

Pipeline Health & Forecast

Where the August forecast is exposed — and the actions that follow

THE CALL

The forecast is exposed: the weighted forecast of \$1.33M covers 46% of the \$2.90M target, and open pipeline peaks at 0.94× coverage — a 100% win rate would still miss target by \$170K.

SNAPSHOT

2026-08-20

PRIOR SNAPSHOT

2026-07-18

OPEN OPPORTUNITIES

16 · 4 owners

TARGET (4 OWNERS)

\$2,900,000

Even a 100% win rate leaves the pipeline \$170K short of target

Weighted forecast \$1.33M against a \$2.90M target — hold the working number low and start replacing pipeline now

WEIGHTED FORECAST \$1.33M 46% of target Rule 2 weights: Commit 100% (\$420K) + Best Case 60% (\$570K) + Pipeline 25% (\$340K)	PIPELINE COVERAGE 0.94× open \$2.73M ÷ target \$2.90M Rule 3 · below 1.0×: pipeline cannot reach target even if every deal closes	TOP-2 CONCENTRATION 47% Dovetail + Aster = \$624K Rule 4 · \$420K + \$204K of \$1.33M weighted forecast	STALE PIPELINE \$415K 4 of 16 deals quiet >30 days Rule 5 · Newbridge 76d, Lantern 61d, Elmstead 51d, Brookline 48d
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WHY THE FORECAST IS EXPOSED

1 · The gap is structural, not conversion

Open pipeline is \$2.73M against a \$2.90M target (current-pipeline.csv, targets.csv). Winning everything still misses by \$170K — only new pipeline closes the gap.

2 · Forecast quality is thin

Just one deal — Dovetail Travel (006SYNAUG004, \$420K) — is in Commit. Half of open pipeline, \$1.36M, still sits in the 25%-weighted Pipeline category.

3 · The August gain is narrow and fragile

+\$384K weighted since 2026-07-18, but 98% came from category upgrades on three deals (Aster, Dovetail, Junction) whose stage dates conflict with the prior snapshot (p.7).

WHAT WOULD MOVE THE CALL — RULE-2 ARITHMETIC, NOT A PREDICTION

Up: Dovetail survives procurement and stays Commit (\$420K held at 100%); the Aster and Junction upgrades verify (\$360K held at 60%).
Down: Dovetail reverts to Best Case (−\$168K weighted); the four stale deals wash out (−\$124.75K weighted).

IMPLICATION (MANAGEMENT JUDGMENT)

Plan against \$1.33M, pressure-test Dovetail's Commit before relying on it, and open a pipeline-creation push — no closed-won attainment data was supplied, so coverage is the only lens available.

Coverage is 0.94× — and two of four owner patches are far below their targets

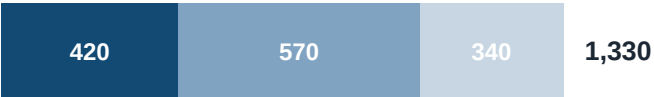
Open pipeline \$2.73M ÷ target \$2.90M (rule 3) · weighted forecast \$1.33M (rule 2) · all 16 opportunities open in both snapshots

TOTAL VIEW — \$ THOUSANDS

OPEN PIPELINE · by forecast category (amounts)



WEIGHTED FORECAST · same categories × rule-2 weights



- Commit (100%)**
\$420K
- Best Case (60%)**
\$950K → \$570K
- Pipeline (25%)**
\$1,360K → \$340K

Commit = Dovetail Travel only (006SYNAUG004). Best Case = Aster \$340K, Harborlight \$290K, Junction \$260K, Elmstead \$60K. Pipeline = the remaining 11 deals. Open pipeline per rule 1: sum of Amount for the 16 rows not Closed Won / Closed Lost.

