

The forecast is exposed: weighted pipeline covers 46% of target

Where the number is at risk, what moved since July, and what revenue leaders should decide now

WEIGHTED FORECAST

\$1.33M

45.9% of the \$2.90M target

PIPELINE COVERAGE

0.94x

\$2.73M open pipeline ÷ \$2.90M target

CONCENTRATION

47%

of weighted forecast in two deals

HYGIENE FLAGS

4 stale

\$415K of open pipeline, plus 1 past-due close date

Snapshot date 2026-08-20 · Prior snapshot 2026-07-18 · Prepared for revenue leadership

Sources: source-pack/august-pipeline — current-pipeline.csv, prior-pipeline.csv, targets.csv, seller-notes.csv, forecast-rules.md

Synthetic data — fictional companies. No real customer data. Figures calculated under forecast-rules.md; judgement is labelled as such.

Call: **exposed**. The weighted forecast is \$1.33M against a \$2.90M target, and the August lift rests on three re-categorised deals

Forecast call (analyst judgement): weighted forecast of \$1,330,000 is 45.9% of the \$2,900,000 target; open pipeline is 0.94x of target before any discounting. The number should be reported as exposed until the Commit on Dovetail Travel (004) and the Best Case upgrades on Aster Health (001) and Junction Apparel (010) are confirmed against their stage-entry dates.

- 1

Coverage is below 1x before weighting

Open pipeline \$2,730,000 ÷ target \$2,900,000 = 0.94x. Two of four owners are under 0.85x: Morgan Patel 0.57x (\$485,000 vs \$850,000) and Taylor Brooks 0.82x (\$535,000 vs \$650,000). *current-pipeline.csv, targets.csv*
- 2

The +\$384,250 lift since 2026-07-18 is re-categorisation, not new pipeline

Three deals moved Proposal → Negotiation with category upgrades: 004 (+\$168,000), 001 (+\$119,000), 010 (+\$91,000) = +\$378,000. One amount change (012, +\$6,250) is the rest. Open pipeline grew only \$25,000. All three upgraded deals carry a StageEnteredDate that conflicts with the prior snapshot. *prior-pipeline.csv vs current-pipeline.csv*
- 3

Concentration and hygiene flags are rising together

Two deals hold 46.9% of the weighted forecast (004 \$420,000 + 001 \$204,000 = \$624,000 ÷ \$1,330,000), up from 35.6%. Four opportunities are stale (\$415,000), one close date is already past (005, 2026-07-15), and 8 of 16 have sat 60+ days in stage. *Rules 4-6, forecast-rules.md*

KEY MEASURES · CALCULATED UNDER FORECAST-RULES.MD

Weighted forecast	\$1,330,000 45.9% of target · prior \$945,750
Pipeline coverage	0.94x \$2,730,000 open ÷ \$2,900,000 target
Concentration	46.9% \$624,000 in 004 + 001 ÷ \$1,330,000
Stale opportunities	4 of 16 \$415,000 amount · \$124,750 weighted
Aging	16 / 8 16 of 16 ≥60 days old · 8 of 16 ≥60 days in stage

