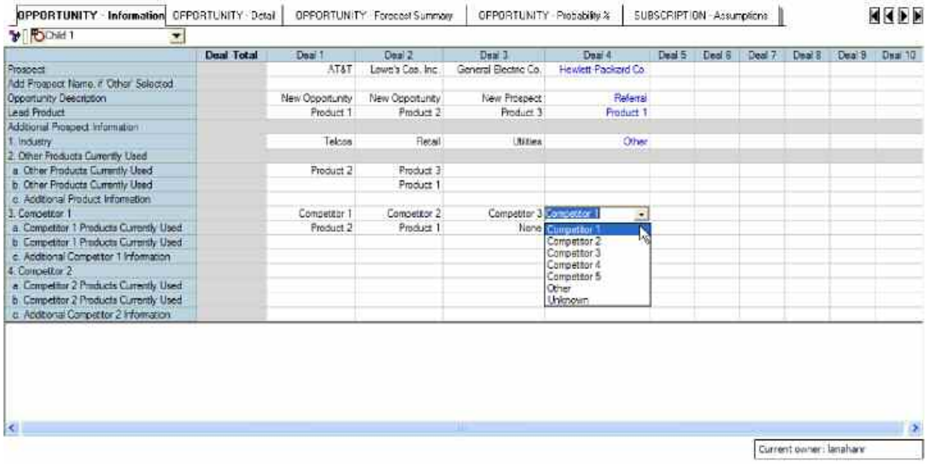

OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1
Total Products
Product 1
Product 2
Product 3

	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							
Additional Prospect Information											
1. Industry		Telcos	Retail	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											

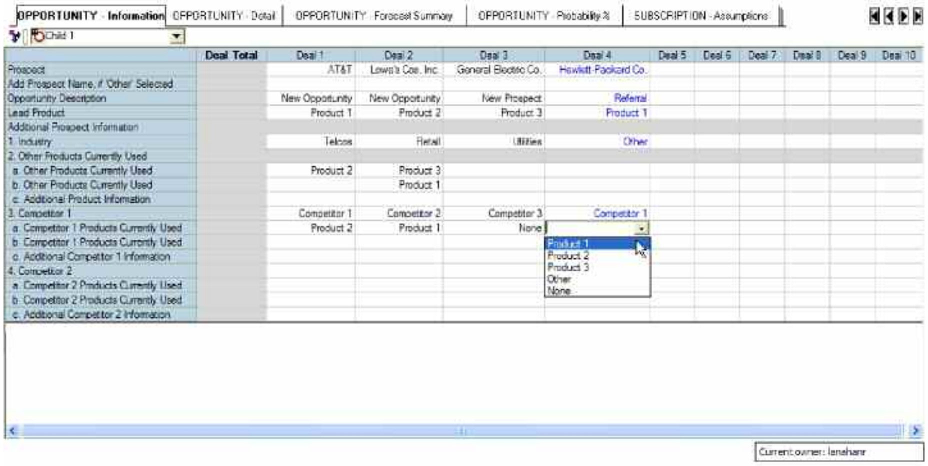
Current owner: lanahanr


OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1
Financial Services
Government
Insurance
Investment banking
Manufacturing
Media
Pharmaceutical
Resources
Retail
Retail Banking
Services
Telcos
Utilities
Other
Current owner: lanahanr

	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 1						
Additional Prospect Information											
1. Industry		Telcos	Retail	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											

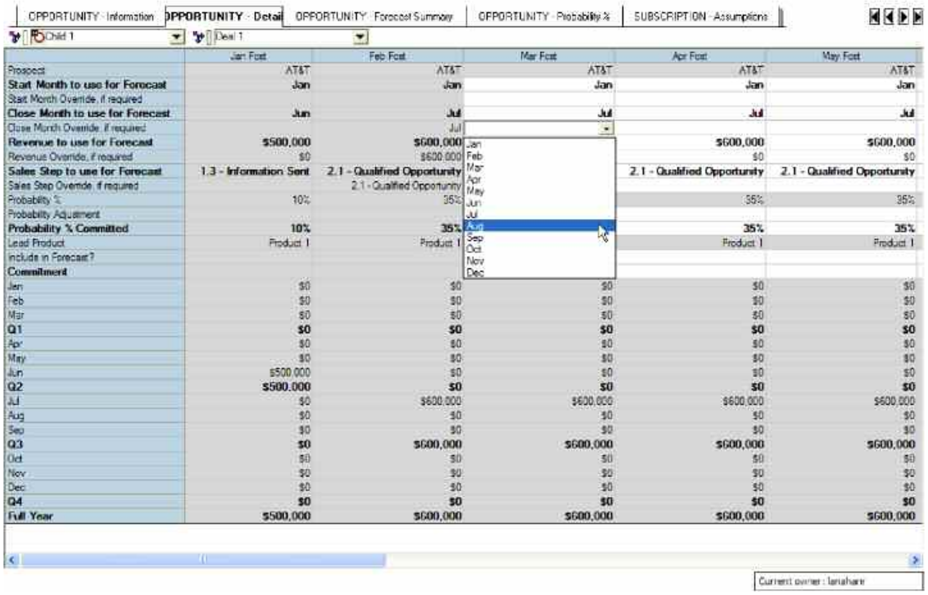

OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1
Competitor 1
Competitor 2
Competitor 3
Competitor 4
Competitor 5
Other
Unknown
Current owner: lanahanr

	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 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							
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											

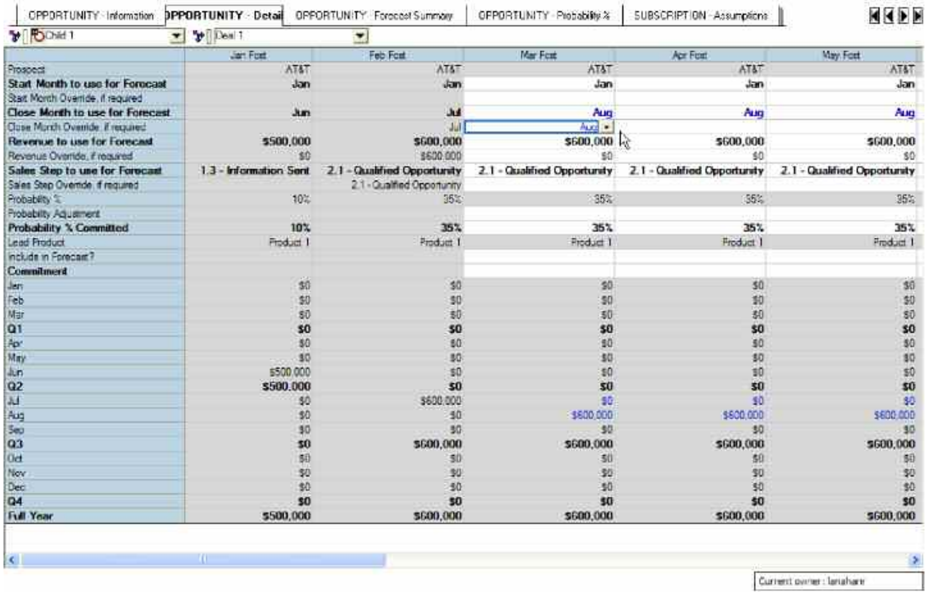

OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1
Product 1
Product 2
Product 3
Other
None
Current owner: lanahanr

	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 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							
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											

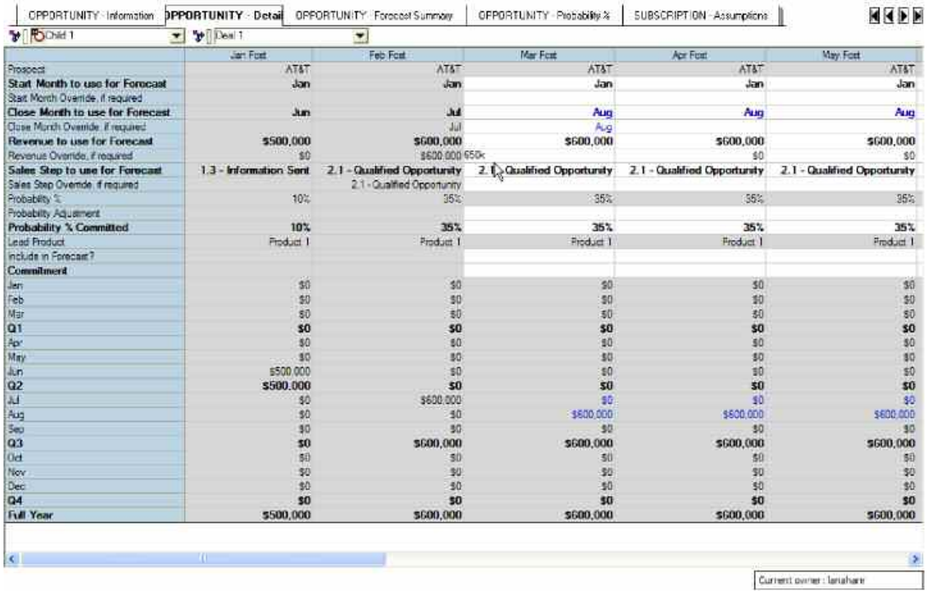
The tab called ***OPPORTUNITY – Forecast*** is used to manage the progress of the deals entered on the previous tab through a defined multi-phased sales process (refer to the *Sales Step* line item). The override fields for *Start Month*, *Close Month*, *Revenue, and Sales Step* can be used to manage 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
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Current owner : lanahare

	Jan Fcst	Feb Fcst	Mar Fcst	Apr Fcst	May Fcst
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**	**Jul**	**Jul**	**Jul**
Close Month Override, if required		Jul			
Revenue to use for Forecast	**$500,000**	**$600,000**		**$600,000**	**$600,000**
Revenue Override, if required	$0	$600,000		$0	$0
Sales Step to use for Forecast	**1.3 - Information Sent**	**2.1 - Qualified Opportunity**		**2.1 - Qualified Opportunity**	**2.1 - Qualified Opportunity**
Sales Step Override, if required		2.1 - Qualified Opportunity			
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	$600,000	$600,000	$600,000
Aug	$0	$0	$0	$0	$0
Sep	$0	$0	$0	$0	$0
Q3	**$0**	**$600,000**	**$600,000**	**$600,000**	**$600,000**
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**	**$600,000**	**$600,000**	**$600,000**

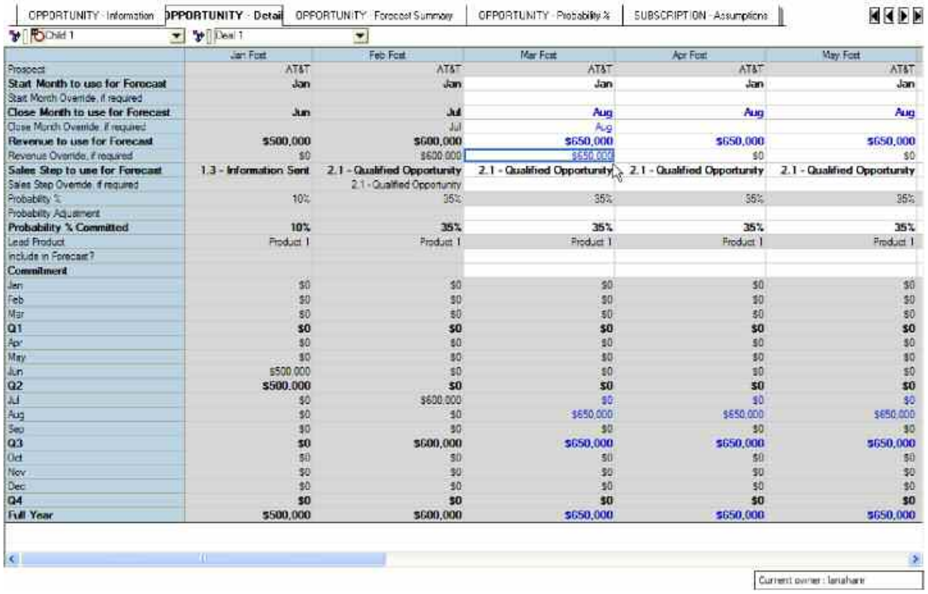

OPPORTUNITY · Information
OPPORTUNITY · Detail
OPPORTUNITY · Forecast Summary
OPPORTUNITY · Probability %
SUBSCRIPTION · Assumptions
Child 1
Deal 1
Current owner : lanahare

	Jan Fcst	Feb Fcst	Mar Fcst	Apr Fcst	May Fcst
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		Jul	Aug		
Revenue to use for Forecast	**$500,000**	**$600,000**	**$600,000**	**$600,000**	**$600,000**
Revenue Override, if required	$0	$600,000	$0	$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		2.1 - Qualified Opportunity			
Probability %	10%	35%	35%	35%	35%
Probability Adjustment					
Probability % Committed	**10%**	**35%**	**35%**	**35%**	**35%**
Lead Product	Product 1	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	$600,000	$600,000	$600,000
Sep	$0	$0	$0	$0	$0
Q3	**$0**	**$600,000**	**$600,000**	**$600,000**	**$600,000**
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**	**$600,000**	**$600,000**	**$600,000**


OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1
Deal 1

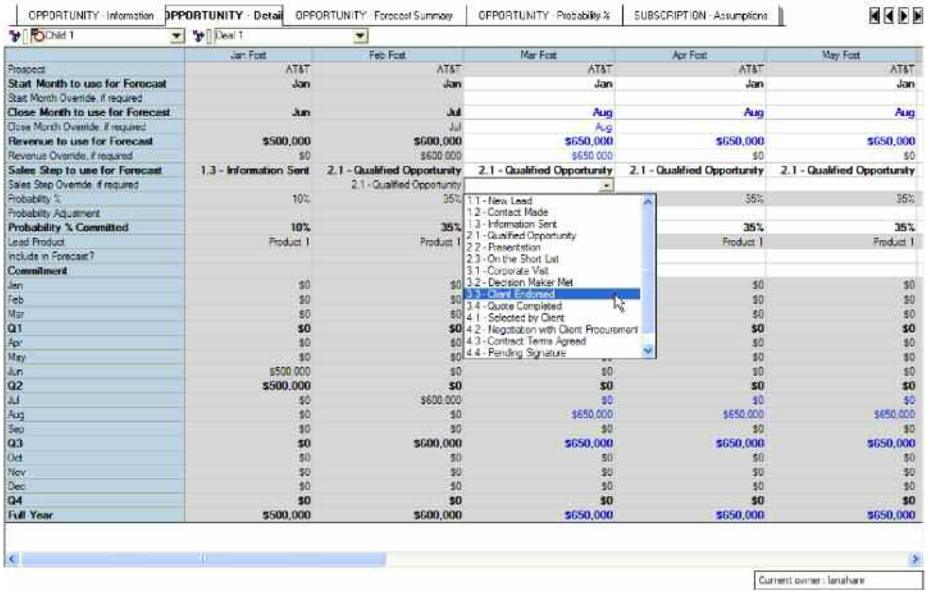
	Jan Fcst	Feb Fcst	Mar Fcst	Apr Fcst	May Fcst
Prospect	AT&T	AT&T	AT&T	AT&T	AT&T
Start Month to use for Forecast	**Jan**	**Jan**	**Jan**	**Jan**	**Jan**
Start Month Override, if required					
Close Month to use for Forecast	**Jun**	**Jul**	**Aug**	**Aug**	**Aug**
Close Month Override, if required		Jul	Aug		
Revenue to use for Forecast	**$500,000**	**$600,000**	**$600,000**	**$600,000**	**$600,000**
Revenue Override, if required	$0	$600,000	650k	$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		2.1 - Qualified Opportunity			
Probability %	10%	35%	35%	35%	35%
Probability Adjustment					
Probability % Committed	**10%**	**35%**	**35%**	**35%**	**35%**
Lead Product	Product 1	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	$600,000	$600,000	$600,000
Sep	$0	$0	$0	$0	$0
Q3	**$0**	**$600,000**	**$600,000**	**$600,000**	**$600,000**
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**	**$600,000**	**$600,000**	**$600,000**

Current owner : lanahare


OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1
Deal 1

	Jan Fcst	Feb Fcst	Mar Fcst	Apr Fcst	May Fcst
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		Jul	Aug		
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		2.1 - Qualified Opportunity			
Probability %	10%	35%	35%	35%	35%
Probability Adjustment					
Probability % Committed	**10%**	**35%**	**35%**	**35%**	**35%**
Lead Product	Product 1	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**

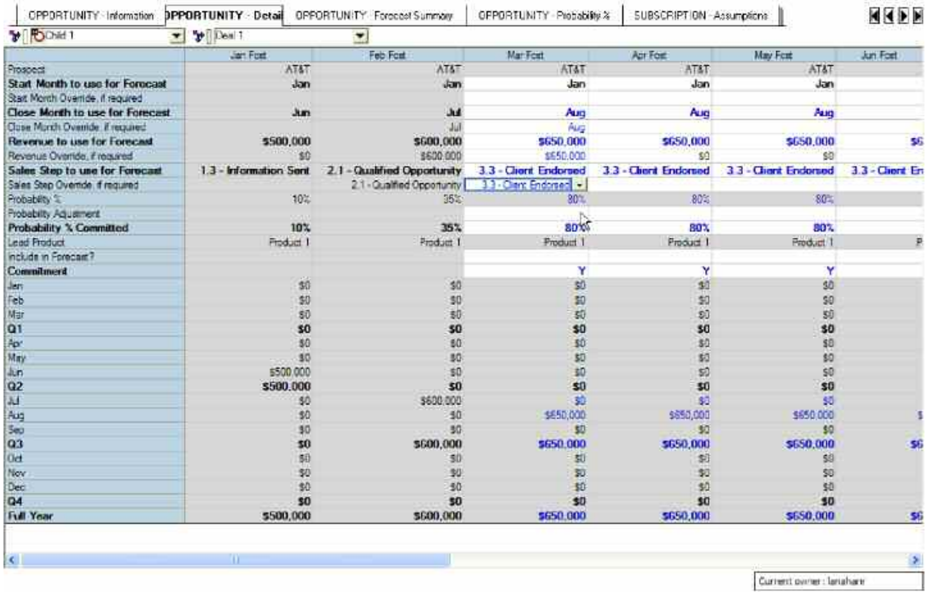
Current owner : lanahare


OPPORTUNITY · Information
OPPORTUNITY · Detail
OPPORTUNITY · Forecast Summary
OPPORTUNITY · Probability %
SUBSCRIPTION · Assumptions
Child 1
Deal 1
Current owner : lanahare

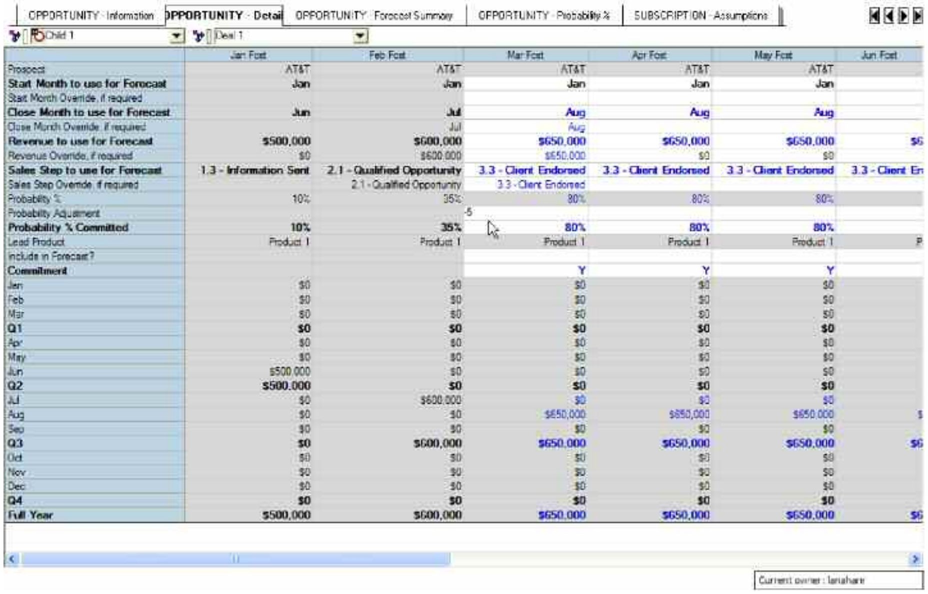
	Jan Fcst	Feb Fcst	Mar Fcst	Apr Fcst	May Fcst
Prospect	AT&T	AT&T	AT&T	AT&T	AT&T
Start Month to use for Forecast	**Jan**	**Jan**	**Jan**	**Jan**	**Jan**
Start Month Override, if required					
Close Month to use for Forecast	**Jun**	**Jul**	**Aug**	**Aug**	**Aug**
Close Month Override, if required		Jul	Aug		
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		2.1 - Qualified Opportunity			
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
Feb	$0	$0		$0	$0
Mar	$0	$0		$0	$0
Q1	**$0**	**$0**		**$0**	**$0**
Apr	$0	$0		$0	$0
May	$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**

1.1 - New Lead
1.2 - Contact Made
1.3 - Information Sent
2.1 - Qualified Opportunity
2.2 - Presentation
2.3 - On the Short List
3.1 - Corporate Visit
3.2 - Decision Maker Met
3.3 - Client Endorsed
3.4 - Quote Completed
4.1 - Selected by Client
4.2 - Negotiation with Client Procurement
4.3 - Contract Terms Agreed
4.4 - Pending Signature

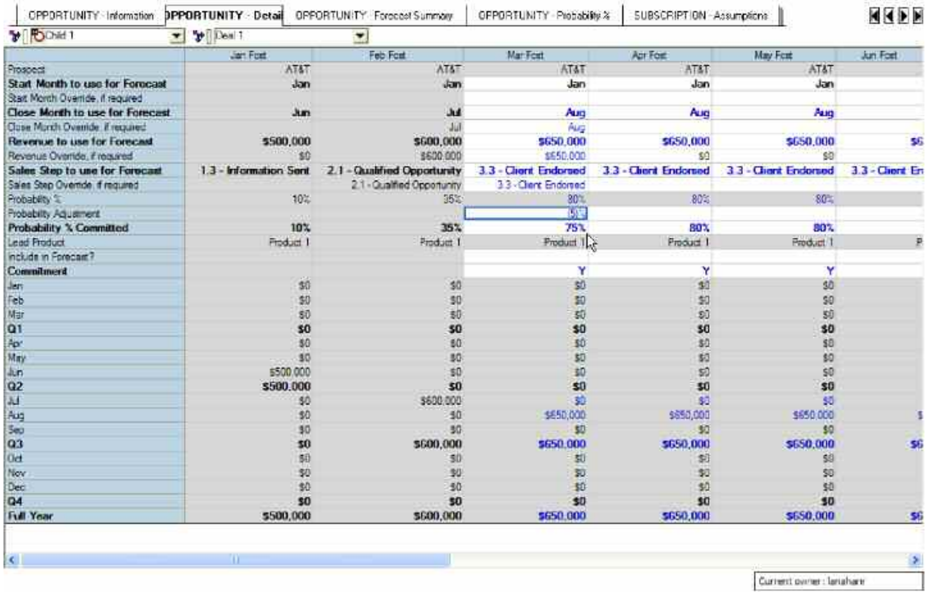
As the sales process ("step") information is updated, the probability (of deal closure) information is linked into this detail screen. The user can modify the probability percentage.


OPPORTUNITY · Information
OPPORTUNITY · Detail
OPPORTUNITY · Forecast Summary
OPPORTUNITY · Probability %
SUBSCRIPTION · Assumptions
Child 1
Deal 1
Current owner : lanahare

	Jan Fcst	Feb Fcst	Mar Fcst	Apr Fcst	May Fcst	Jun Fcst
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		Jul	Aug			
Revenue to use for Forecast	**$500,000**	**$600,000**	**$650,000**	**$650,000**	**$650,000**	**$6**
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**	**3.3 - Client Endorsed**	**3.3 - Client Endorsed**	**3.3 - Client Endorsed**	**3.3 - Client En**
Sales Step Override, if required		2.1 - Qualified Opportunity	3.3 - Client Endorsed			
Probability %	10%	35%	80%	80%	80%	
Probability Adjustment						
Probability % Committed	**10%**	**35%**	**80%**	**80%**	**80%**	
Lead Product	Product 1	Product 1	Product 1	Product 1	Product 1	P
Include in Forecast?						
Commitment			Y	Y	Y	
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**	**$6**
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**	**$6**


OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1
Deal 1
Current owner : lariahare

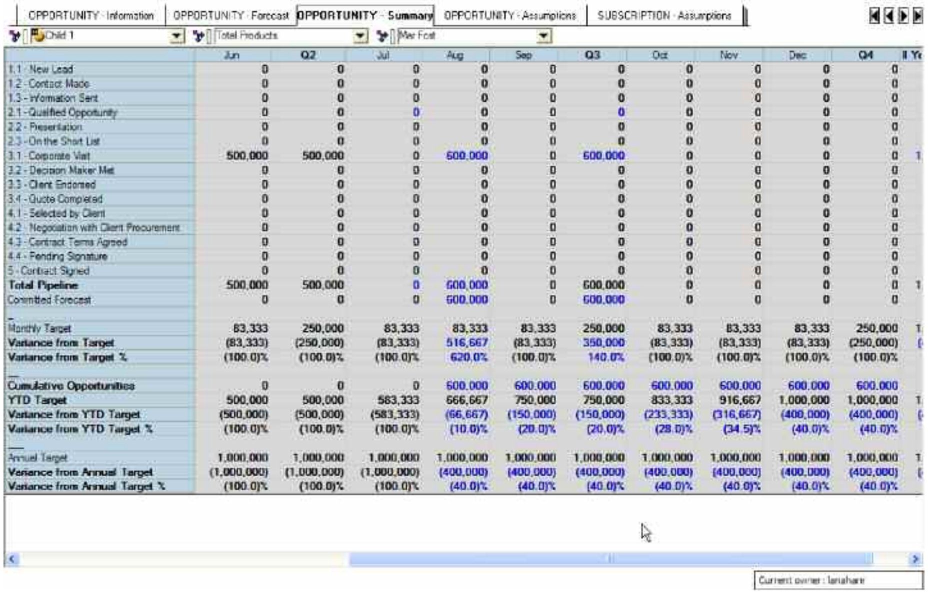
	Jan Fcst	Feb Fcst	Mar Fcst	Apr Fcst	May Fcst	Jun Fcst
Prospect	AT&T	AT&T	AT&T	AT&T	AT&T	
Start Month to use for Forecast	**Jan**	**Jan**	**Jan**	**Jan**	**Jan**	
Start Month Override, if required						
Close Month to use for Forecast	**Jun**	**Jul**	**Aug**	**Aug**	**Aug**	
Close Month Override, if required		Jul	Aug			
Revenue to use for Forecast	**$500,000**	**$600,000**	**$650,000**	**$650,000**	**$650,000**	**$6**
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**	**3.3 - Client Endorsed**	**3.3 - Client Endorsed**	**3.3 - Client Endorsed**	**3.3 - Client En**
Sales Step Override, if required		2.1 - Qualified Opportunity	3.3 - Client Endorsed			
Probability %	10%	35%	80%	80%	80%	
Probability Adjustment			-5			
Probability % Committed	**10%**	**35%**	**80%**	**80%**	**80%**	
Lead Product	Product 1	Product 1	Product 1	Product 1	Product 1	P
Include in Forecast?						
Commitment			**Y**	**Y**	**Y**	
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**	**$6**
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**	**$6**


OPPORTUNITY - Information
OPPORTUNITY - Detail
OPPORTUNITY - Forecast Summary
OPPORTUNITY - Probability %
SUBSCRIPTION - Assumptions
Child 1
Deal 1
Current owner : lariahare

	Jan Fcst	Feb Fcst	Mar Fcst	Apr Fcst	May Fcst	Jun Fcst
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		Jul	Aug			
Revenue to use for Forecast	**$500,000**	**$600,000**	**$650,000**	**$650,000**	**$650,000**	**$6**
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**	**3.3 - Client Endorsed**	**3.3 - Client Endorsed**	**3.3 - Client Endorsed**	**3.3 - Client En**
Sales Step Override, if required		2.1 - Qualified Opportunity	3.3 - Client Endorsed			
Probability %	10%	35%	80%	80%	80%	
Probability Adjustment			-5%			
Probability % Committed	**10%**	**35%**	**75%**	**80%**	**80%**	
Lead Product	Product 1	Product 1	Product 1	Product 1	Product 1	P
Include in Forecast?						
Commitment			**Y**	**Y**	**Y**	
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**	**$6**
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**	**$6**

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.

