

The forecast cannot reach target, even if every open deal closes in full

Open pipeline of \$2,730,000 is \$170,000 below the \$2,900,000 target before any probability weighting is applied. Weighted forecast is \$1,330,000 — 45.9% of target.

SNAPSHOT DATE
2026-08-20

SCOPE
16 open opportunities · 4 owners

PRIOR SNAPSHOT
2026-07-18

RULES APPLIED
forecast-rules.md (rules 1–8)

IN THIS DECK

1 Forecast call · 2 Pipeline against target · 3 Movement since 2026-07-18 · 4 Coverage, concentration, aging and stale · 5 Upside and downside deals · 6 Actions and data problems · 7 Sources and limitations

Prepared for revenue leadership. Every figure is calculated from source-pack/august-pipeline/ (current-pipeline.csv, prior-pipeline.csv, targets.csv, seller-notes.csv) under forecast-rules.md.

COVERAGE (RULE 3)

0.94×

\$2,730,000 open ÷ \$2,900,000 target

WEIGHTED FORECAST (RULE 2)

\$1.33m

Prior snapshot \$945,750

GAP TO TARGET

-\$1.57m

Weighted forecast less target

Call the period at \$1.33m weighted — a \$1.57m shortfall that existing pipeline cannot close

Four independent reasons, each calculated from the supplied rules. None of them is evidence that any individual deal will close or be lost (forecast-rules.md, rule 8).

THE CALL

\$1,330,000

Weighted forecast at 2026-08-20

Target (4 owner rows)	\$2,900,000
Open pipeline (16 opps)	\$2,730,000
Coverage, open ÷ target	0.94×
Weighted forecast	\$1,330,000
Gap at full value	-\$170,000
Gap at weighted value	-\$1,570,000

- 01

The arithmetic ceiling is below target

If all 16 open opportunities closed at full amount, revenue would be \$2,730,000 against a \$2,900,000 target — short by \$170,000. Coverage is 0.94×

current-pipeline.csv, 16 rows at 2026-08-20; targets.csv, 4 owner rows
- 02

The uplift since July is re-rating, not new pipeline

Weighted forecast rose \$384,250 (+40.6%) while open pipeline rose \$25,000 (+0.9%). \$378,000 of the rise is forecast-category change on unchanged amounts.

prior-pipeline.csv vs current-pipeline.csv — 006SYNAUG001, 006SYNAUG004, 006SYNAUG010
- 03

Two opportunities hold 46.9% of the weighted forecast

\$624,000 of \$1,330,000 sits in Dovetail Travel and Aster Health. One \$420,000 Commit row is 31.6% of the whole forecast.

forecast-rules.md rule 4; current-pipeline.csv 006SYNAUG004, 006SYNAUG001
- 04

Two thirds of weighted value sits in stages older than 60 days

8 of 16 opportunities are flagged on stage aging (64–78 days) and carry \$890,000 weighted. All 16 are flagged on opportunity aging (96–196 days).

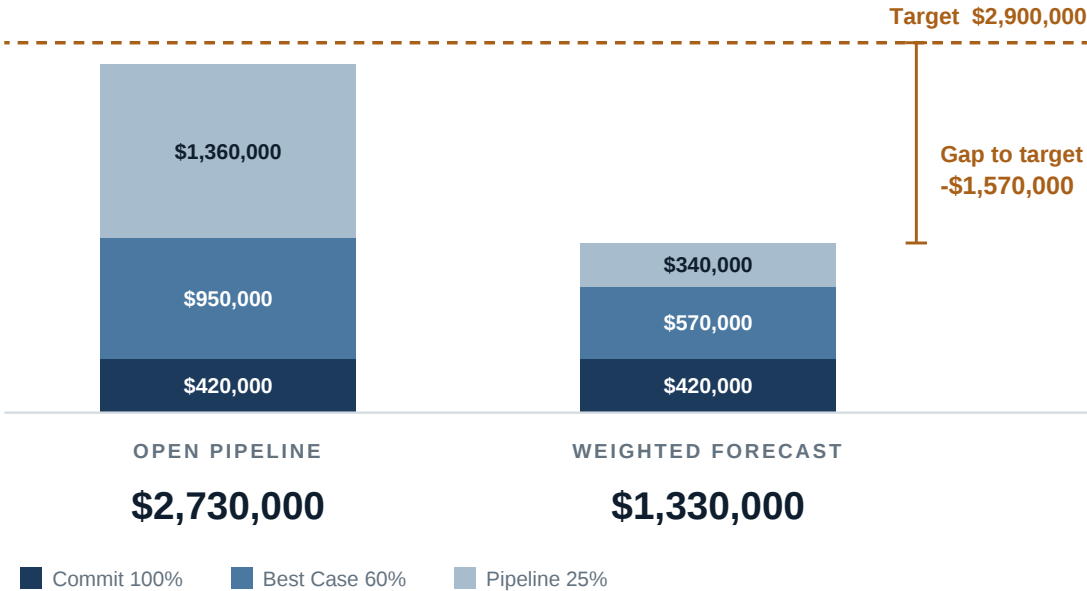
forecast-rules.md rule 6; current-pipeline.csv StageEnteredDate and CreatedDate

IMPLICATION

The gap has to be closed by new pipeline or by a target reset — it cannot be closed by converting what is already in the file. Neither decision is recorded in the sources.