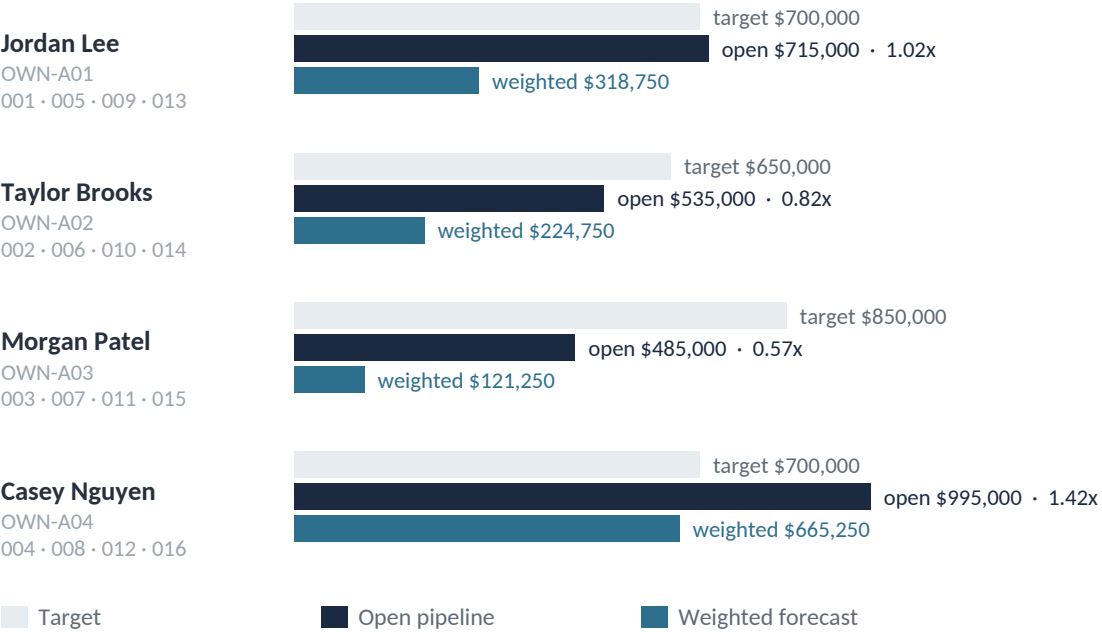
DECISION ASKED OF THIS MEETING

Hold the reported number at exposed. Require validation of the 004 Commit and the 001 / 010 upgrades before it moves up, decide on 005's past-due close date, and fix the stage-date and prior-snapshot integrity problems before the next cut (page 7).

Open pipeline of \$2.73M sits below the \$2.90M target (0.94x), and only \$1.33M of it survives the category weights

Coverage and weighted forecast follow rules 1–3 exactly. The target file gives no period, so coverage uses all open pipeline regardless of close date.

BY OWNER · TARGET vs OPEN PIPELINE vs WEIGHTED



Coverage of 1.02x (Jordan Lee) and 1.42x (Casey Nguyen) offsets shortfalls at Morgan Patel (0.57x) and Taylor Brooks (0.82x) only if targets are read as a pooled total. *targets.csv 2026-08-20; current-pipeline.csv*

TOTALS · CURRENT (2026-08-20) AND PRIOR (2026-07-18)

Measure	Inputs	Current	Prior
Open pipeline (rule 1)	Sum of Amount, 16 open rows	\$2,730,000	\$2,705,000
Target (targets.csv)	700,000 + 650,000 + 850,000 + 700,000	\$2,900,000	not supplied
Coverage (rule 3)	Open pipeline ÷ target	0.94x	n/a
Weighted forecast (rule 2)	Σ Amount × category weight	\$1,330,000	\$945,750
Weighted ÷ target	1,330,000 ÷ 2,900,000	45.9%	n/a

WEIGHTED FORECAST BUILD · CURRENT SNAPSHOT

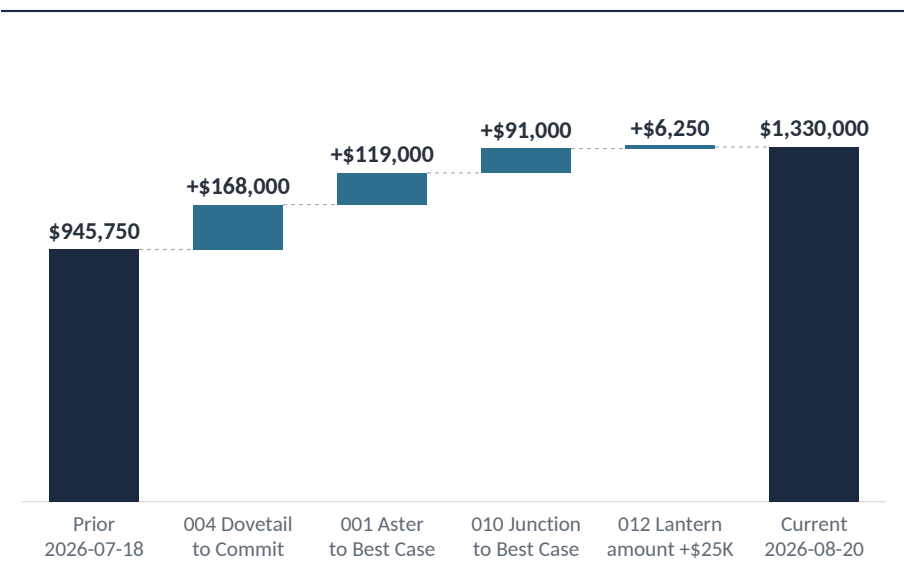
Category	Opps	Amount	Weight	Weighted
Commit	1	\$420,000	100%	\$420,000
Best Case	4	\$950,000	60%	\$570,000
Pipeline	11	\$1,360,000	25%	\$340,000
Closed Won / Lost	0	—	100% / 0%	—
Total	16	\$2,730,000		\$1,330,000