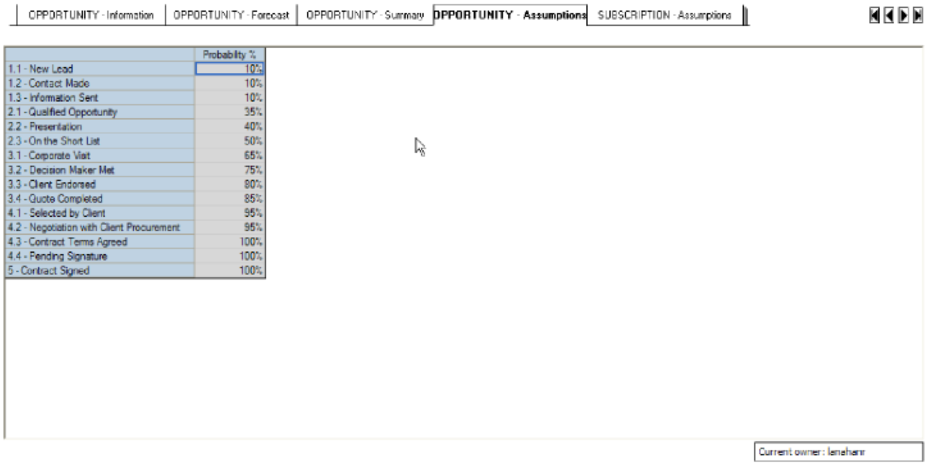
The deal information is linked into the tab called ***OPPORTUNITY – Summary***. The user can then quickly view his or her forecast pipeline and committed forecast. Information about the forecast relative to monthly and annual targets is also provided.


OPPORTUNITY - Information
OPPORTUNITY - Forecast
OPPORTUNITY - Summary
OPPORTUNITY - Assumptions
SUBSCRIPTION - Assumptions
Child 1
Total Products
Mer Fcst

	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4
1.1 - New Lead	0	0	0	0	0	0	0	0	0	0
1.2 - Contact Made	0	0	0	0	0	0	0	0	0	0
1.3 - Information Sent	0	0	0	0	0	0	0	0	0	0
2.1 - Qualified Opportunity	0	0	0	0	0	0	0	0	0	0
2.2 - Presentation	0	0	0	0	0	0	0	0	0	0
2.3 - On the Short List	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
3.2 - Decision Maker Met	0	0	0	0	0	0	0	0	0	0
3.3 - Client Endorsed	0	0	0	0	0	0	0	0	0	0
3.4 - Quote Completed	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
4.2 - Negotiation with Client Procurement	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
4.4 - Pending Signature	0	0	0	0	0	0	0	0	0	0
5 - Contract Signed	0	0	0	0	0	0	0	0	0	0
Total Pipeline	500,000	500,000	0	600,000	0	600,000	0	0	0	0
Committed Forecast	0	0	0	600,000	0	600,000	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
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
YTD Target	500,000	500,000	583,333	666,667	750,000	750,000	833,333	916,667	1,000,000	1,000,000
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
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)%

Current owner : lanahan

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.


OPPORTUNITY - Information
OPPORTUNITY - Forecast
OPPORTUNITY - Summary
OPPORTUNITY - Assumptions
SUBSCRIPTION - Assumptions

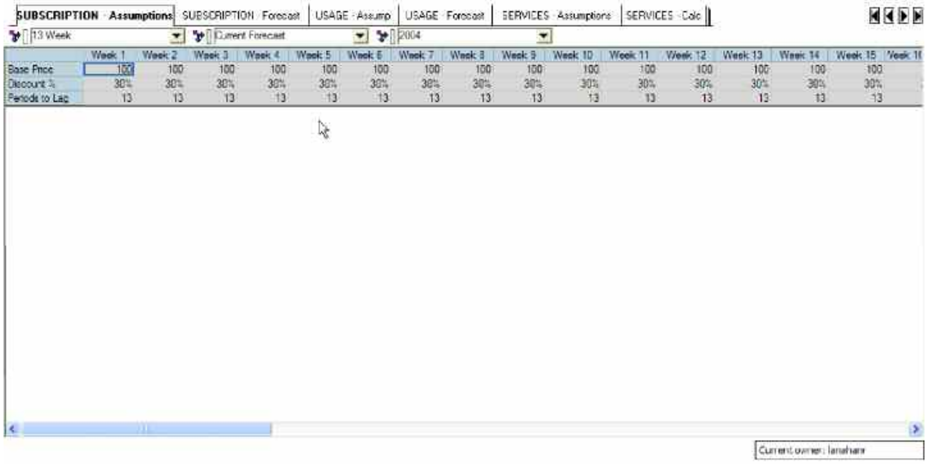
	Probability %
1.1 - New Lead	10%
1.2 - Contact Made	10%
1.3 - Information Sent	10%
2.1 - Qualified Opportunity	35%
2.2 - Presentation	40%
2.3 - On the Short List	50%
3.1 - Corporate Visit	65%
3.2 - Decision Maker Met	75%
3.3 - Client Endorsed	80%
3.4 - Quote Completed	85%
4.1 - Selected by Client	95%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

Current owner : lanahan

SUBSCRIPTION METHOD

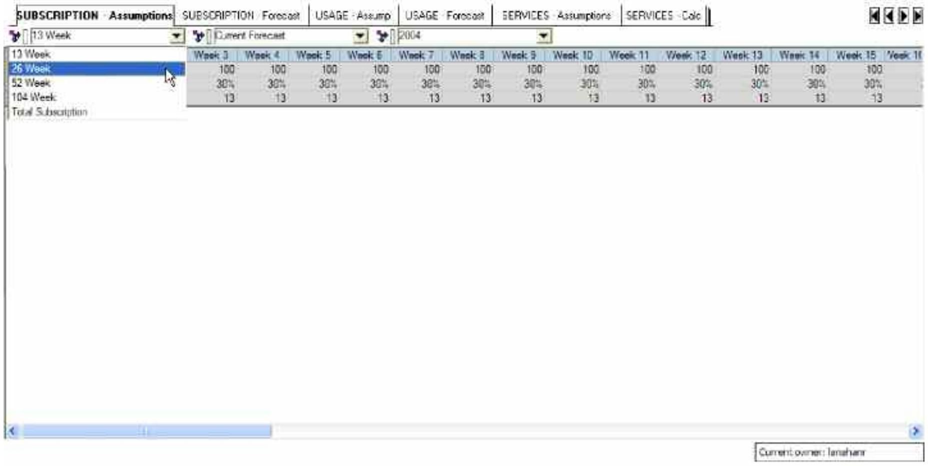
The *Subscription* method provides a sales representative or marketing manager with the ability to forecast revenue by the rate of subscription renewal. This sales model is typical in the media industry where magazine, cable, or other services are sold to consumers on a renewal subscription basis. Many 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.


SUBSCRIPTION - Assumptions
SUBSCRIPTION - Forecast
USAGE - Assump
USAGE - Forecast
SERVICES - Assumptions
SERVICES - Calc
13 Week
Current Forecast
2004

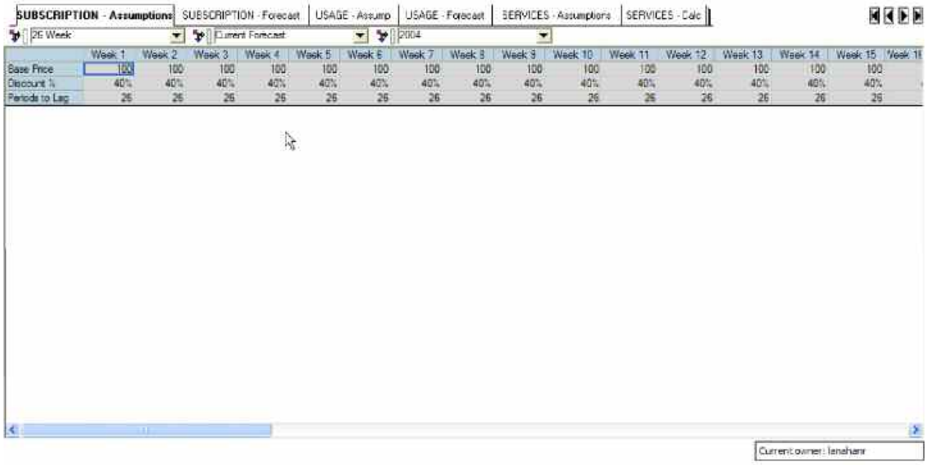
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Periods to Lag	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13

Current owner: lanahanr


SUBSCRIPTION - Assumptions
SUBSCRIPTION - Forecast
USAGE - Assump
USAGE - Forecast
SERVICES - Assumptions
SERVICES - Calc
13 Week
Current Forecast
2004
13 Week
26 Week
52 Week
104 Week
Total Subscription

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
100	100	100	100	100	100	100	100	100	100	100	100	100
30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
13	13	13	13	13	13	13	13	13	13	13	13	13

Current owner: lanahanr

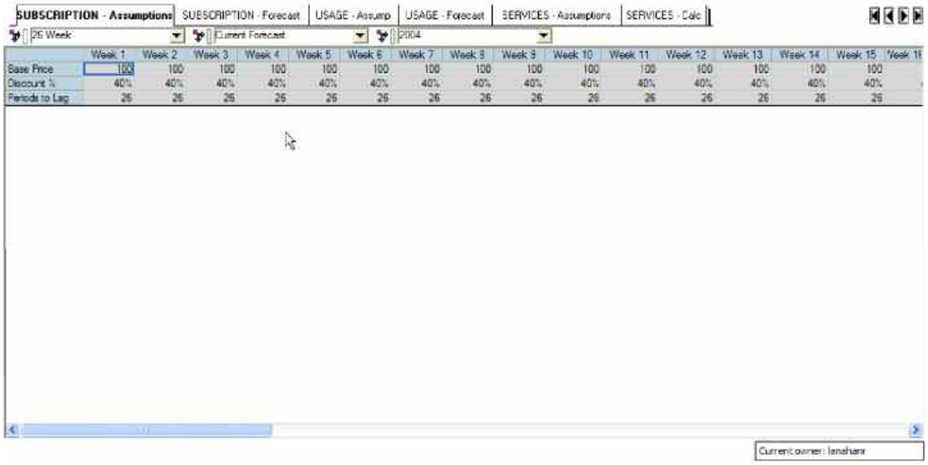


26 Week | Current Forecast | 2004

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15
Base Price	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%
Periods to Lag	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26

Current owner: lanahanr

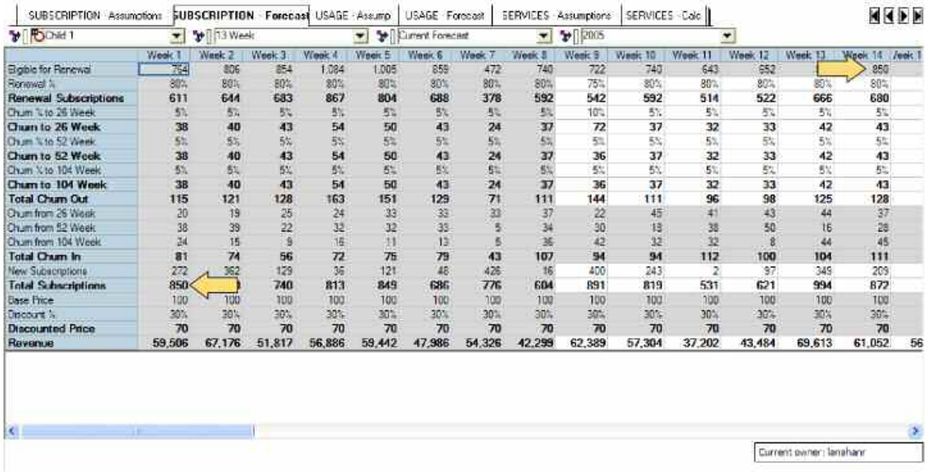
The ***SUBSCRIPTION – Forecast*** tab allows the user to generate a revenue forecast by subscription length (in effect each length is a product offering). The subscriptions eligible for renewal are populated from a previous week's entries – for example, the 13-week subscriptions eligible for renewal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


SUBSCRIPTION - Assumptions
SUBSCRIPTION - Forecast
USAGE - Assump
USAGE - Forecast
SERVICES - Assumptions
SERVICES - Calc

26 Week | Current Forecast | 2004

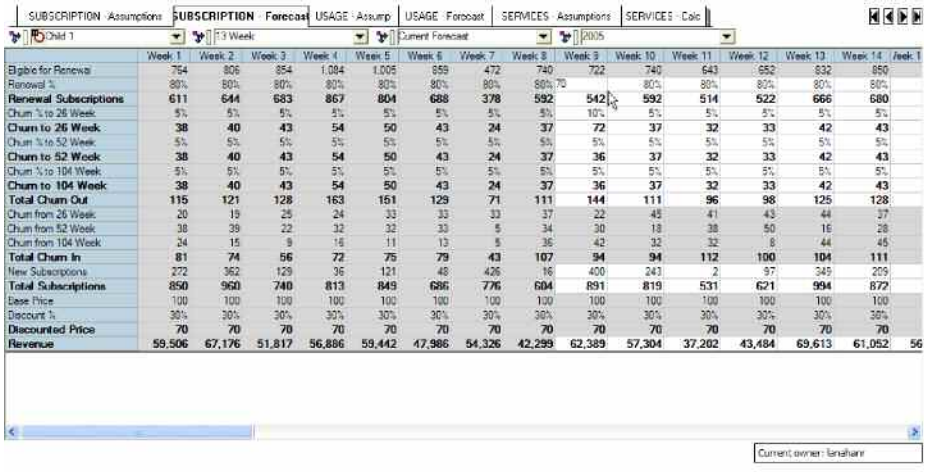
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Discount %	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Periods to Lag	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26

Current owner: lanahanr

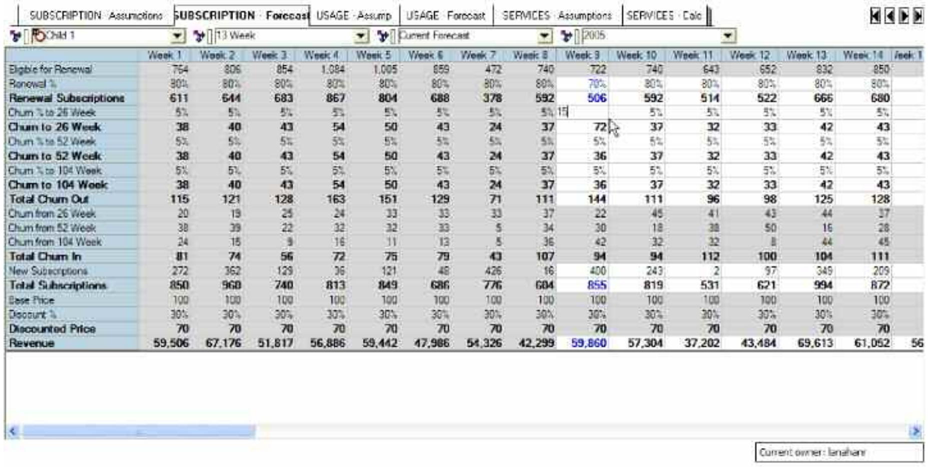

SUBSCRIPTION · Assumptions
SUBSCRIPTION · Forecast
USAGE · Assump
USAGE · Forecast
SERVICES · Assumptions
SERVICES · Calc
Child 1
13 Week
Current Forecast
2005
Current owner: lanahanr

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	eek 1
Eligible for Renewal	754	806	854	1,084	1,005	859	472	740	722	740	643	652	[illegible]	850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	75%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	592	542	592	514	522	666	680	
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	10%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	72	37	32	33	42	43	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Churn Out	115	121	128	163	151	129	71	111	144	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	400	243	2	97	349	209	
Total Subscriptions	850	[illegible]	740	813	849	686	776	604	891	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	62,389	57,304	37,202	43,484	69,613	61,052	56

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.

