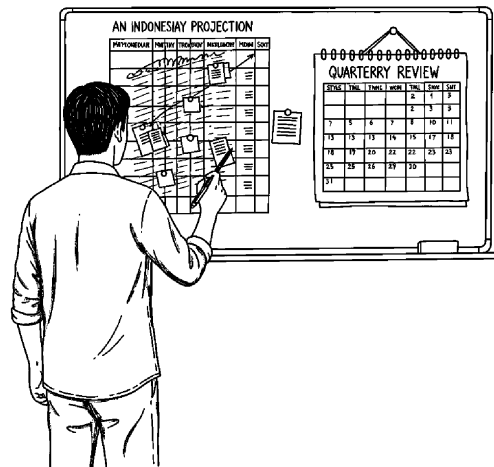


HIGH-VOLUME

WORKSHEET 2 OF 9

Weekly Rolling Forecast Update

A 15-minute update every Monday morning. Keeps the 12-month forward horizon current without waiting for quarter-end.



Complementary worksheet for
Budget Forecasting Methods
by Ibrahim Anwar

What This Is For

A rolling forecast without a weekly pulse degrades within weeks. Orders shift, suppliers announce price changes, a hiring decision gets made or deferred — any of these should change next month's projection immediately, not at the next quarterly review. This worksheet is that weekly pulse: a structured 15-minute discipline that checks whether the assumptions driving the next two months are still valid.

The key distinction this worksheet enforces is between reforecasting and revision. Updating a projection because conditions changed is routine management. Changing a committed target is a formal decision requiring approval. This worksheet handles only reforecasting — keeping the forward picture current without touching commitments. Most operators confuse the two and end up either not updating at all (fear of triggering a revision process) or updating things they should not without the right sign-off.

Benefits

What you get when you actually run this worksheet on a real situation:

- Catches assumption changes in the nearest two months while there is still time to adjust operations, not after the month closes.
- Keeps the rolling 12-month horizon alive between quarterly reviews without requiring a full forecast rebuild each week.
- Surfaces projected deficits in future months early enough that the response is a planning decision, not a crisis response.
- Separates routine reforecasting from formal budget revision, so the update process stays fast and does not require board approval for a routine number change.
- Builds forecasting accuracy over time — teams that update weekly for a year develop calibrated intuition about which assumptions drift and which hold.

Framework To Use

— Tiered Horizon Detail

Detail decreases as the horizon lengthens. The nearest months get full attention; distant months get only the totals.

Rolling Forecast – Weekly Update Detail by Horizon

Horizon	Detail Level	Update Trigger
Months 1-2	Full detail per expense category	Any confirmed change to an order, cost, or plan
Months 3-6	Aggregate per category group	Supplier price change or hiring decision made/deferred
Months 7-12	Revenue total + total expenses only	Significant market or structural shift only

How To Use

Follow these steps in order. Each one builds on the previous.

- 1 Open the rolling forecast spreadsheet every Monday before 10 am. The session should not exceed 15 minutes.
- 2 Check the nearest two months line by line. Has any revenue assumption changed since last Monday — a delayed order, a new confirmed contract, a customer's revised purchase plan? Update the cell and note the source of the change in the assumption column.
- 3 For months three through six, check at the category group level only. Have any cost assumptions shifted — a new supplier quote, a lease renewal finalized, a hire confirmed or cancelled? Update at the group level; no need for line-by-line detail at this horizon.
- 4 Scan months seven through twelve for revenue total and total expense total only. Flag any month showing a projected deficit. Write one sentence on what would need to change to return that month to surplus.
- 5 Distinguish what you are updating. If you are changing a projection to match new information — reforecasting. If you are changing a target that was committed to management or external parties — that requires approval outside this weekly update.
- 6 Record what changed and why in the assumption column. A cell with a new number but no updated assumption note is not a valid update.
- 7 Close the session. If a finding requires a decision beyond the spreadsheet — a vendor call, a recruitment decision — note it in a follow-up row and handle it separately from the forecast update.