OWNER VIEW — COVERAGE VS TARGET (RULE 3)

OWNER	OPEN \$K	TARGET \$K	WTD \$K	COVERAGE
Casey Nguyen	995	700	665.25	1.42×
Jordan Lee	715	700	318.75	1.02×
Taylor Brooks	535	650	224.75	0.82×
Morgan Patel	485	850	121.25	0.57×
TOTAL	2,730	2,900	1,330	0.94×

1.0× marker

Coverage = open pipeline ÷ target per owner (rule 3). Weighted \$K applies rule-2 weights to each owner's deals. Owner targets from targets.csv, 2026-08-20.

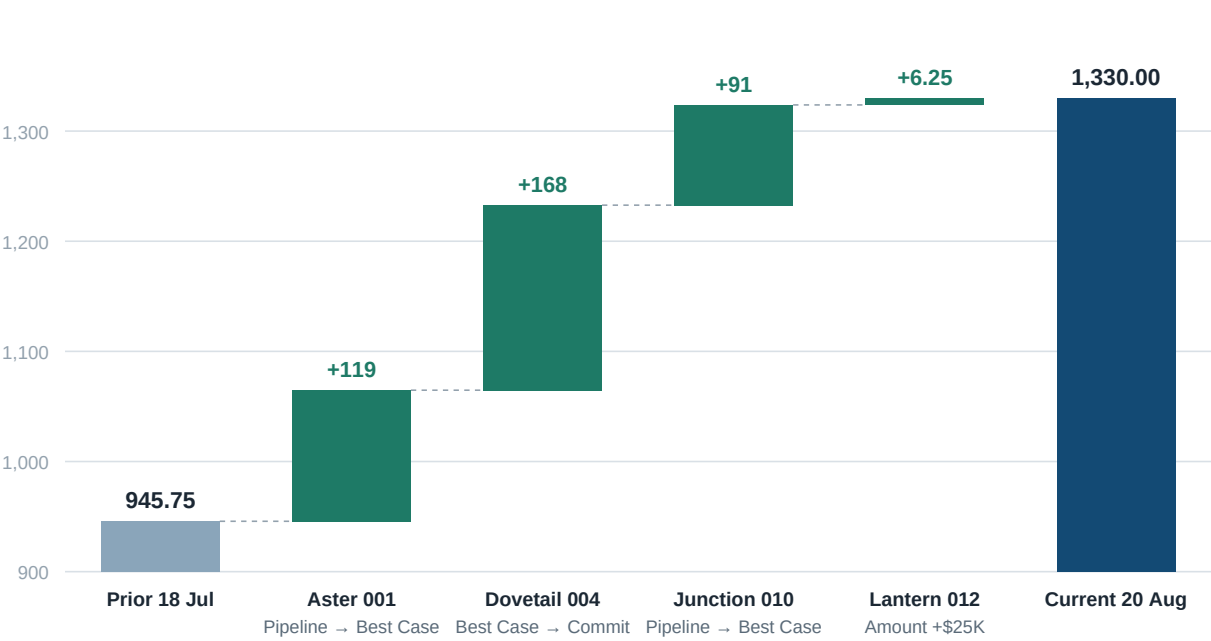
PRIOR COMPARISON & CAVEATS

Prior coverage 0.93× (\$2,705K ÷ \$2,900K) — targets.csv holds only the 2026-08-20 snapshot, so the prior ratio reuses the current target. The target period (quarter vs year) is not stated, and neither snapshot contains closed-won rows, so attainment to date cannot be shown.