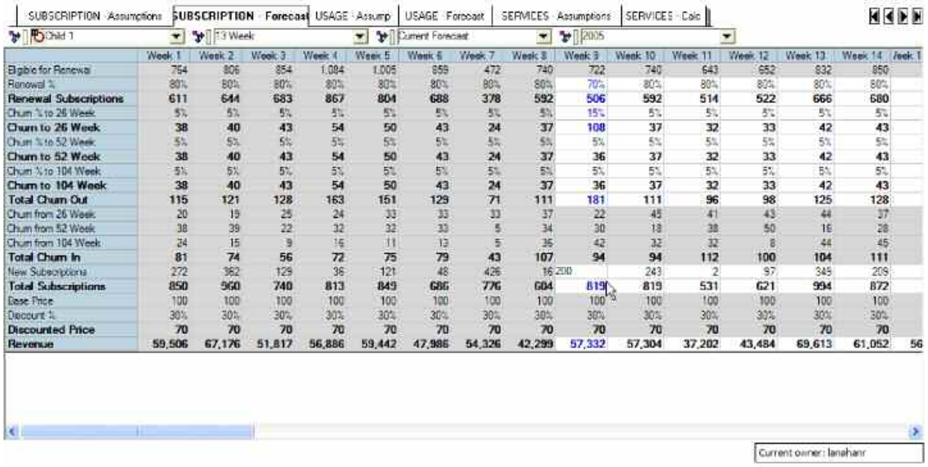

SUBSCRIPTION · Assumptions
SUBSCRIPTION · Forecast
USAGE · Assump
USAGE · Forecast
SERVICES · Assumptions
SERVICES · Calc
Child 1
13 Week
Current Forecast
2005
Current owner: lanahanr

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	eek 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%	
Renewal Subscriptions	611	644	683	867	804	688	378	592	542	592	514	522	666	680	
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	10%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	72	37	32	33	42	43	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Churn Out	115	121	128	163	151	129	71	111	144	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	400	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	891	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	62,389	57,304	37,202	43,484	69,613	61,052	56


SUBSCRIPTION · Assumptions
SUBSCRIPTION · Forecast
USAGE · Assump
USAGE · Forecast
SERVICES · Assumptions
SERVICES · Calc
Child 1
13 Week
Current Forecast
2005

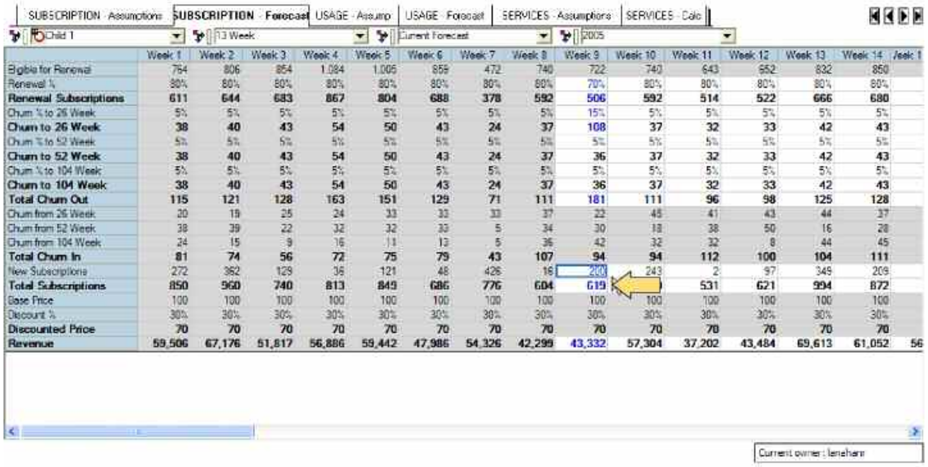
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek 1
Eligible for Renewal	754	806	854	1,084	1,005	859	472	740	722	740	643	652	832	850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	592	506	592	514	522	666	680	
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	72	37	32	33	42	43	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Churn Out	115	121	128	163	151	129	71	111	144	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	400	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	855	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	59,860	57,304	37,202	43,484	69,613	61,052	56

Current owner : lanahanr


SUBSCRIPTION · Assumptions
SUBSCRIPTION · Forecast
USAGE · Assump
USAGE · Forecast
SERVICES · Assumptions
SERVICES · Calc
Child 1
13 Week
Current Forecast
2005

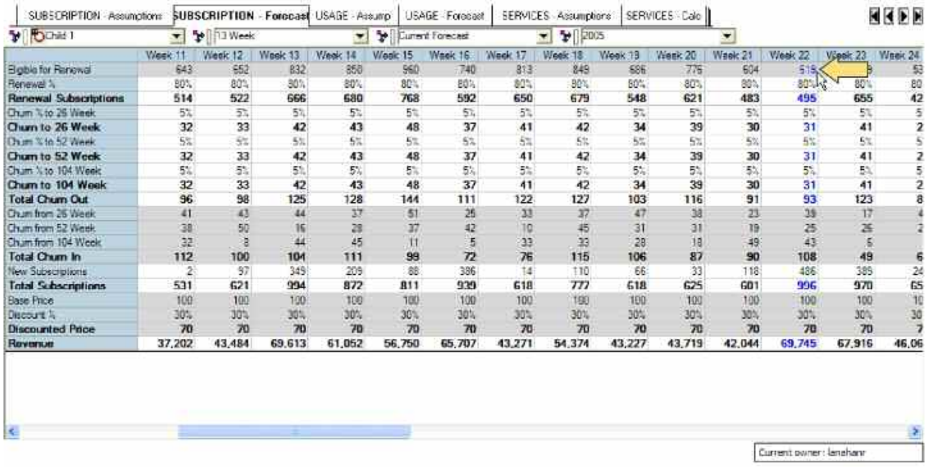
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek 1
Eligible for Renewal	754	806	854	1,084	1,005	859	472	740	722	740	643	652	832	850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	592	506	592	514	522	666	680	
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	108	37	32	33	42	43	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Churn Out	115	121	128	163	151	129	71	111	181	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	819	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	57,332	57,304	37,202	43,484	69,613	61,052	56

Current owner : lanahanr


SUBSCRIPTION · Assumptions
SUBSCRIPTION · Forecast
USAGE · Assump
USAGE · Forecast
SERVICES · Assumptions
SERVICES · Calc
Child 1
13 Week
Current Forecast
2005

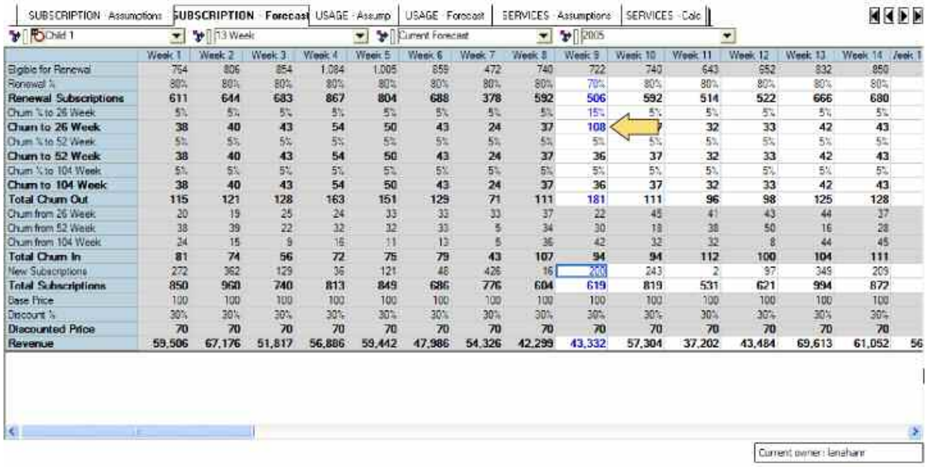
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek 1
Eligible for Renewal	754	806	854	1,084	1,005	859	472	740	722	740	643	652	832	850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611	644	683	867	804	688	378	592	506	592	514	522	666	680	
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	108	37	32	33	42	43	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Churn Out	115	121	128	163	151	129	71	111	181	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	349	209	
Total Subscriptions	850	960	740	813	849	686	776	604	619	[illegible]	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	43,332	57,304	37,202	43,484	69,613	61,052	56

Current owner : lanahanr

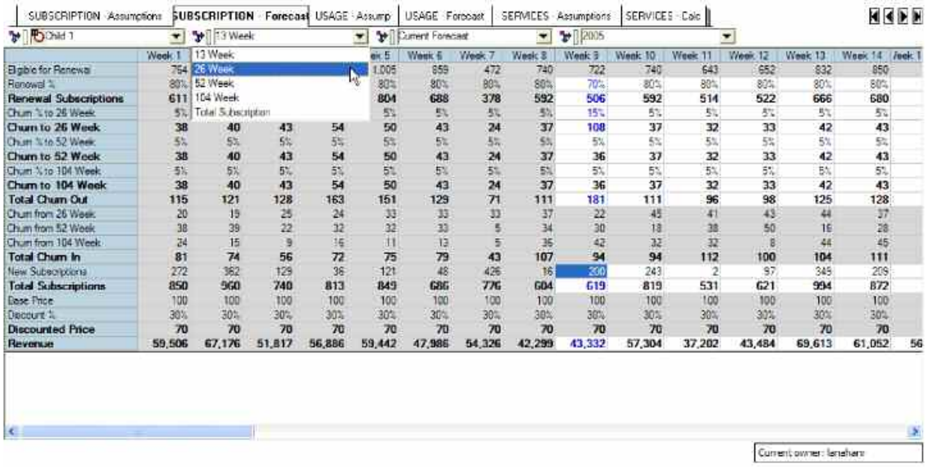

SUBSCRIPTION - Assumptions
SUBSCRIPTION - Forecast
USAGE - Assump
USAGE - Forecast
SERVICES - Assumptions
SERVICES - Calc
Child 1
13 Week
Current Forecast
2005
Current owner : lanahanr

	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	832	850	960	740	813	849	686	776	604	619	[illegible]	53
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80
Renewal Subscriptions	**514**	**522**	**666**	**680**	**768**	**592**	**650**	**679**	**548**	**621**	**483**	**495**	**655**	**42**
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5
Churn to 26 Week	**32**	**33**	**42**	**43**	**48**	**37**	**41**	**42**	**34**	**39**	**30**	**31**	**41**	**2**
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5
Churn to 52 Week	**32**	**33**	**42**	**43**	**48**	**37**	**41**	**42**	**34**	**39**	**30**	**31**	**41**	**2**
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5
Churn to 104 Week	**32**	**33**	**42**	**43**	**48**	**37**	**41**	**42**	**34**	**39**	**30**	**31**	**41**	**2**
Total Churn Out	**96**	**98**	**125**	**128**	**144**	**111**	**122**	**127**	**103**	**116**	**91**	**93**	**123**	**8**
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	5	
Total Churn In	**112**	**100**	**104**	**111**	**99**	**72**	**76**	**115**	**106**	**87**	**90**	**108**	**49**	**6**
New Subscriptions	2	97	349	209	88	386	14	110	66	33	118	486	385	24
Total Subscriptions	**531**	**621**	**994**	**872**	**811**	**939**	**618**	**777**	**618**	**625**	**601**	**996**	**970**	**65**
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	10
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30
Discounted Price	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**7**
Revenue	**37,202**	**43,484**	**69,613**	**61,052**	**56,750**	**65,707**	**43,271**	**54,374**	**43,227**	**43,719**	**42,044**	**69,745**	**67,916**	**46,06**

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


SUBSCRIPTION - Assumptions
SUBSCRIPTION - Forecast
USAGE - Assump
USAGE - Forecast
SERVICES - Assumptions
SERVICES - Calc
Child 1
13 Week
Current Forecast
2005
Current owner : lanahanr