Weighted forecast covers 46% of target; the unweighted ceiling covers 94%

Rule 2 weights: Pipeline 25%, Best Case 60%, Commit 100%. Neither snapshot contains a Closed Won or Closed Lost row, so the closed weights are unused.



current-pipeline.csv, all 16 rows at 2026-08-20; targets.csv, sum of OWN-A01 to OWN-A04.

INPUTS TO THE WEIGHTED FORECAST

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 open	16	\$2,730,000	—	\$1,330,000

COVERAGE — RULE 3

$\$2,730,000 \div \$2,900,000 = 0.94\times$

Prior snapshot: $\$2,705,000 \div \$2,900,000 = 0.93\times$. targets.csv carries only 2026-08-20 rows, so the prior ratio reuses the current target.

forecast-rules.md sets no coverage threshold and targets.csv names no period, so 0.94× is reported here, not graded as adequate or inadequate.

The \$384,250 weighted increase came from re-rating five deals, not from new pipeline

Rule 7: snapshots compared by Opportunity ID. All 16 IDs appear in both files — none added, removed, won or lost between 2026-07-18 and 2026-08-20.

OPEN PIPELINE

2026-07-18 → 2026-08-20

\$2,705,000

 →

\$2,730,000

+\$25,000

+0.9%

WEIGHTED FORECAST

2026-07-18 → 2026-08-20

\$945,750

 →

\$1,330,000

+\$384,250

+40.6%

OPEN OPPORTUNITIES

2026-07-18 → 2026-08-20

16

 →

16

no change

 · 0 added, 0 closed

THE FIVE OPPORTUNITIES THAT MOVED · ELEVEN UNCHANGED ON EVERY TRACKED FIELD

each cell: prior → current · “(—)” means identical in both files

OPPORTUNITY ID · ACCOUNT	STAGE	CATEGORY	AMOUNT	CLOSE DATE	WEIGHTED VALUE	WTD CHANGE
006SYNAUG001 Aster Health	Proposal → Negotiation	Pipeline → Best Case	\$340,000 (—)	2026-11-30 (—)	\$85,000 → \$204,000	+\$119,000
006SYNAUG004 Dovetail Travel	Proposal → Negotiation	Best Case → Commit	\$420,000 (—)	2026-09-30 (—)	\$252,000 → \$420,000	+\$168,000
006SYNAUG010 Junction Apparel	Proposal → Negotiation	Pipeline → Best Case	\$260,000 (—)	2026-09-27 (—)	\$65,000 → \$156,000	+\$91,000
006SYNAUG012 Lantern Beauty	Proposal (—)	Pipeline (—)	\$150,000 → \$175,000	2026-10-15 (—)	\$37,500 → \$43,750	+\$6,250
006SYNAUG008 Harborlight Mob.	Proposal (—)	Best Case (—)	\$290,000 (—)	2026-09-30 → 2026-10-31	\$174,000 → \$174,000	\$0
Net movement, all 16 IDs	3 stage advances	3 category upgrades	+\$25,000	1 date +31 days	\$945,750 → \$1,330,000	+\$384,250

prior-pipeline.csv (SnapshotDate 2026-07-18) compared with current-pipeline.csv (SnapshotDate 2026-08-20) by Opportunity ID, per forecast-rules.md rule 7.

WHAT THIS MEANS FOR THE CALL

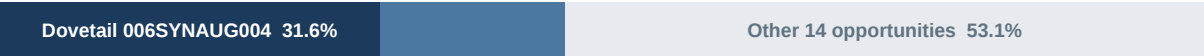
\$378,000 of the \$384,250 uplift (98.4%) is category re-rating on amounts that did not change; the remaining \$6,250 is one amount edit. Rule 8 applies — a category upgrade is not evidence that a deal will close.

Two thirds of weighted value sits in aged stages; stale records are a smaller, separate problem

Rules 3–6 applied as written — data-quality measures only, held separate from management judgment.

CONCENTRATION — RULE 4

46.9% of the \$1,330,000 weighted forecast sits in the two largest open opportunities:
006SYNAUG004 Dovetail Travel \$420,000 + 006SYNAUG001 Aster Health \$204,000 = \$624,000.