Weighted forecast rose \$384K since 18 Jul — 98% from three category upgrades

Prior \$945.75K → current \$1,330.00K (rule 7, matched by Opportunity ID) · no deals added, closed, or removed between snapshots

WEIGHTED FORECAST BRIDGE — \$ THOUSANDS (RULE 2 WEIGHTS)



ALL RECORDED CHANGES, PRIOR → CURRENT (RULE 7)

Aster Health · 001 Stage Proposal → Negotiation; category Pipeline → Best Case	+\$119.0K wtd \$85.0K → \$204.0K
Dovetail Travel · 004 Stage Proposal → Negotiation; category Best Case → Commit	+\$168.0K wtd \$252.0K → \$420.0K
Junction Apparel · 010 Stage Proposal → Negotiation; category Pipeline → Best Case	+\$91.0K wtd \$65.0K → \$156.0K
Lantern Beauty · 012 Amount \$150K → \$175K; stage and category unchanged	+\$6.25K wtd \$37.5K → \$43.75K
Harborlight Mobility · 008 Close date 2026-09-30 → 2026-10-31 (+31 days)	\$0.0K wtd unchanged \$174.0K

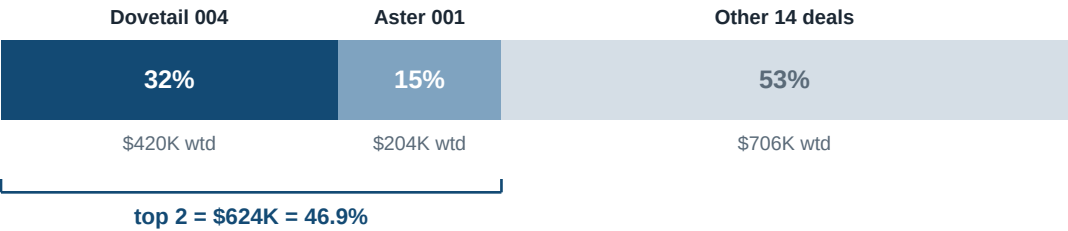
READ WITH CARE

Open pipeline moved \$2,705K → \$2,730K (+\$25K, all Lantern). The three upgrades carry conflicting StageEnteredDates that predate the prior snapshot (p.7), and Lantern's amount rose with no recorded activity since 2026-06-20. Upgrades and slippage are recorded movements, not evidence a deal will close or be lost (rule 8).

Two deals hold 47% of the weighted forecast, and \$415K of pipeline has gone quiet

Concentration per rule 4 · staleness per rule 5 (>30 days before 2026-08-20) · aging flags at ≥60 days per rule 6

CONCENTRATION — SHARE OF \$1,330K WEIGHTED FORECAST



PRIOR PERIOD — RULE 4 IS AMBIGUOUS

“Two largest” by amount (Dovetail \$420K + Aster \$340K): prior share 35.6% (\$337K ÷ \$945.75K). By weighted value (Dovetail \$252K + Harborlight \$174K): 45.0%. Current is 46.9% under either reading — the same two deals lead both lists.

AGING — RULE 6 FLAGS AT ≥60 DAYS

Opportunity age (from CreatedDate): all 16 open deals are ≥60 days old — range 96 days (Oakridge 015) to 196 days (Dovetail 004).

Stage age (from StageEnteredDate): 8 of 16 deals ≥60 days in stage — 002 (78d), 004 (76d), 006 (74d), 008 (72d), 010 (70d), 012 (68d), 014 (66d), 016 (64d). Stage age is unreliable for 001, 004, 010 (conflicting dates, p.7).

RULE 8

Staleness, aging, and concentration are risk flags — they are not evidence that any deal will close or be lost.

STALE OPPORTUNITIES — LAST ACTIVITY >30 DAYS BEFORE 2026-08-20 (RULE 5)

DEAL	STAGE · CATEGORY	LAST ACTIVITY DAYS	AMOUNT	WEIGHTED
Newbridge Education · 014	Proposal · Pipeline	2026-06-05 76	\$95K	\$23.75K
Lantern Beauty · 012	Proposal · Pipeline	2026-06-20 61	\$175K	\$43.75K
Elmstead Home · 005	Proposal · Best Case	2026-06-30 51	\$60K	\$36.00K
Brookline Media · 002	Proposal · Pipeline	2026-07-03 48	\$85K	\$21.25K
TOTAL — 4 OF 16 DEALS			\$415K	\$124.75K

= 15.2% of open pipeline (\$415K ÷ \$2,730K); weighted per rule-2 category weights

BOUNDARY CASES & COVERAGE RECAP

Kingswell 011 last activity 2026-07-21 = exactly 30 days — not stale under rule 5 (“more than 30”). Elmstead 005 is stale and its close date (2026-07-15) has already passed while the deal remains open Best Case.