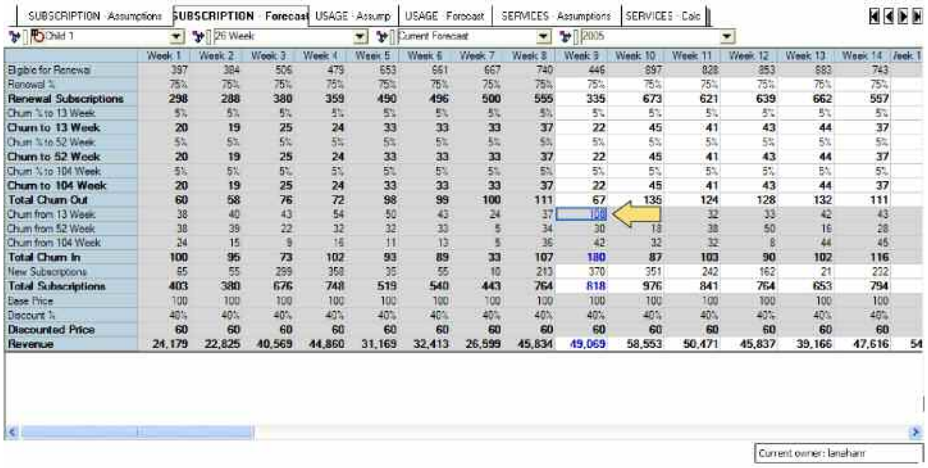
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek 1
Eligible for Renewal	764	806	854	1,084	1,005	859	472	740	722	740	643	652	832	850	
Renewal %	80%	80%	80%	80%	80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	**611**	**644**	**683**	**867**	**804**	**688**	**378**	**592**	**506**	**592**	**514**	**522**	**666**	**680**	
Churn % to 26 Week	5%	5%	5%	5%	5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
Churn to 26 Week	**38**	**40**	**43**	**54**	**50**	**43**	**24**	**37**	**108**	[illegible]	**32**	**33**	**42**	**43**	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	**38**	**40**	**43**	**54**	**50**	**43**	**24**	**37**	**36**	**37**	**32**	**33**	**42**	**43**	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	**38**	**40**	**43**	**54**	**50**	**43**	**24**	**37**	**36**	**37**	**32**	**33**	**42**	**43**	
Total Churn Out	**115**	**121**	**128**	**163**	**151**	**129**	**71**	**111**	**181**	**111**	**96**	**98**	**125**	**128**	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	**81**	**74**	**56**	**72**	**75**	**79**	**43**	**107**	**94**	**94**	**112**	**100**	**104**	**111**	
New Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	349	209	
Total Subscriptions	**850**	**960**	**740**	**813**	**849**	**686**	**776**	**604**	**619**	**819**	**531**	**621**	**994**	**872**	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	**70**	
Revenue	**59,506**	**67,176**	**51,817**	**56,886**	**59,442**	**47,986**	**54,326**	**42,299**	**43,332**	**57,304**	**37,202**	**43,484**	**69,613**	**61,052**	**56**



Child 1
13 Week
Current Forecast
2005

	Week 1				ek 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek 1
Eligible for Renewal	754				1,005	859	472	740	722	740	643	652	832	850	
Renewal %	80%				80%	80%	80%	80%	70%	80%	80%	80%	80%	80%	
Renewal Subscriptions	611				804	688	378	592	506	592	514	522	666	680	
Churn % to 26 Week	5%				5%	5%	5%	5%	15%	5%	5%	5%	5%	5%	
Churn to 26 Week	38	40	43	54	50	43	24	37	108	37	32	33	42	43	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	38	40	43	54	50	43	24	37	36	37	32	33	42	43	
Total Churn Out	115	121	128	163	151	129	71	111	181	111	96	98	125	128	
Churn from 26 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn from 52 Week	38	39	22	32	32	33	5	34	30	18	38	50	16	28	
Churn from 104 Week	24	15	9	16	11	13	5	36	42	32	32	8	44	45	
Total Churn In	81	74	56	72	75	79	43	107	94	94	112	100	104	111	
New Subscriptions	272	362	129	36	121	48	426	16	200	243	2	97	345	209	
Total Subscriptions	850	960	740	813	849	686	776	604	619	819	531	621	994	872	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Discounted Price	70	70	70	70	70	70	70	70	70	70	70	70	70	70	
Revenue	59,506	67,176	51,817	56,886	59,442	47,986	54,326	42,299	43,332	57,304	37,202	43,484	69,613	61,052	56

Current owner: lanaharr



Child 1
26 Week
Current Forecast
2005

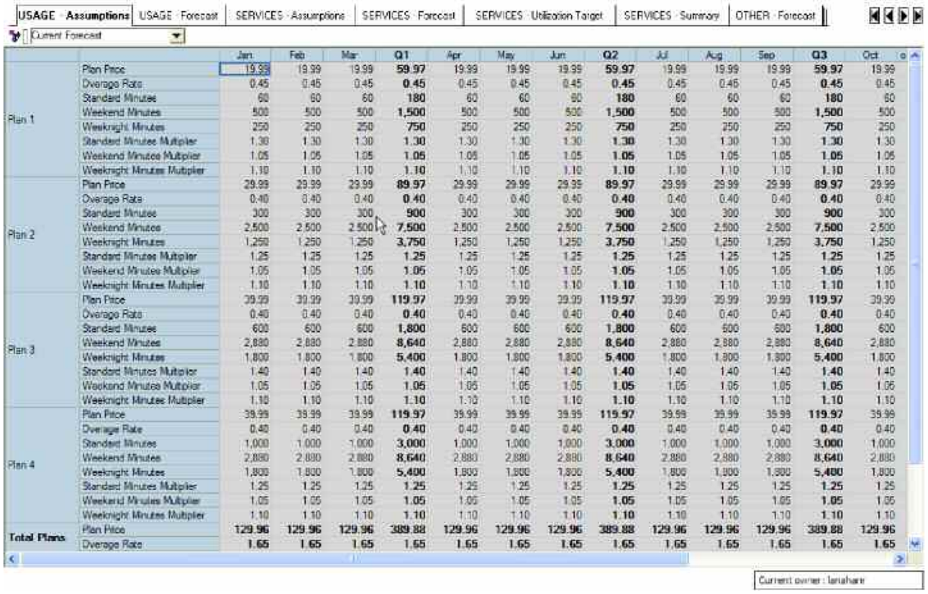
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	/eek 1
Eligible for Renewal	397	384	506	479	653	661	667	740	446	897	828	853	883	743	
Renewal %	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	
Renewal Subscriptions	298	288	380	359	490	496	500	555	335	673	621	639	662	557	
Churn % to 13 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 13 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn % to 52 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 52 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Churn % to 104 Week	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Churn to 104 Week	20	19	25	24	33	33	33	37	22	45	41	43	44	37	
Total Churn Out	60	58	76	72	98	99	100	111	67	135	124	128	132	111	
Churn from 13 Week	38	40	43	54	50	43	24	37	108		32	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	
Total Churn In	100	95	73	102	93	89	33	107	180	87	103	90	102	116	
New Subscriptions	65	55	299	358	35	55	10	213	370	351	242	162	21	232	
Total Subscriptions	403	380	676	748	519	540	443	764	818	976	841	764	653	794	
Base Price	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Discount %	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	
Discounted Price	60	60	60	60	60	60	60	60	60	60	60	60	60	60	
Revenue	24,179	22,825	40,569	44,860	31,169	32,413	26,599	45,834	49,069	58,553	50,471	45,837	39,166	47,616	54

Current owner: lanaharr

USAGE METHOD

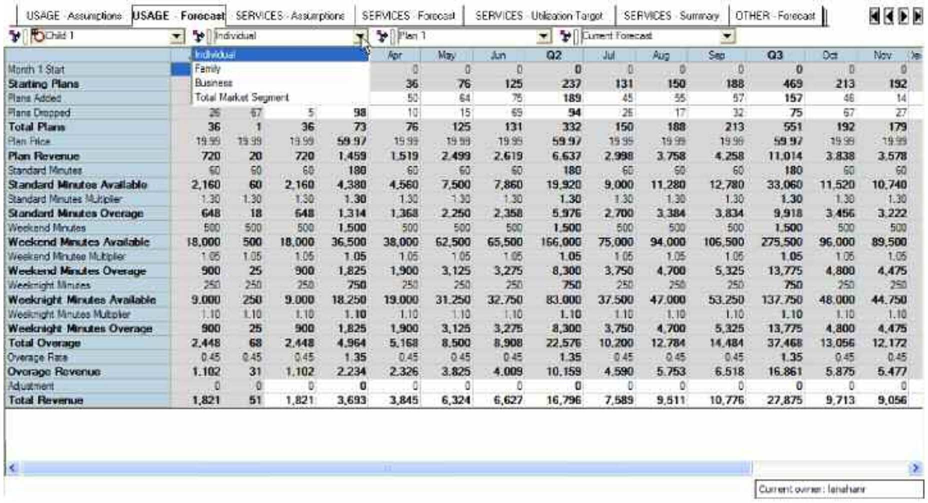
The *Usage* method enables a sales representative or marketing manager to forecast revenue by product usage or service offering. This sales model is typical in the cellular phone industry where service offerings are purchased by the consumer based on the minutes used. In the workflow below, a marketing 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.

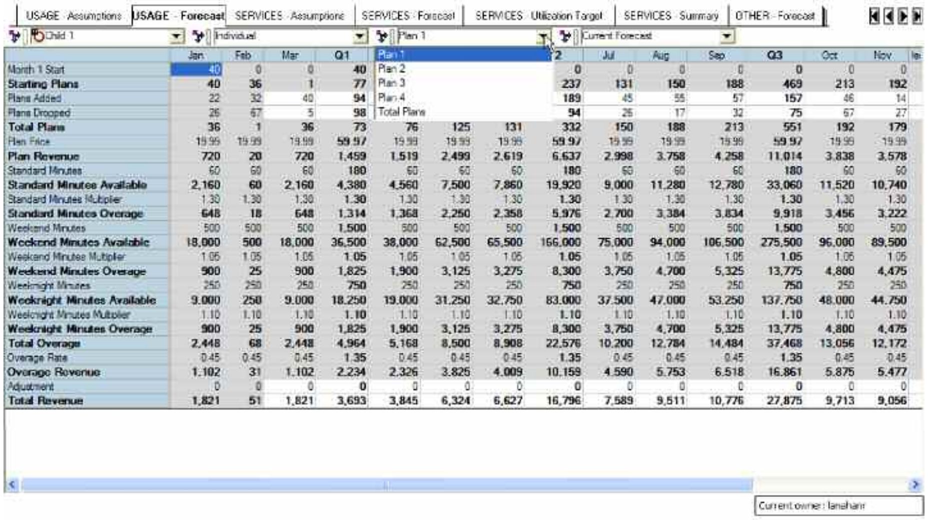


		Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct
Plan 1	Plan Price	19.99	19.99	19.99	**59.97**	19.99	19.99	19.99	**59.97**	19.99	19.99	19.99	**59.97**	19.99
	Overage Rate	0.45	0.45	0.45	**0.45**	0.45	0.45	0.45	**0.45**	0.45	0.45	0.45	**0.45**	0.45
	Standard Minutes	60	60	60	**180**	60	60	60	**180**	60	60	60	**180**	60
	Weekend Minutes	500	500	500	**1,500**	500	500	500	**1,500**	500	500	500	**1,500**	500
	Weeknight Minutes	250	250	250	**750**	250	250	250	**750**	250	250	250	**750**	250
	Standard Minutes Multiplier	1.30	1.30	1.30	**1.30**	1.30	1.30	1.30	**1.30**	1.30	1.30	1.30	**1.30**	1.30
	Weekend Minutes Multiplier	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05
	Weeknight Minutes Multiplier	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10
Plan 2	Plan Price	29.99	29.99	29.99	**89.97**	29.99	29.99	29.99	**89.97**	29.99	29.99	29.99	**89.97**	29.99
	Overage Rate	0.40	0.40	0.40	**0.40**	0.40	0.40	0.40	**0.40**	0.40	0.40	0.40	**0.40**	0.40
	Standard Minutes	300	300	300	**900**	300	300	300	**900**	300	300	300	**900**	300
	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**	1.25
	Weekend Minutes Multiplier	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05
	Weeknight Minutes Multiplier	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10
Plan 3	Plan Price	39.99	39.99	39.99	**119.97**	39.99	39.99	39.99	**119.97**	39.99	39.99	39.99	**119.97**	39.99
	Overage Rate	0.40	0.40	0.40	**0.40**	0.40	0.40	0.40	**0.40**	0.40	0.40	0.40	**0.40**	0.40
	Standard Minutes	600	600	600	**1,800**	600	600	600	**1,800**	600	600	600	**1,800**	600
	Weekend Minutes	2,880	2,880	2,880	**8,640**	2,880	2,880	2,880	**8,640**	2,880	2,880	2,880	**8,640**	2,880
	Weeknight Minutes	1,800	1,800	1,800	**5,400**	1,800	1,800	1,800	**5,400**	1,800	1,800	1,800	**5,400**	1,800
	Standard Minutes Multiplier	1.40	1.40	1.40	**1.40**	1.40	1.40	1.40	**1.40**	1.40	1.40	1.40	**1.40**	1.40
	Weekend Minutes Multiplier	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05
	Weeknight Minutes Multiplier	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10
Plan 4	Plan Price	39.99	39.99	39.99	**119.97**	39.99	39.99	39.99	**119.97**	39.99	39.99	39.99	**119.97**	39.99
	Overage Rate	0.40	0.40	0.40	**0.40**	0.40	0.40	0.40	**0.40**	0.40	0.40	0.40	**0.40**	0.40
	Standard Minutes	1,000	1,000	1,000	**3,000**	1,000	1,000	1,000	**3,000**	1,000	1,000	1,000	**3,000**	1,000
	Weekend Minutes	2,880	2,880	2,880	**8,640**	2,880	2,880	2,880	**8,640**	2,880	2,880	2,880	**8,640**	2,880
	Weeknight Minutes	1,800	1,800	1,800	**5,400**	1,800	1,800	1,800	**5,400**	1,800	1,800	1,800	**5,400**	1,800
	Standard Minutes Multiplier	1.25	1.25	1.25	**1.25**	1.25	1.25	1.25	**1.25**	1.25	1.25	1.25	**1.25**	1.25
	Weekend Minutes Multiplier	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05
	Weeknight Minutes Multiplier	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10
Total Plans	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**	**1.65**

