



FORECAST ARCHITECTURE

Before and after: from target math to a decision-grade driver model.

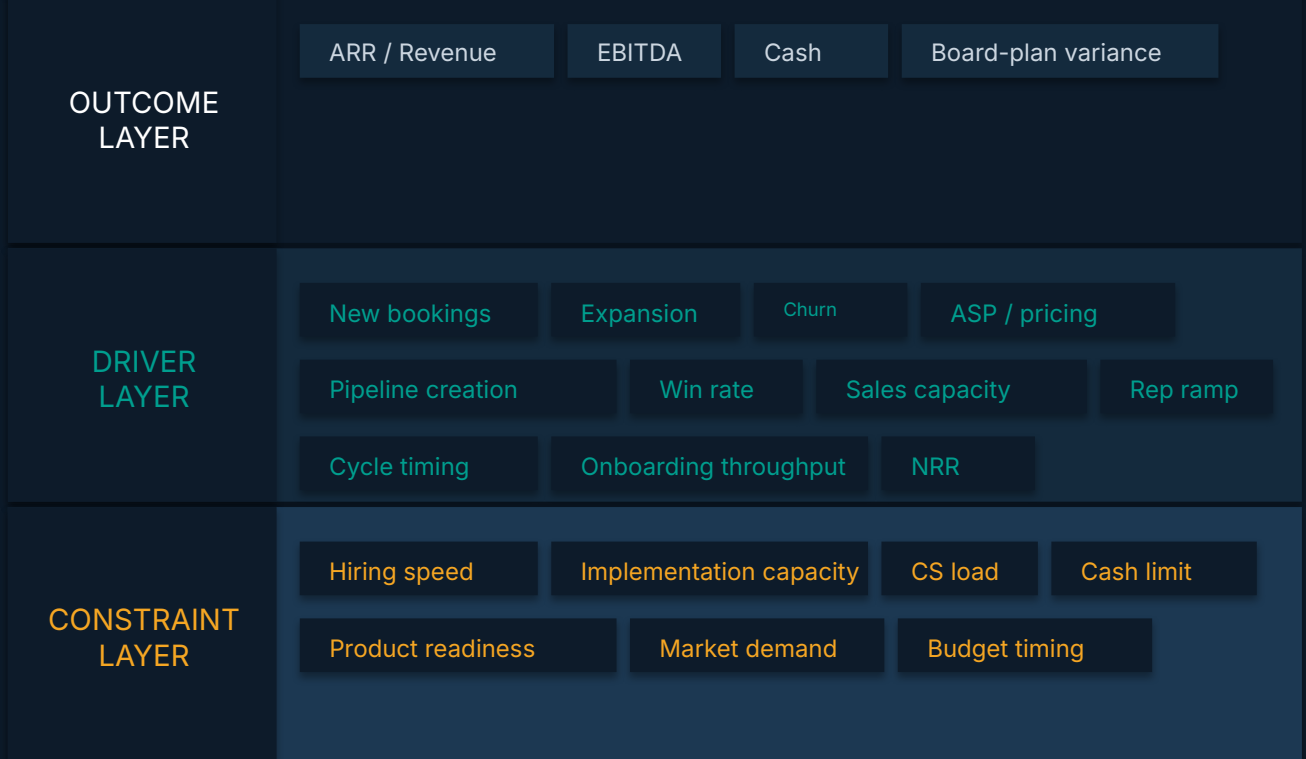
BEFORE

$$\text{Revenue} = \text{Pipeline} \times \text{Win Rate} \times \text{ASP}$$

No owner · No capacity clamp · No onboarding constraint · No date-specific evidence

AFTER: 3-layer decision architecture

Forecast rebuild output



10% miss on rep ramp
= 14% miss on new ARR

Onboarding cap
limits ARR to ~\$108M
without added headcount

3-pt win-rate swing
moves ARR by ~\$6.8M

The board can now see which assumptions must hold, which constraints cap the plan, and which operating decisions change the outcome.