Coverage: current 0.94× (\$2,730K ÷ \$2,900K) vs prior 0.93× (\$2,705K ÷ \$2,900K, current target reused).

Upside sits in Dovetail and Aster; downside in four quiet deals and a slipped close

Weighted values per rule 2 · recorded next steps from current-pipeline.csv and seller-notes.csv · flags are not outcome predictions (rule 8)

UPSIDE — WHERE THE FORECAST IS EARNED

Dovetail Travel · 006SYNAUG004 \$420K wtd (32%)

Only Commit deal · Negotiation · closes 2026-09-30 · upgraded from Best Case since 18 Jul.
Recorded next step: “Complete procurement approval” (Casey Nguyen, activity 2026-08-08). Arithmetic sensitivity: at the 60% Best Case weight this line is worth \$252K, −\$168K.

Aster Health · 006SYNAUG001 \$204K wtd (15%)

Renewal · \$340K Best Case · Negotiation · closes 2026-11-30 · upgraded from Pipeline since 18 Jul.
Recorded next step: “Confirm renewal scope with finance” (Jordan Lee, activity 2026-08-10).

Junction Apparel · 006SYNAUG010 \$156K wtd (12%)

Renewal · \$260K Best Case · Negotiation · closes 2026-09-27 — the nearest large close date.
Recorded next step: “Confirm final approver” (Taylor Brooks, activity 2026-08-12) — approver still open.

These three deals are 59% of the weighted forecast (\$780K of \$1,330K).

DOWNSIDE — WHERE THE FORECAST LEAKS

Harborlight Mobility · 006SYNAUG008 \$174K wtd (13%)

\$290K Best Case · close slipped 2026-09-30 → 2026-10-31 (+31 days) · 72 days in Proposal.
Recorded next step: “Review the revised close plan” (Casey Nguyen, activity 2026-08-05).

Four stale deals \$415K · \$124.75K wtd

Newbridge 014 (76d quiet), Lantern 012 (61d), Elmstead 005 (51d), Brookline 002 (48d) — all >30 days without recorded activity (rule 5).
Elmstead's close date 2026-07-15 has passed; its own next step asks “Confirm whether the evaluation is active” (2026-06-30).

Lantern Beauty · 006SYNAUG012 \$43.75K wtd

Amount raised \$150K → \$175K between snapshots with no recorded activity since 2026-06-20 (61 days).
No seller note explains the increase — treat the added \$25K as unvalidated until activity resumes.

Downside flags mark verification work, not losses.

GUARDRAIL (RULE 8)

Upgrades, staleness, slippage, and concentration describe the state of the CRM record — none is evidence that a deal will close or be lost. No win-rate history was supplied to convert flags into probabilities.

Five actions this cycle — and three CRM conflicts that block trust in stage aging

Actions are management judgment built on recorded next steps and owners; data problems are hygiene facts and are listed separately

ACTIONS (JUDGMENT) — OWNERS AS RECORDED IN CRM

- 1

Pressure-test Dovetail's Commit before planning on it

32% of weighted forecast rests on one approval. Next step on record: "Complete procurement approval" — Casey Nguyen (004, note 2026-08-08).
- 2

Re-qualify or remove the four stale deals (\$415K)

Start with Elmstead 005: close date passed 2026-07-15 and its recorded next step already asks "Confirm whether the evaluation is active" (Jordan Lee, 2026-06-30).
- 3

Open a pipeline-creation push to close the 0.94× gap

Winning everything still misses target by \$170K. Largest shortfalls: Morgan Patel 0.57× (\$485K vs \$850K) and Taylor Brooks 0.82× (\$535K vs \$650K).
- 4

Inspect Harborlight's revised close plan (008)

Close moved to 2026-10-31 (+31 days). Next step on record: "Review the revised close plan" — Casey Nguyen (2026-08-05).
- 5

Confirm Junction's final approver before holding Best Case

\$156K weighted closes 2026-09-27 with the approver unconfirmed — Taylor Brooks (010, note 2026-08-12).