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



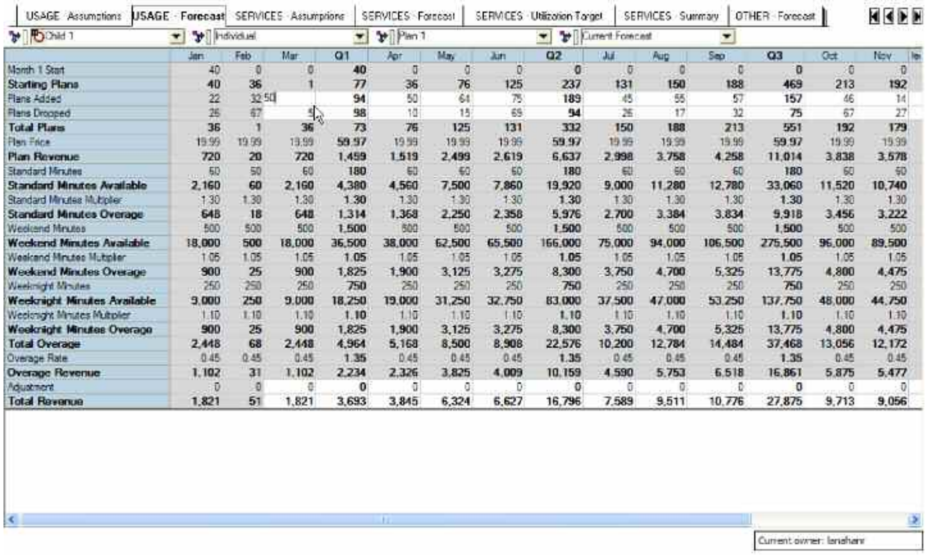
					Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start					0	0	0	**0**	0	0	0	**0**	0	0
Starting Plans					**36**	**76**	**125**	**237**	**131**	**150**	**188**	**469**	**213**	**192**
Plans Added					50	64	75	**189**	45	55	57	**157**	46	14
Plans Dropped	26	67	5	**98**	10	15	69	**94**	26	17	32	**75**	67	27
Total Plans	**36**	**1**	**36**	**73**	**76**	**125**	**131**	**332**	**150**	**188**	**213**	**551**	**192**	**179**
Plan Price	19.99	19.99	19.99	**59.97**	19.99	19.99	19.99	**59.97**	19.99	19.99	19.99	**59.97**	19.99	19.99
Plan Revenue	**720**	**20**	**720**	**1,459**	**1,519**	**2,499**	**2,619**	**6,637**	**2,998**	**3,758**	**4,258**	**11,014**	**3,838**	**3,578**
Standard Minutes	60	60	60	**180**	60	60	60	**180**	60	60	60	**180**	60	60
Standard Minutes Available	**2,160**	**60**	**2,160**	**4,380**	**4,560**	**7,500**	**7,860**	**19,920**	**9,000**	**11,280**	**12,780**	**33,060**	**11,520**	**10,740**
Standard Minutes Multiplier	1.30	1.30	1.30	**1.30**	1.30	1.30	1.30	**1.30**	1.30	1.30	1.30	**1.30**	1.30	1.30
Standard Minutes Overage	**648**	**18**	**648**	**1,314**	**1,368**	**2,250**	**2,358**	**5,976**	**2,700**	**3,384**	**3,834**	**9,918**	**3,456**	**3,222**
Weekend Minutes	500	500	500	**1,500**	500	500	500	**1,500**	500	500	500	**1,500**	500	500
Weekend Minutes Available	**18,000**	**500**	**18,000**	**36,500**	**38,000**	**62,500**	**65,500**	**166,000**	**75,000**	**94,000**	**106,500**	**275,500**	**96,000**	**89,500**
Weekend Minutes Multiplier	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05	1.05	1.05	**1.05**	1.05	1.05
Weekend Minutes Overage	**900**	**25**	**900**	**1,825**	**1,900**	**3,125**	**3,275**	**8,300**	**3,750**	**4,700**	**5,325**	**13,775**	**4,800**	**4,475**
Weeknight Minutes	250	250	250	**750**	250	250	250	**750**	250	250	250	**750**	250	250
Weeknight Minutes Available	**9,000**	**250**	**9,000**	**18,250**	**19,000**	**31,250**	**32,750**	**83,000**	**37,500**	**47,000**	**53,250**	**137,750**	**48,000**	**44,750**
Weeknight Minutes Multiplier	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10	1.10	1.10	**1.10**	1.10	1.10
Weeknight Minutes Overage	**900**	**25**	**900**	**1,825**	**1,900**	**3,125**	**3,275**	**8,300**	**3,750**	**4,700**	**5,325**	**13,775**	**4,800**	**4,475**
Total Overage	**2,448**	**68**	**2,448**	**4,964**	**5,168**	**8,500**	**8,908**	**22,576**	**10,200**	**12,784**	**14,484**	**37,468**	**13,056**	**12,172**
Overage Rate	0.45	0.45	0.45	**1.35**	0.45	0.45	0.45	**1.35**	0.45	0.45	0.45	**1.35**	0.45	0.45
Overage Revenue	**1,102**	**31**	**1,102**	**2,234**	**2,326**	**3,825**	**4,009**	**10,159**	**4,590**	**5,753**	**6,518**	**16,861**	**5,875**	**5,477**
Adjustment	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**	0	0
Total Revenue	**1,821**	**51**	**1,821**	**3,693**	**3,845**	**6,324**	**6,627**	**16,796**	**7,589**	**9,511**	**10,776**	**27,875**	**9,713**	**9,056**



Child 1 | Individual | Plan 1 | Current Forecast

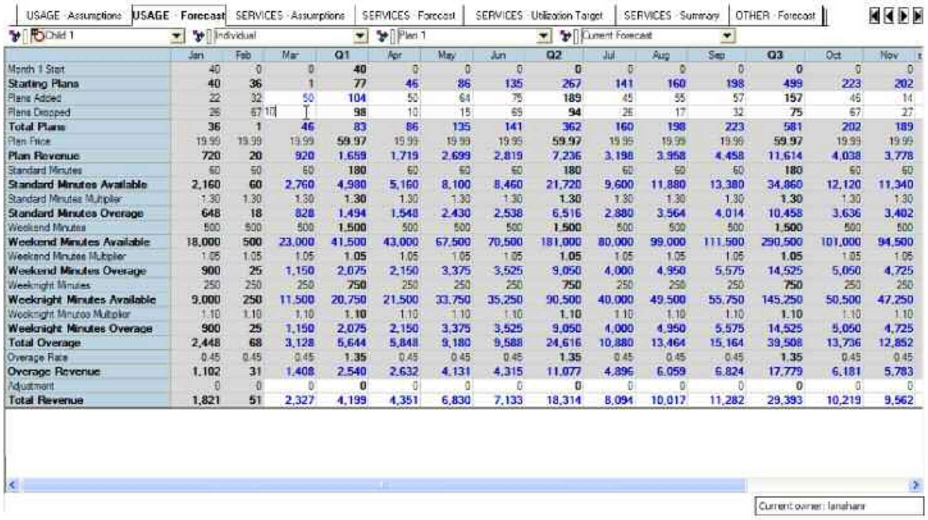
	Jan	Feb	Mar	Q1				2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40				0	0	0	0	0	0	0
Starting Plans	40	36	1	77				237	131	150	188	469	213	192
Plans Added	22	32	40	94				189	45	55	57	157	46	14
Plans Dropped	26	67	5	98				94	26	17	32	75	67	27
Total Plans	36	1	36	73	76	125	131	332	150	188	213	551	192	179
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99
Plan Revenue	720	20	720	1,459	1,519	2,499	2,619	6,637	2,998	3,758	4,258	11,014	3,838	3,578
Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	60
Standard Minutes Available	2,160	60	2,160	4,380	4,560	7,500	7,860	19,920	9,000	11,280	12,780	33,060	11,520	10,740
Standard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Standard Minutes Overage	648	18	648	1,314	1,368	2,250	2,358	5,976	2,700	3,384	3,834	9,918	3,456	3,222
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	500	500
Weekend Minutes Available	18,000	500	18,000	36,500	38,000	62,500	65,500	166,000	75,000	94,000	106,500	275,500	96,000	89,500
Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Weekend Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,475
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	250
Weeknight Minutes Available	9,000	250	9,000	18,250	19,000	31,250	32,750	83,000	37,500	47,000	53,250	137,750	48,000	44,750
Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Weeknight Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,475
Total Overage	2,448	68	2,448	4,964	5,168	8,500	8,908	22,576	10,200	12,784	14,484	37,468	13,056	12,172
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45
Overage Revenue	1,102	31	1,102	2,234	2,326	3,825	4,009	10,159	4,590	5,753	6,518	16,861	5,875	5,477
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	1,821	51	1,821	3,693	3,845	6,324	6,627	16,796	7,589	9,511	10,776	27,875	9,713	9,056

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

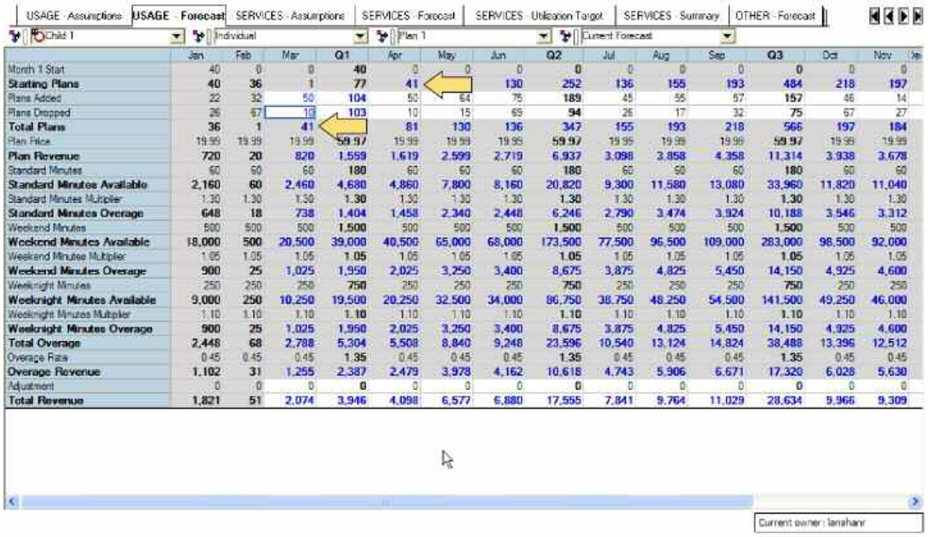


Child 1 | Individual | Plan 1 | Current Forecast

	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	0
Starting Plans	40	36	1	77	36	76	125	237	131	150	188	469	213	192
Plans Added	22	32	50	94	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	5	98	10	15	69	94	26	17	32	75	67	27
Total Plans	36	1	36	73	76	125	131	332	150	188	213	551	192	179
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99
Plan Revenue	720	20	720	1,459	1,519	2,499	2,619	6,637	2,998	3,758	4,258	11,014	3,838	3,578
Standard Minutes	60	60	60	180	60	60	60	180	60	60	60	180	60	60
Standard Minutes Available	2,160	60	2,160	4,380	4,560	7,500	7,860	19,920	9,000	11,280	12,780	33,060	11,520	10,740
Standard Minutes Multiplier	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Standard Minutes Overage	648	18	648	1,314	1,368	2,250	2,358	5,976	2,700	3,384	3,834	9,918	3,456	3,222
Weekend Minutes	500	500	500	1,500	500	500	500	1,500	500	500	500	1,500	500	500
Weekend Minutes Available	18,000	500	18,000	36,500	38,000	62,500	65,500	166,000	75,000	94,000	106,500	275,500	96,000	89,500
Weekend Minutes Multiplier	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Weekend Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,475
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	250
Weeknight Minutes Available	9,000	250	9,000	18,250	19,000	31,250	32,750	83,000	37,500	47,000	53,250	137,750	48,000	44,750
Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Weeknight Minutes Overage	900	25	900	1,825	1,900	3,125	3,275	8,300	3,750	4,700	5,325	13,775	4,800	4,475
Total Overage	2,448	68	2,448	4,964	5,168	8,500	8,908	22,576	10,200	12,784	14,484	37,468	13,056	12,172
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45
Overage Revenue	1,102	31	1,102	2,234	2,326	3,825	4,009	10,159	4,590	5,753	6,518	16,861	5,875	5,477
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	1,821	51	1,821	3,693	3,845	6,324	6,627	16,796	7,589	9,511	10,776	27,875	9,713	9,056



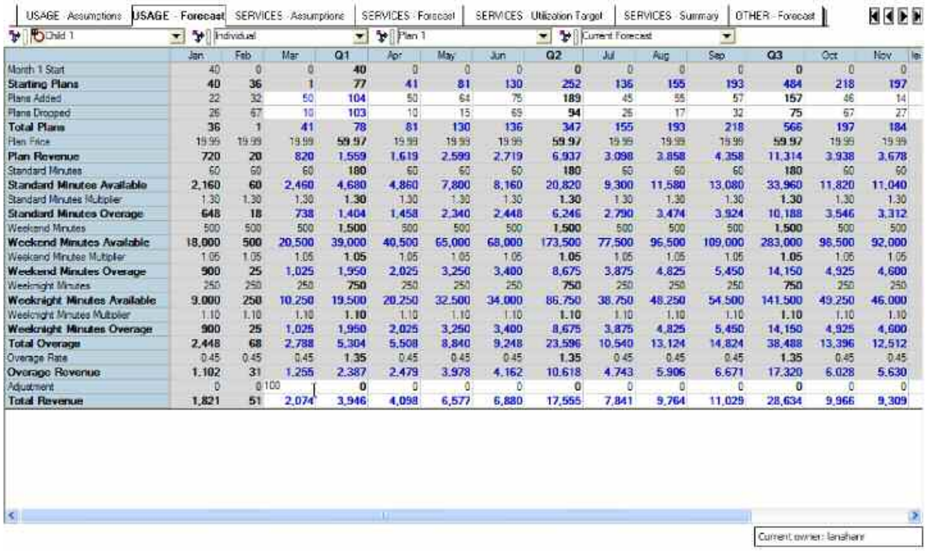
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	0
Starting Plans	40	36	1	77	46	86	135	267	141	160	198	499	223	202
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	10	98	10	15	65	94	26	17	32	75	67	27
Total Plans	36	1	46	83	86	135	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	9,050	4,000	4,950	5,575	14,525	5,050	4,725
Weeknight Minutes	250	250	250	750	250	250	250	750	250	250	250	750	250	250
Weeknight Minutes Available	9,000	250	11,500	20,750	21,500	33,750	35,250	90,500	40,000	49,500	55,750	145,250	50,500	47,250
Weeknight Minutes Multiplier	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Weeknight Minutes Overage	900	25	1,150	2,075	2,150	3,375	3,525	9,050	4,000	4,950	5,575	14,525	5,050	4,725
Total Overage	2,448	68	3,128	5,644	5,848	9,180	9,588	24,616	10,880	13,464	15,164	39,508	13,736	12,852
Overage Rate	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45	0.45	1.35	0.45	0.45
Overage Revenue	1,102	31	1,408	2,540	2,632	4,131	4,315	11,077	4,896	6,059	6,824	17,779	6,181	5,783
Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	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



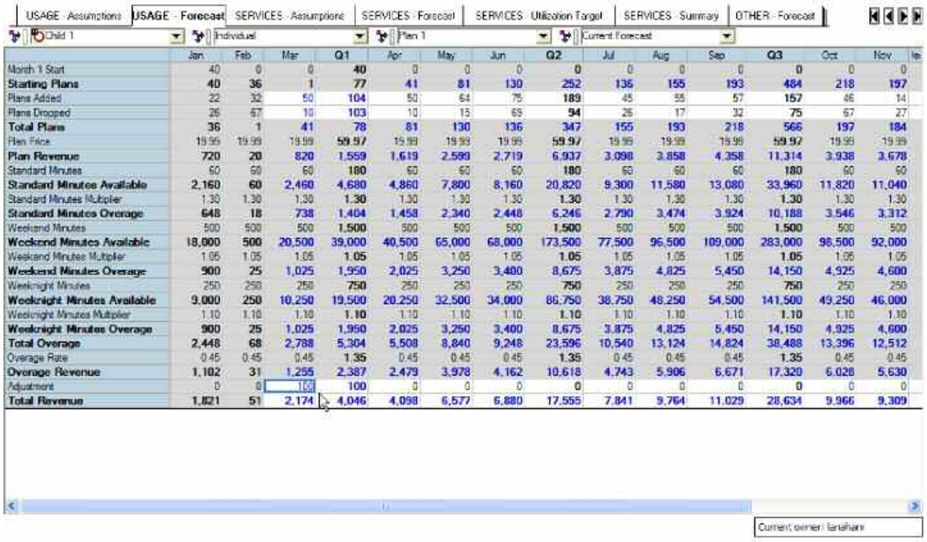
	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	0
Starting Plans	40	36	1	77	41	[illegible]	130	252	136	155	193	484	218	197
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	10	103	10	15	65	94	26	17	32	75	67	27
Total Plans	36	1	41	[illegible]	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.