Close dates on the 16 open rows span 2026-07-15 to 2027-03-31: \$60,000 already past due, \$765,000 by 2026-09-30, \$1,570,000 in Oct–Dec 2026, \$335,000 in 2027. Without a stated target period these cannot be matched to the target. *current-pipeline.csv CloseDate*

Weighted forecast rose \$384,250 since 2026-07-18 — all of it from re-categorising three deals, none from new pipeline

Compared by Opportunity ID (rule 7). Same 16 IDs in both files; no new, removed, or closed opportunities.

WEIGHTED FORECAST BRIDGE · PRIOR TO CURRENT



Open pipeline moved +\$25,000 (\$2,705,000 → \$2,730,000), entirely from 012 Lantern Beauty. Category upgrades explain \$378,000 of the \$384,250 weighted increase; 11 opportunities show no change on any compared field.

FIELD-LEVEL MOVEMENT · PRIOR TO CURRENT · 5 OF 16 IDs CHANGED

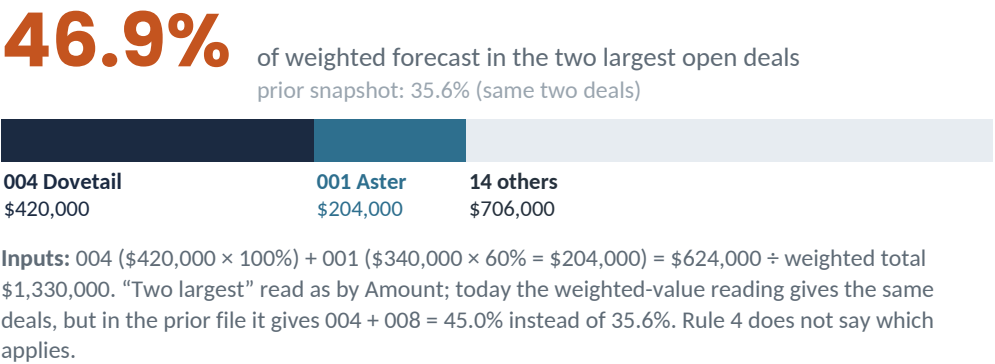
Opportunity	Stage	Category	Amount	Close date	Weighted
004 Dovetail Travel	Proposal → Negotiation	Best Case → Commit	no change	no change	\$252,000 → \$420,000 +\$168,000
001 Aster Health	Proposal → Negotiation	Pipeline → Best Case	no change	no change	\$85,000 → \$204,000 +\$119,000
010 Junction Apparel	Proposal → Negotiation	Pipeline → Best Case	no change	no change	\$65,000 → \$156,000 +\$91,000
012 Lantern Beauty	no change	no change	\$150,000 → \$175,000	no change	\$37,500 → \$43,750 +\$6,250
008 Harborlight Mobility	no change	no change	no change	2026-09-30 → 2026-10-31 +31 days	\$174,000 no change
11 other IDs	no change	no change	no change	no change	no change

Source conflict on all three upgraded deals. StageEnteredDate moved backwards for 004 (2026-06-12 → 2026-06-05) and 010 (2026-06-24 → 2026-06-11), and 001's new date (2026-07-02) is before the prior snapshot (2026-07-18) that still showed it in Proposal. The stage change itself is not in doubt between files; the date it happened is. Stage aging for these three should be read with caution. prior-pipeline.csv vs current-pipeline.csv

Two deals now carry 47% of the weighted forecast, every opportunity is over 60 days old, and four have gone quiet

Hygiene signals under rules 4–6. They describe data condition only — not whether any deal will close or be lost (rule 8).