UNRESOLVED DATA PROBLEMS (HYGIENE — FACTS)

- **StageEnteredDate conflicts on all three upgraded deals**

Current file shows Aster 001 entering Negotiation 2026-07-02, Dovetail 004 2026-06-05, Junction 010 2026-06-11 — all before the 2026-07-18 prior snapshot, which still records them in Proposal. One of the two files is wrong; stage aging for these deals is unreliable.
- **Elmstead 005 close date already passed**

CloseDate 2026-07-15 is 36 days before the snapshot, yet the deal is open in Best Case with no activity since 2026-06-30.
- **Lantern 012 amount raised while inactive**

+\$25K between snapshots; last recorded activity 2026-06-20 and no seller note explaining the change.
- **Targets lack a period and a prior snapshot**

targets.csv states no fiscal period and holds only 2026-08-20 values; no closed-won rows exist in either snapshot, so attainment to date cannot be computed.

SEQUENCE (JUDGMENT)

Resolve the three StageEnteredDate conflicts before the next forecast call — until then, treat the stage-age flags and the August category upgrades on 001, 004, and 010 as unverified.

Every figure traces to five files; the gaps below bound trust in this forecast

SOURCES USED

current-pipeline.csv

16 open opportunities, snapshot 2026-08-20 — amounts, stages, categories, dates, owners.

prior-pipeline.csv

Same 16 opportunities, snapshot 2026-07-18 — baseline for all movement.

targets.csv

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

seller-notes.csv

One note per deal; text and dates match the NextStep and LastActivityDate fields.

forecast-rules.md

Rules 1–8: definitions for pipeline, weights, coverage, concentration, staleness, aging, comparison.

KEY FIGURES — EACH RECOMPUTABLE FROM THE FILES ABOVE

OPEN PIPELINE \$2,730K rule 1 · 16 open rows	TARGET \$2,900K targets.csv · 4 owners	COVERAGE 0.94× rule 3 · 2,730 ÷ 2,900	WEIGHTED FCST \$1,330K rule 2 weights	Δ SINCE 18 JUL +\$384.25K rule 7 · by Opp ID	TOP-2 SHARE 46.9% rule 4 · 624 ÷ 1,330	STALE \$415K rule 5 · 4 deals >30d
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VERIFICATION

Every number on pages 2–7 recomputes from the five files above under forecast-rules.md; inputs (numerators, denominators, dates, weights) are shown beside each result.

MISSING INFORMATION

- Target period — targets.csv does not say whether \$2.90M is quarterly, annual, or other.
- Prior-period targets — only 2026-08-20 targets exist; prior coverage (0.93×) reuses them.
- Closed-won / closed-lost history — no closed rows in either snapshot; attainment and win rates cannot be computed.
- Reasons for movement — no notes explain the three category upgrades, Lantern's +\$25K, or Harborlight's slip.
- Stage definitions and expected cycle lengths — 60-day flags come from rule 6 only.

LIMITATIONS

- Rule 4 (“two largest”) is ambiguous between amount and weighted value; both readings are shown on p.5.
- StageEnteredDate conflicts (001, 004, 010) mean stage-age figures for three of the largest deals are unreliable.
- Weights are supplied conventions, not measured win rates; the \$1.33M weighted forecast is a rule-2 output, not a prediction.
- Staleness, slippage, and concentration are flags only — rule 8 forbids reading them as outcomes.
- All data is synthetic (per TrainingDataNotice in every file); no external validation performed.