	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	0
Starting Plans	40	36	1	77	41	81	130	252	136	155	193	484	218	197
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	10	103	10	15	69	94	26	17	32	75	67	27
Total Plans	36	1	41	78	81	130	136	347	155	193	218	566	197	184
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99
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	100	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

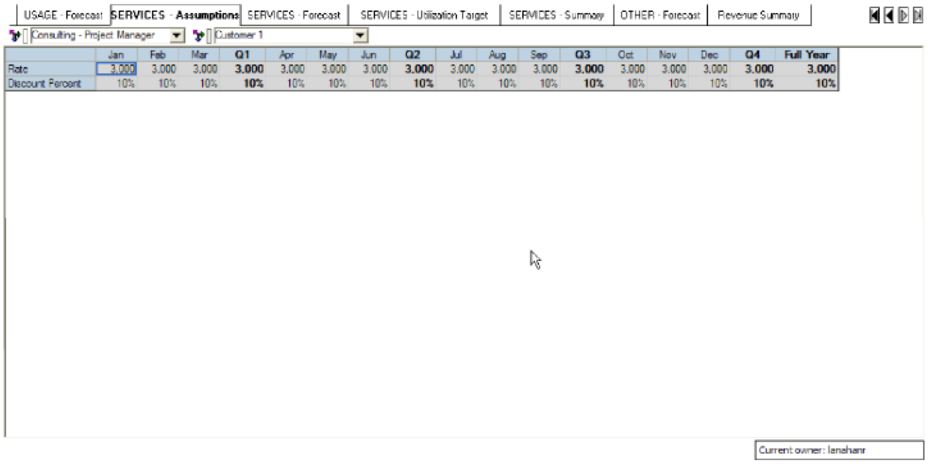


	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov
Month 1 Start	40	0	0	40	0	0	0	0	0	0	0	0	0	0
Starting Plans	40	36	1	77	41	81	130	252	136	155	193	484	218	197
Plans Added	22	32	50	104	50	64	75	189	45	55	57	157	46	14
Plans Dropped	26	67	10	103	10	15	69	94	26	17	32	75	67	27
Total Plans	36	1	41	78	81	130	136	347	155	193	218	566	197	184
Plan Price	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99	19.99	59.97	19.99	19.99
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	100	100	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

SERVICES METHOD

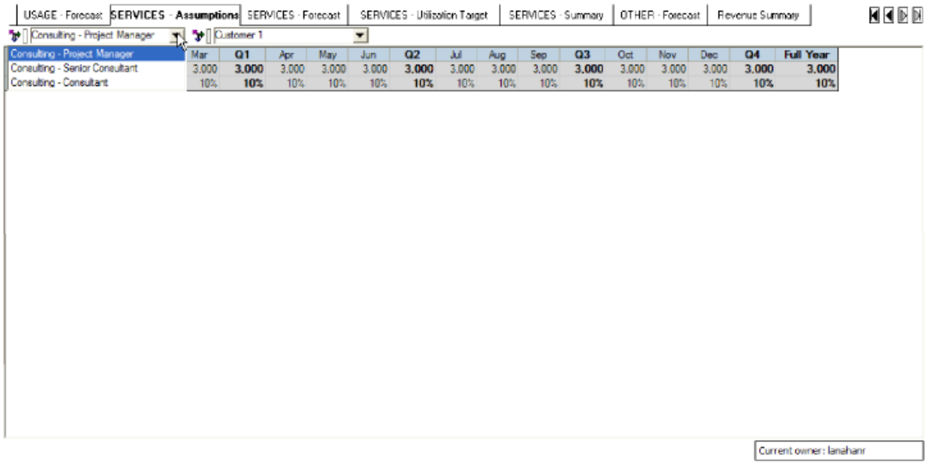
The *Services* method enables a professional services consultant to forecast revenue in relation to specific customers, daily work rates, and key project characteristics such as project start and completion dates. This sales model is typical in service industries that invoice customers for work based 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

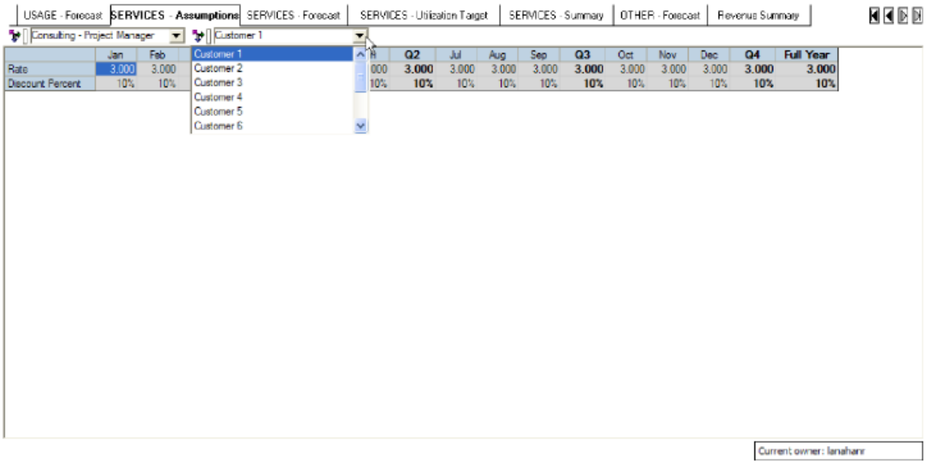
	Jan	Feb	Mar	**Q1**	Apr	May	Jun	**Q2**	Jul	Aug	Sep	**Q3**	Oct	Nov	Dec	**Q4**	**Full Year**
Rate	3.000	3.000	3.000	**3.000**	3.000	3.000	3.000	**3.000**	3.000	3.000	3.000	**3.000**	3.000	3.000	3.000	**3.000**	**3.000**
Discount Percent	10%	10%	10%	**10%**	10%	10%	10%	**10%**	10%	10%	10%	**10%**	10%	10%	10%	**10%**	**10%**

Current owner: lanahanr


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
Consulting - Project Manager
Customer 1
Consulting - Project Manager
Consulting - Senior Consultant
Consulting - Consultant

Mar	**Q1**	Apr	May	Jun	**Q2**	Jul	Aug	Sep	**Q3**	Oct	Nov	Dec	**Q4**	**Full Year**
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%**

Current owner: lanahanr


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
Customer 1
Customer 2
Customer 3
Customer 4
Customer 5
Customer 6

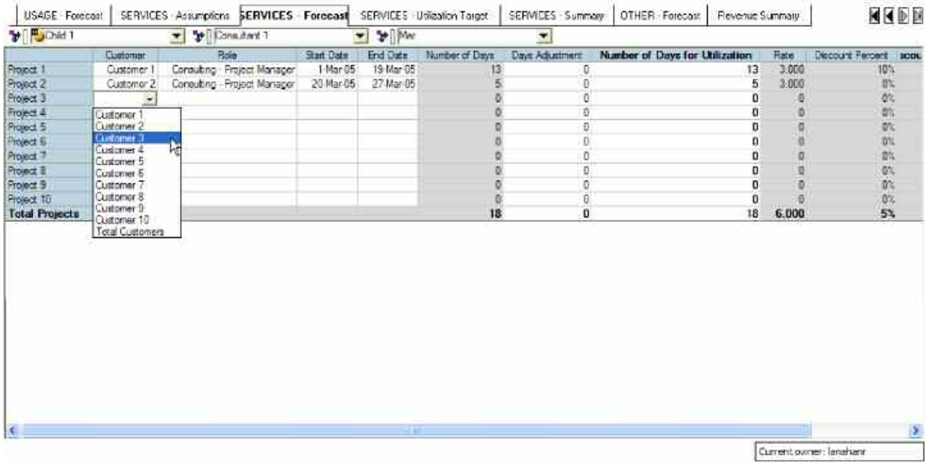
Consulting - Project Manager

Customer 1

	Jan	Feb	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec	Q4	Full Year
Rate	3.000	3.000	**3.000**	3.000	3.000	3.000	**3.000**	3.000	3.000	3.000	**3.000**	**3.000**
Discount Percent	10%	10%	**10%**	10%	10%	10%	**10%**	10%	10%	10%	**10%**	**10%**

Current owner: lanahanr

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
Customer 1
Customer 2
Customer 3
Customer 4
Customer 5
Customer 6
Customer 7
Customer 8
Customer 9
Customer 10
Total Customers

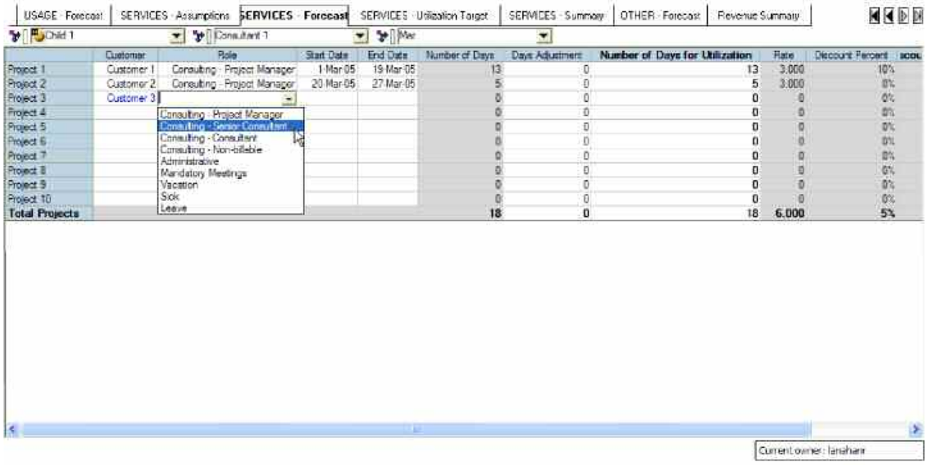
Child 1

Consultant 1

Mar

	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	0	5	3.000	0%
Project 3					0	0	0	0	0%
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%
Total Projects					**18**	**0**	**18**	**6.000**	**5%**

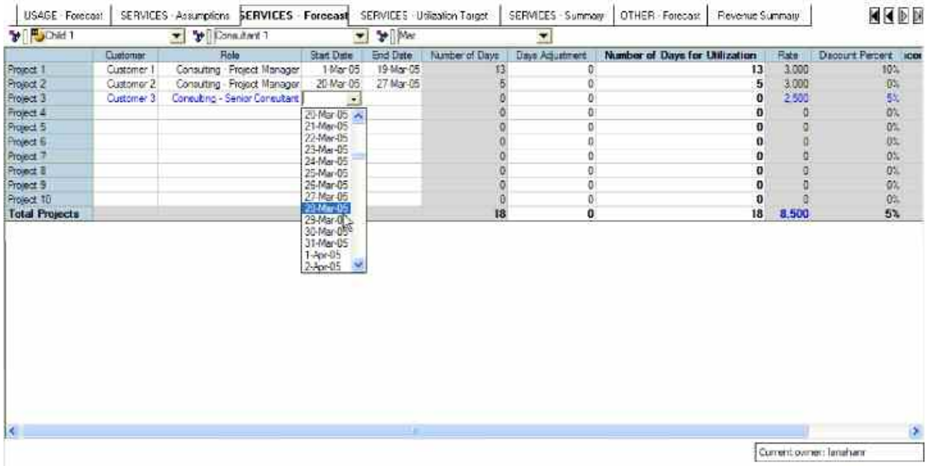
Current owner: lanahanr


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
Consulting - Project Manager
Consulting - Senior Consultant
Consulting - Consultant
Consulting - Non-billable
Administrative
Mandatory Meetings
Vacation
Sick
Leave

Child 1 | Consultant 1 | Mar

	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	0	5	3,000	0%
Project 3	Customer 3				0	0	0	0	0%
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%
Total Projects					**18**	**0**	**18**	**6,000**	**5%**