Conflict: rule 4 does not say whether “largest” is ranked by weighted value or by amount. At 2026-08-20 both rankings pick the same two rows. At 2026-07-18 they do not — prior concentration is 45.0% by weighted value (\$426,000 ÷ \$945,750) or 35.6% by amount (\$337,000 ÷ \$945,750). The prior comparison is unresolved.

AGING — RULE 6, FLAGGED AT 60 DAYS OR MORE



Stage-aged rows carry 66.9% of the weighted forecast (\$890,000 ÷ \$1,330,000).

forecast-rules.md rule 8: stale data, slippage and concentration are not proof that a deal will close or be lost. They show where the forecast is unverified, not where it is wrong.

STALE OPPORTUNITIES — RULE 5

LastActivityDate more than 30 days before 2026-08-20 (before 2026-07-21).

OPPORTUNITY	LAST ACTIVITY	AGE	AMOUNT
006SYNAUG014 Newbridge	2026-06-05	76 d	\$95,000
006SYNAUG012 Lantern	2026-06-20	61 d	\$175,000
006SYNAUG005 Elmstead	2026-06-30	51 d	\$60,000
006SYNAUG002 Brookline	2026-07-03	48 d	\$85,000
4 of 16 stale			\$415,000

Stale rows hold \$124,750 weighted (9.4%). 006SYNAUG011 Kingswell sits exactly on the boundary (2026-07-21, 30 days) and is not stale under “more than 30 days”.

COVERAGE BY OWNER — RULE 3

OWNER	OPEN	TARGET	COVER	WTD÷TGT
Casey Nguyen	\$995,000	\$700,000	1.42×	0.95
Jordan Lee	\$715,000	\$700,000	1.02×	0.46
Taylor Brooks	\$535,000	\$650,000	0.82×	0.35
Morgan Patel	\$485,000	\$850,000	0.57×	0.14
All owners	\$2,730,000	\$2,900,000	0.94×	0.46

current-pipeline.csv OwnerName; targets.csv OWN-A01 to OWN-A04 at 2026-08-20. Each owner holds exactly four opportunities.

Downside is four re-rated or slipped deals; upside is unweighted headroom, not new demand

Exposure below is arithmetic — the weighted value that moves if a category or date changes. No source file states probability, risk, sentiment or intent for any opportunity.

DOWNSIDE EXPOSURE • \$954,000 WEIGHTED IN FOUR OPPORTUNITIES

OPPORTUNITY • ACCOUNT	OWNER	WEIGHTED	SHARE	ATTRIBUTE IN SOURCE
006SYNAUG004 Dovetail	Casey Nguyen	\$420,000	31.6%	Only Commit row; stage age 76 d
006SYNAUG001 Aster Health	Jordan Lee	\$204,000	15.3%	Re-rated Pipeline → Best Case
006SYNAUG008 Harborlight	Casey Nguyen	\$174,000	13.1%	Close date slipped 31 days
006SYNAUG010 Junction	Taylor Brooks	\$156,000	11.7%	Re-rated Pipeline → Best Case
Subtotal		\$954,000	71.7%	of \$1,330,000 weighted

current-pipeline.csv and prior-pipeline.csv, IDs as listed. Owner names taken from the OwnerName field; no owner, date, movement or cause is inferred.

IF THE THREE RE-RATINGS REVERSED TO THEIR JULY CATEGORIES

Weighted forecast returns to \$945,750 and cover of target falls from 45.9% to 32.6%. This is an arithmetic reversal of the movement on page 4, not a prediction.

UPSIDE HEADROOM

Headroom is the unweighted remainder of open pipeline: \$2,730,000 less \$1,330,000 = \$1,400,000. It is realised only if categories move up.

Pipeline • 11 opps
\$1,360,000 open • \$1,020,000 headroom

Best Case • 4 opps
\$950,000 open • \$380,000 headroom

Commit • 1 opp
\$420,000 open • none — already at 100%

LARGEST UNCONVERTED AMOUNTS

OPPORTUNITY	AMOUNT	ATTRIBUTE
006SYNAUG009 Ironwood	\$185,000	close 2027-03-31
006SYNAUG012 Lantern	\$175,000	stale 61 d; +\$25,000
006SYNAUG007 Goodtrail	\$150,000	close 2027-01-14

\$335,000 of open pipeline closes in 2027 (006SYNAUG007, 006SYNAUG009). Whether it counts toward this target is unknown — targets.csv names no period.

Two decisions belong to leadership this cycle; five data defects must clear before the next call

Actions are the analyst's recommendation. No source file states an action, an owner assignment, a due date or an escalation — owner names below come from the OwnerName field only.