CONCENTRATION · RULE 4

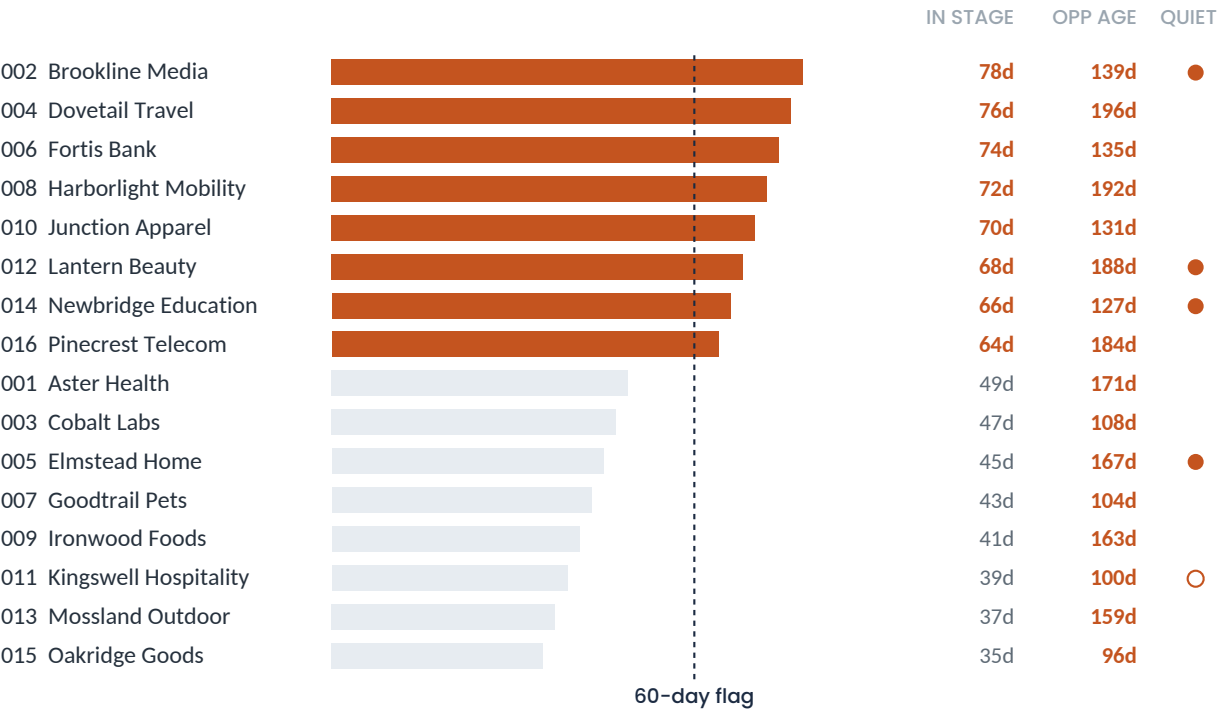


STALE · RULE 5 · LASTACTIVITYDATE MORE THAN 30 DAYS BEFORE 2026-08-20

Opportunity	Owner	Last activity	Days	Amount	Weighted
014 Newbridge Education	Taylor Brooks	2026-06-05	76	\$95,000	\$23,750
012 Lantern Beauty	Casey Nguyen	2026-06-20	61	\$175,000	\$43,750
005 Elmstead Home	Jordan Lee	2026-06-30	51	\$60,000	\$36,000
002 Brookline Media	Taylor Brooks	2026-07-03	48	\$85,000	\$21,250
4 of 16 stale				\$415,000	\$124,750

011 Kingswell is at exactly 30 days (2026-07-21): not stale under the “more than 30 days” test. Prior-snapshot staleness cannot be computed — 12 of 16 prior rows carry LastActivityDate after 2026-07-18 (page 7).