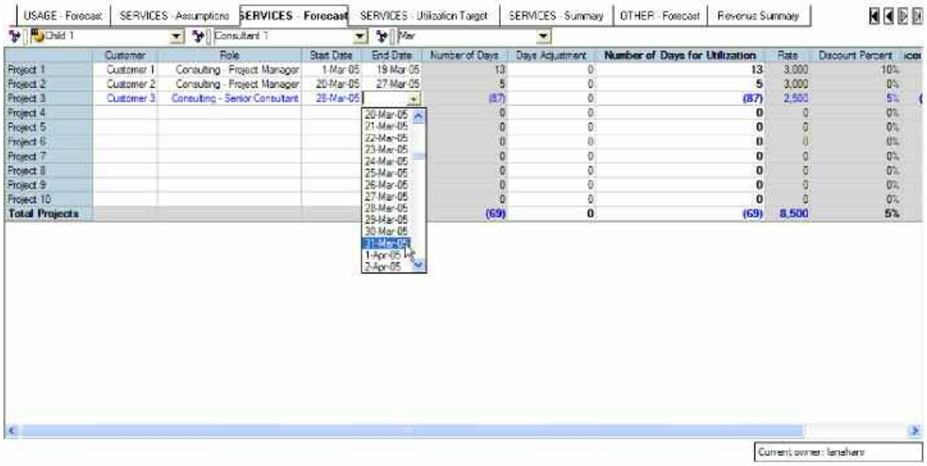
Current owner: lanahanr


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
20-Mar-05
21-Mar-05
22-Mar-05
23-Mar-05
24-Mar-05
25-Mar-05
26-Mar-05
27-Mar-05
28-Mar-05
29-Mar-05
30-Mar-05
31-Mar-05
1-Apr-05
2-Apr-05

Child 1 | Consultant 1 | Mar

	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	0	5	3,000	0%
Project 3	Customer 3	Consulting - Senior Consultant			0	0	0	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%
Total Projects					**18**	**0**	**18**	**8,500**	**5%**

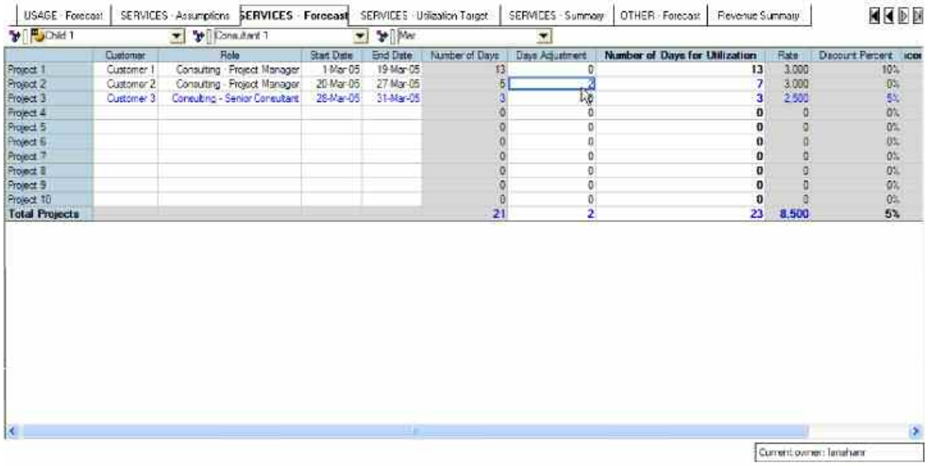
Current owner: lanahanr


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
20-Mar-05
21-Mar-05
22-Mar-05
23-Mar-05
24-Mar-05
25-Mar-05
26-Mar-05
27-Mar-05
28-Mar-05
29-Mar-05
30-Mar-05
31-Mar-05
1-Apr-05
2-Apr-05

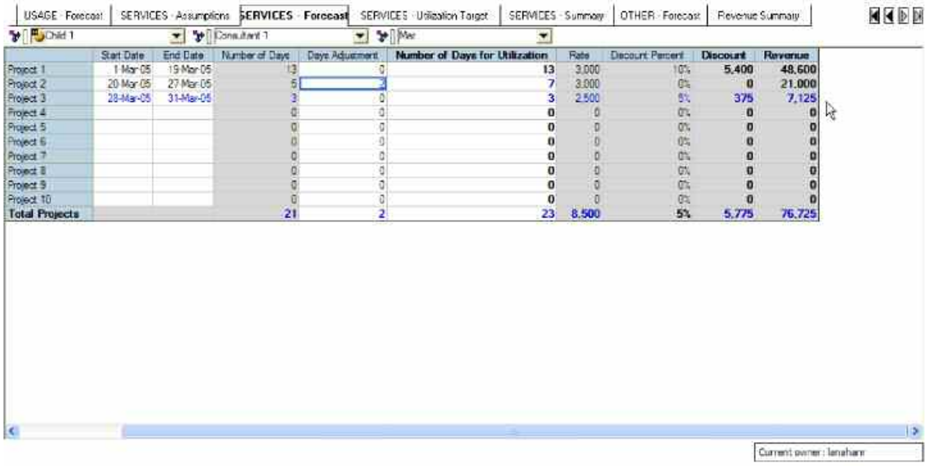
Child 1 | Consultant 1 | Mar

	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	0	5	3,000	0%
Project 3	Customer 3	Consulting - Senior Consultant	28-Mar-05		(87)	0	(87)	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%
Total Projects					**(69)**	**0**	**(69)**	**8,500**	**5%**

Current owner: lanahanr

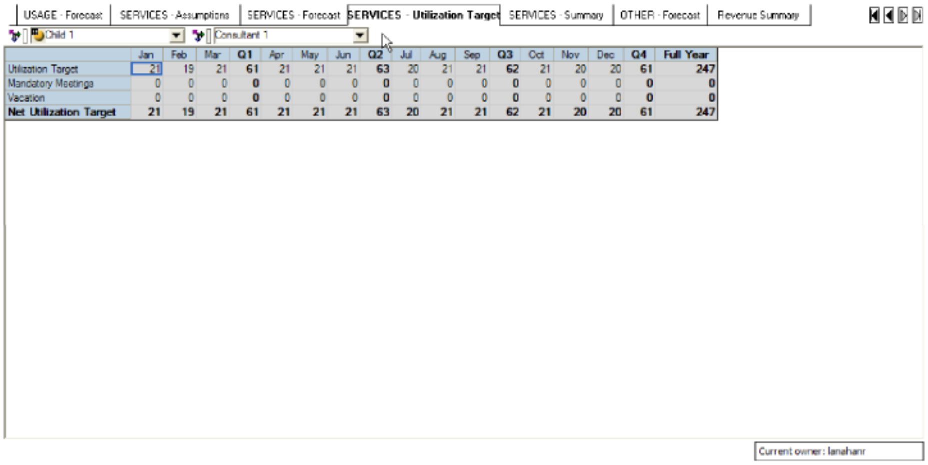

USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
Child 1
Consultant 1
Mar
Current owner: lanahanr

	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%
Total Projects					21	2	23	**8,500**	**5%**


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
Child 1
Consultant 1
Mar
Current owner: lanahanr

	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**
Total Projects			**21**	**2**	**23**	**8,500**	**5%**	**5,775**	**76,725**

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**
Net Utilization Target	**21**	**19**	**21**	**61**	**21**	**21**	**21**	**63**	**20**	**21**	**21**	**62**	**21**	**20**	**20**	**61**	**247**

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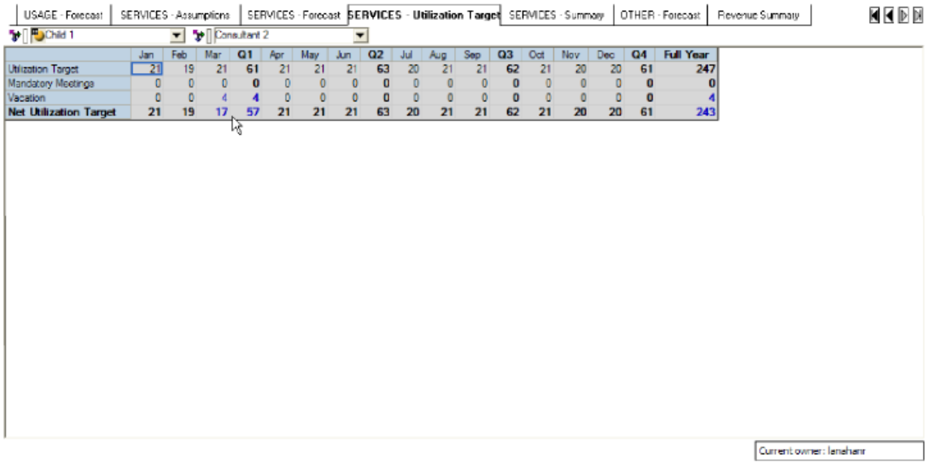
USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
Child 1
Consultant 2

	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**
Net Utilization Target	**21**	**19**	**17**	**57**	**21**	**21**	**21**	**63**	**20**	**21**	**21**	**62**	**21**	**20**	**20**	**61**	**243**

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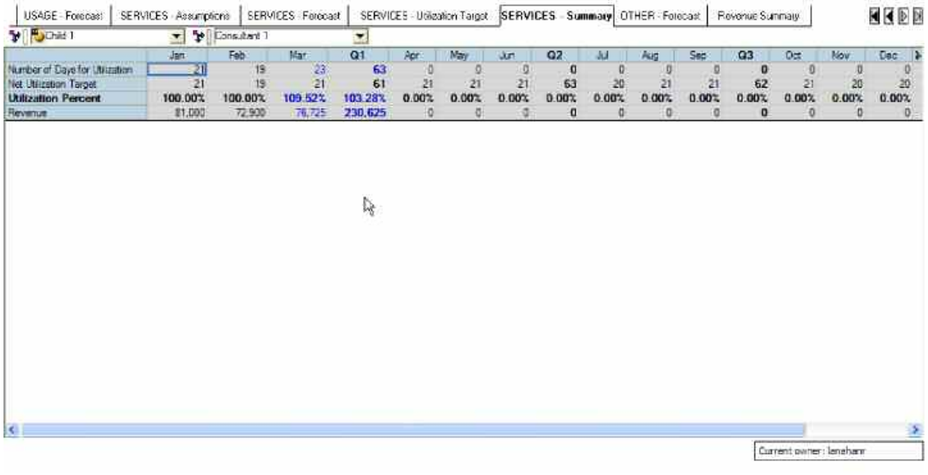
The ***SERVICES – Summary*** tab provides utilization and revenue information for each consultant.


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary

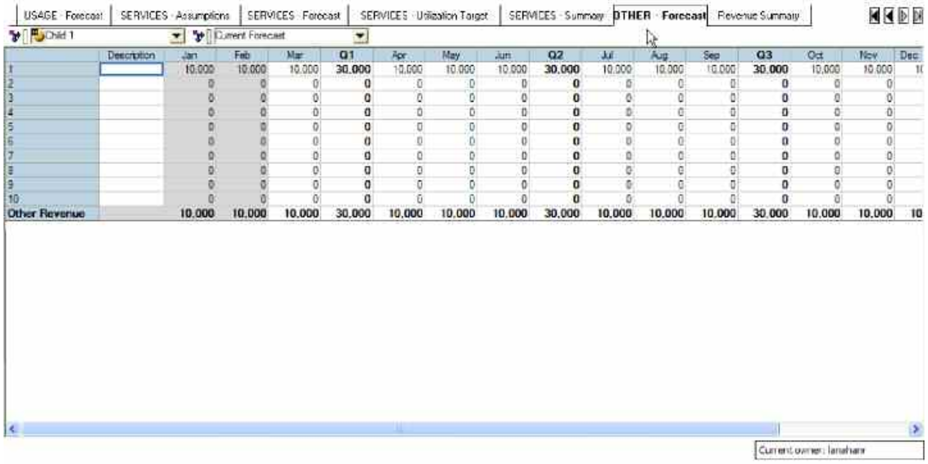
Child 1
Consultant 1

	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sep	Q3	Oct	Nov	Dec
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

Current owner: lanahanr

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.


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary

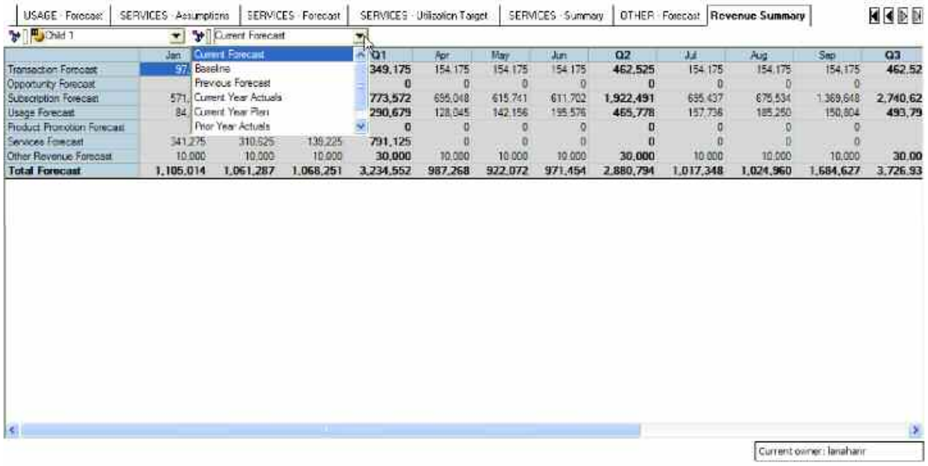
Child 1
Current Forecast

	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	1
2		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	
4		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	
6		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	
8		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	
10		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue		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

Current owner: lanahanr

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.


USAGE - Forecast
SERVICES - Assumptions
SERVICES - Forecast
SERVICES - Utilization Target
SERVICES - Summary
OTHER - Forecast
Revenue Summary
Child 1
Current Forecast
Current Forecast
Baseline
Previous Forecast
Current Year Actuals
Current Year Plan
Prior Year Actuals

	Jan			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	462,52
Opportunity Forecast				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	2,740,62
Usage Forecast	84,			290,679	128,045	142,156	195,576	465,778	157,736	185,250	150,804	493,79
Product Promotion Forecast				0	0	0	0	0	0	0	0	
Services Forecast	341,275	310,625	139,225	791,125	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	30,00
Total Forecast	1,105,014	1,061,287	1,068,251	3,234,552	987,268	922,072	971,454	2,880,794	1,017,348	1,024,960	1,684,627	3,726,93

Current owner: lanahanr

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The Cognos Innovation Center was established in North America and Europe to advance the understanding of proven planning and performance management techniques, technologies, and practices. The Innovation Center is dedicated to transforming routine performance management practices into “next practices” that help cut costs, streamline processes, boost productivity, enable rapid response to opportunity, and increase management visibility.

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(03/08)

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