RECOMMENDED ACTIONS · ANALYST JUDGMENT, NOT STATED IN ANY SOURCE

A	Verify the single \$420,000 Commit 31.6% of the weighted forecast is one row, 006SYNAUG004, whose StageEnteredDate moves backwards between the two snapshots.	OWNER Casey Nguyen (OWN-A04)
B	Re-test the three category upgrades 006SYNAUG001, 006SYNAUG004 and 006SYNAUG010 supply 98.4% of the weighted uplift, on amounts that did not change.	OWNER Jordan Lee, Casey Nguyen, Taylor Brooks
C	Decide how the \$170,000 gap is treated New pipeline or a target reset. The gap cannot be closed by converting rows already in the file.	OWNER Not named in any source
D	Clear the stale and past-due records 006SYNAUG002, 005, 012 and 014 are stale; 006SYNAUG005 carries a close date 36 days before the snapshot.	OWNER Taylor Brooks (002, 014), Jordan Lee (005), Casey Nguyen (012)
E	Publish a coverage threshold and period Neither exists in forecast-rules.md or targets.csv, so 0.94× cannot be judged adequate or inadequate.	OWNER Not named in any source

UNRESOLVED DATA PROBLEMS

- 01 **Prior-snapshot activity dates are not frozen**
prior-pipeline.csv is dated 2026-07-18 but 12 of its 16 rows carry a LastActivityDate after that date (006SYNAUG010 shows 2026-08-12). Prior-period staleness cannot be computed.
- 02 **Stage dates move backwards while stages advance**
006SYNAUG004 StageEnteredDate 2026-06-12 → 2026-06-05 and 006SYNAUG010 2026-06-24 → 2026-06-11, both while the stage advanced Proposal → Negotiation. Rule 6 stage aging is unreliable for these two.
- 03 **A past-due close date is still open**
006SYNAUG005 Elmstead Home has CloseDate 2026-07-15, 36 days before the snapshot, unchanged since 2026-07-18 and still Best Case at \$36,000 weighted.
- 04 **Seller notes add nothing independent**
All 16 rows of seller-notes.csv repeat the NextStep text of current-pipeline.csv verbatim, and every NoteDate equals that row's LastActivityDate. Customer contact cannot be separated from field edits.
- 05 **No period on the target**
targets.csv carries only SnapshotDate 2026-08-20 and four owner rows. The \$2,900,000 denominator is a sum computed here; no company-level target row exists.

Every figure traces to a named file; the gaps below stay open until the data is fixed

SOURCES USED

current-pipeline.csv

16 rows, SnapshotDate 2026-08-20. Open pipeline, weighting, coverage, aging, staleness, concentration and the owner split.

prior-pipeline.csv

16 rows, SnapshotDate 2026-07-18. Every movement figure on page 4.

targets.csv

4 rows, OWN-A01 to OWN-A04, SnapshotDate 2026-08-20. Target denominator \$2,900,000.

forecast-rules.md

Rules 1–8: weights, coverage, concentration, staleness, aging, snapshot comparison and the caution in rule 8.

seller-notes.csv

16 rows. Read in full; duplicates current-pipeline.csv NextStep, so not used as independent evidence.

MISSING INFORMATION

- No target period. targets.csv gives an amount and a snapshot date only; month, quarter and year are all consistent with the file.
- No coverage threshold in forecast-rules.md, so 0.94× is reported and not graded.
- No prior-period target, so the 0.93× prior coverage reuses the 2026-08-20 figure.
- No win rates and no historical conversion by stage or category, so no probability-based range can be built.
- No opportunity-level probability, risk flag, competitor or close-plan field in either snapshot.
- No audit trail of who changed a stage, category or amount, or when — only the resulting values differ.
- No closed business. Neither file holds a Closed Won or Closed Lost row, so attainment to date is unknown.

LIMITATIONS AND OPEN QUESTIONS

- Rule 4 does not define the ranking basis for “two largest”. Both readings agree at 2026-08-20 and disagree at 2026-07-18 (45.0% against 35.6%).
- Two StageEnteredDate values move backwards between snapshots, so stage aging for 006SYNAUG004 and 006SYNAUG010 should be treated as unverified.
- Prior-snapshot staleness is not computable: 12 of 16 LastActivityDate values in prior-pipeline.csv post-date that file’s own snapshot date.
- \$335,000 of pipeline closes in 2027; without a target period it can be neither included nor excluded.
- Actions and owner assignments on page 7 are analyst recommendations; no source names an action owner.
- Rule 8 constrains every reading here: staleness, slippage and concentration mark unverified value, not lost value.

All amounts are calculated from the named files at the stated snapshot dates. SYNTHETIC DATA — fictional companies. No real customer data.