AGING · RULE 6 · DAYS IN STAGE (BARS) AND DAYS SINCE CREATED



Opportunity age (CreatedDate to 2026-08-20): all 16 are 96–196 days, so all 16 are flagged. Stage age (StageEnteredDate to 2026-08-20): 8 of 16 are 64–78 days and flagged; the stage ages of 001, 004 and 010 rely on conflicting dates (page 4). ● stale, more than 30 days quiet; ○ exactly 30 days.

Six deals decide the number: Dovetail alone is 32% of the weighted forecast and rests on one procurement approval

Facts from the current file, with the exposure each creates. Nothing here predicts an outcome; the sensitivities are arithmetic under rule 2.

Deal	Owner	Stage · category	Amount	Weighted	Close date	In stage	Quiet	Next step in file	Exposure it creates
004 Dovetail Travel Renewal	Casey Nguyen	Negotiation Commit	\$420,000	\$420,000 31.6%	2026-09-30	76d	12d	Complete procurement approval	Downside. Only Commit deal; upgraded from Best Case this month while its stage date moved backwards. At Best Case the forecast loses \$168,000.
001 Aster Health Renewal	Jordan Lee	Negotiation Best Case	\$340,000	\$204,000 15.3%	2026-11-30	49d	10d	Confirm renewal scope with finance	Downside. Upgraded from Pipeline (+\$119,000). Stage date 2026-07-02 predates the prior snapshot that still showed Proposal.
010 Junction Apparel Renewal	Taylor Brooks	Negotiation Best Case	\$260,000	\$156,000 11.7%	2026-09-27	70d	8d	Confirm final approver	Downside. Upgraded from Pipeline (+\$91,000); closes in 38 days with the final approver unconfirmed; stage date moved backwards.
008 Harborlight Mobility Renewal	Casey Nguyen	Proposal Best Case	\$290,000	\$174,000 13.1%	2026-10-31 was 2026-09-30	72d	15d	Review the revised close plan	Slippage. Close moved 31 days; still weighted at 60%. Third-largest weighted value in the forecast.
005 Elmstead Home Expansion	Jordan Lee	Proposal Best Case	\$60,000	\$36,000 2.7%	2026-07-15 36 days past	45d	51d	Confirm whether the evaluation is active	Data integrity. Close date already past, stale, still Best Case. Small value; large credibility problem for the forecast.
012 Lantern Beauty New Business	Casey Nguyen	Proposal Pipeline	\$175,000 was \$150,000	\$43,750 3.3%	2026-10-15	68d	61d	Reconfirm buyer meeting	Only amount upside in the period (+\$25,000), recorded while no activity has been logged for 61 days.

SENSITIVITY · ARITHMETIC UNDER RULE 2, NOT A PREDICTION

\$1,162,000 40.1% of target

if 004 Dovetail is carried at Best Case instead of Commit (\$420,000 × 60%; −\$168,000)

\$952,000 32.8% of target

if 001, 004 and 010 are carried at their 2026-07-18 categories (−\$378,000)

\$1,205,250 41.6% of target

if the four stale opportunities (002, 005, 012, 014) are excluded (−\$124,750)

Validate the three upgrades and Dovetail's Commit before the number moves up — and fix five data problems before the next cut

Left: management judgement with owners taken from the source files. Right: data-hygiene facts. No due dates are set because none exist in the sources.

MANAGEMENT ACTIONS · ANALYST RECOMMENDATION (JUDGEMENT)

#	Action	Owner (from file)	Evidence
1	Validate the Commit on 004 Dovetail Travel — confirm procurement approval status and the true Negotiation entry date before it is reported as Commit.	Casey Nguyen OWN-A04	\$420,000 = 31.6% of weighted; 76 days in stage; close 2026-09-30; StageEnteredDate moved back 7 days.
2	Confirm the Best Case upgrades on 001 Aster Health and 010 Junction Apparel — evidence of the stage change and its date.	Jordan Lee (001) Taylor Brooks (010)	+\$210,000 weighted between them; both stage dates conflict with prior file.
3	Decide 005 Elmstead Home — re-date, re-categorise or close it; the record cannot stay Best Case with a past close date.	Jordan Lee OWN-A01	Close 2026-07-15 is 36 days past; 51 days since activity; next step asks whether the evaluation is active.
4	Re-engage or re-qualify the stale Pipeline deals 002, 012, 014 — confirm the next steps already recorded.	Taylor Brooks (002, 014) Casey Nguyen (012)	\$355,000 amount / \$88,750 weighted; 48–76 days quiet; 012 amount rose with no activity.
5	Confirm 008 Harborlight's revised close plan after the 31-day slip, and whether Best Case still holds.	Casey Nguyen OWN-A04	\$290,000 / \$174,000 weighted; close 2026-09-30 → 2026-10-31; 72 days in Proposal.
6	Address the coverage gap for Morgan Patel and Taylor Brooks — a pipeline-build or target decision for leadership.	Leadership decision owner not in sources	0.57x (\$485,000 vs \$850,000) and 0.82x (\$535,000 vs \$650,000); Patel's weighted unchanged at \$121,250.