Example Use

A mid-sized distributor runs the Monday update. It is week three of the quarter. Two things happened last week: a confirmed \$28,000 order for delivery in month two was pushed back by the customer to month three, and a fuel surcharge from the freight company adds \$800 per month starting next month.

Month two revenue projection: the owner moves the \$28,000 order from month two to month three in the revenue rows. Month two drops from \$142,000 projected to \$114,000. Month three rises from \$118,000 to \$146,000. Assumption note for both cells: 'Order #4471 — customer confirmed delay to month three, 12 May email.'

Month two through six logistics costs: the owner adds \$800 per month to the freight line for months two through six. Month two goes from \$6,400 to \$7,200. Assumption note: 'Freight Co surcharge effective 1 June, invoice attachment on file.'

Months seven through twelve: no change. Revenue total and expense total remain as previously set.

Deficit scan: after the month two revenue drop, month two now shows a projected deficit of \$3,200. The owner writes: 'Month 2 projected deficit \$3,200 — driven by order delay. Reverses in month 3. No operational response needed; monitor.' If the order had not been confirmed for month three, the note would read: 'Investigate pipeline; consider cost freeze if month 3 pipeline does not firm up by week 2 of that month.'

Total session time: 11 minutes. Two cells updated with documented assumptions. One deficit flagged and assessed.

Reflection Prompts

After filling in the worksheet on the previous page, work through these.

1. For the nearest two months: has any revenue assumption changed since last week — a delayed order, a new confirmed contract, a customer's revised purchase plan? Update the cell and note the source of the change.

2. For months three through six: have any cost assumptions shifted — a supplier price change, a new lease term, a hiring decision made or deferred? Update at the category level only; no need for line-by-line detail at this horizon.

3. Is any month in the next 12 showing a projected deficit? If yes, identify which cost category is the primary driver. Write one sentence on what would be required to return that month to surplus — do not defer this to the quarterly review.

Tips and Traps

TIPS

- Run the update on the same day and at the same time every week. Attach it to an existing Monday routine so it becomes automatic rather than a decision to make each week.
- Keep the assumption column filled even when nothing changes. 'No change — assumptions hold' is a valid and useful entry. It documents that you checked, not that you forgot.
- When a projection changes significantly in the nearest two months, check whether any operational decision needs to move with it — not everything requires board approval, but some changes should trigger a vendor call or a procurement hold.

TRAPS

- Treating the weekly update as a full forecast rebuild. This session updates assumptions and totals — it does not redo the entire model from scratch. If it takes more than 20 minutes, the model structure is the problem.
- Changing a committed target during the weekly update without the required approval. Reforecasting updates the picture; revision changes the commitment. The two require different processes and different sign-offs.
- Skipping weeks when 'nothing changed.' The update is most valuable when it confirms stability — that confirmation is information, not wasted time.

Appendixes

Appendix A — Reforecasting vs. Revision: Which Process Applies?

REFORECASTING (routine – no approval required):

- Updating a revenue projection because an order moved dates.
- Updating a cost projection because a supplier price changed.
- Reflecting a hire made or cancelled in the cost line.
- Adjusting a volume assumption based on confirmed demand data.

REVISION (formal – requires appropriate approval):

- Changing a revenue target that was committed to the board.
- Changing a cost budget that was committed to investors or a bank.
- Changing a target that forms the basis for team performance evaluation.
- Any change that affects a formal commitment to an external party.

Rule of thumb: if the party you are reporting to needs to be told about the change, it is a revision. If only you need to know, it is reforecasting.



WHERE THIS WORKSHEET COMES FROM

Budget Forecasting Methods

A Budget Never Revised Is Fiction That Gets Funded

by Ibrahim Anwar

This worksheet is one of nine in the *Budget Forecasting Methods* companion worksheet pack. The full pack is grouped into three categories: high-volume worksheets you can run weekly, niche-search worksheets for rare but high-value situations, and specific-case worksheets that walk you through a single concrete scenario.

Every framework, decision filter, and figure used in these worksheets is drawn from the chapters of the source book. The book sets the diagnosis, the worksheets give you the form to act on it.

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