Fictional example · AI draft

Forecast sheet with assumptions and variances

Your input

Which period does the forecast cover?	Second quarter
What was the forecast, and what are the actual figures?	Forecast revenue €1.2 million, actual €1.05 million. Costs are on track.
Which assumptions was the forecast based on?	Four new projects a month, with an average value of €100,000.
Where is the biggest variance?	In May and June, three projects started later than planned.
Who is the explanation for?	The management team, at the quarterly meeting.

Explaining the variance

> The variance in one sentence
>
> Second-quarter revenue is €150,000 below forecast, mainly because three projects started later.

Which assumption didn't hold

The assumption that projects start in the planned month didn't hold in May and June. The number of projects itself doesn't seem to be the problem.

Possible explanations

Is the delay on the customer's side, in your own capacity or in contract signing? Check this for each project.

Forecast adjustment

For now, assume a one-month delay for some projects until you know the cause.

Question for the budget holder

Will these three projects still start this year, and is the revenue then only delayed or also lost?

Check first

Check that the full €150,000 comes from these three projects before you present it to the management team.

This is an AI draft based on your input. AI hasn't looked anything up or checked anything. Review it before you use it.