UNRESOLVED DATA PROBLEMS · FACTS FROM THE FILES

- Prior snapshot carries future activity dates**
12 of 16 rows in prior-pipeline.csv (2026-07-18) have LastActivityDate after 2026-07-18 (e.g. 010 = 2026-08-12). Prior staleness and activity movement cannot be measured.
- Stage-entry dates conflict on the three upgraded deals**
004: 2026-06-12 → 2026-06-05; 010: 2026-06-24 → 2026-06-11; 001: 2026-07-02, before a prior snapshot still showing Proposal.
- Target period is not stated**
targets.csv gives four owner targets for 2026-08-20 with no quarter or year, so coverage cannot be tied to close dates.
- No closed opportunities in either snapshot**
No Closed Won or Closed Lost rows; attainment to date is unknown and the weighted forecast is 100% open pipeline.
- Seller notes add no independent evidence**
seller-notes.csv repeats NextStep and LastActivityDate for all 16 rows; there is no narrative to explain any stage or category change.

Owner for data fixes: not identified in the sources — assign in the meeting.

Every figure traces to five files in source-pack/august-pipeline; the gaps below bound how far the call can be trusted

SOURCES USED

current-pipeline.csv

16 rows, SnapshotDate 2026-08-20. Stage, category, amount, close, created, stage-entered, last-activity dates, next step, owner.

prior-pipeline.csv

16 rows, SnapshotDate 2026-07-18. Same IDs; used for rule-7 movement only.

targets.csv

Four owner targets dated 2026-08-20 totalling \$2,900,000.

seller-notes.csv

16 notes; content identical to NextStep and LastActivityDate in the current file.

forecast-rules.md

Rules 1–8 applied as written: weights 25% / 60% / 100%; stale >30 days; aging flag ≥60 days; snapshot 2026-08-20.

MISSING INFORMATION

Target period

No quarter or fiscal year on the targets, so coverage against a period cannot be computed.

Closed business

No Closed Won / Lost rows in either file; attainment and win-rate context are unavailable.

Prior targets

targets.csv has one snapshot only; prior coverage is not computable.

Reasons for change

No note explains the three category upgrades, the 008 close-date slip or the 012 amount increase.

Historical conversion

No data on how Commit / Best Case / Pipeline categories have converted; the weights are taken as given.

Deal context

No budget, competitor or decision-process fields; NextStep is the only qualitative signal per opportunity.

LIMITATIONS

Judgement is labelled

The forecast call (page 2), exposure notes (page 6) and actions (page 7) are analyst judgement; all other figures are calculated from the files.

Rule 8 applies throughout

Stale data, slippage and concentration are hygiene signals, not evidence that any deal will close or be lost.

Rule 4 ambiguity

“Two largest” read as by Amount; current result is identical by weighted value, prior result is not (35.6% vs 45.0%).

Date integrity

Stage aging for 001, 004, 010 and all prior-snapshot activity measures depend on dates that conflict between files.

Small population

16 opportunities and 4 owners; single-deal changes move ratios materially.

Sensitivities carry no probability

Page 6 re-applies rule-2 weights to alternative categories; it does not estimate how likely those categories are.

Snapshot 2026-08-20. Synthetic data — fictional companies; no real customer data. Owner names, amounts, dates and next steps are quoted from the files; no owners, dates, movements or causes have been added. Prepared as a decision aid for the revenue leadership meeting.