

SOLUTIONS**360**
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MASTER CLASS



One Dashboard III – v24.01
Usage / Forecasting / Decision-Making

Presenters: **Joel Harris, Tofiq Indawala and Brad Malone**
APR 23, 2025

Target Audience and Prerequisites

Target Audience

- Management roles responsible for effective and profitable business functions: Executives, Sales, Operations, Projects, Procurement, Service, Accounting
- Q360 users interested in the Forecasting capabilities of the One Dashboard

Prerequisites / Optional Related MasterClasses:

- One Dashboard I v24.01 (Feb 19, 2025)
- One Dashboard II v24.01 (Mar 23, 2025)



Learning Objectives

By the end of this session, you will be able to:

- Recognize data trends reflected in the One Dashboard
- Examine your revenue and profit projections using the Break Even Forecast
- Examine your Cash Forecast and drivers to understand Fixed and Variable costs
- Perform "What If" scenarios to facilitate business decisions, i.e. Sales Opportunities

Agenda

1. Introduction
2. One Dashboard Meetings
 - a) Purpose
 - b) Timing
 - c) Agenda
3. One Dashboard Sample Views
4. Typical Scenarios
 - a) Bubble
 - b) Forecast will achieve Target
 - c) Profit Does Not Achieve Plan (Backlog Only, w / Opps)
 - d) Excessive Profit (Backlog Only, w / Opps)
5. Summary
6. Q&A
7. Wrap Up and References



1. Introduction

- Purpose of the One Dashboard is to provide a single pane of glass to forecast your financial performance
- One Dashboard simply shows you the financial performance of your Company if you perform the work that you have scheduled to perform
- Q360 is a workflow system – the data that you input (Quotes, Labor scheduling, Purchasing, etc.) is used to provide a "big picture"

2a. Purpose of One Dashboard Meeting

- If you plan your business, you can change your business
- Accurate forecasting allows your business to be more proactive
- By forecasting Revenue, Expenses, Net Profit, and Cash Flow, you can affect profitability and liquidity
- Forecasting should be based on your plan, not just historical data
- The goal is not just to report on / explain the prior month, but to plan and manage to intended results
- Good forecasting should not require any “extra” work to create and maintain it – the One Dashboard is driven by staff performing their day-to-day work

2b. When / How to Use the One Dashboard

- It is a forecasting tool, so use it near the beginning of each month
 - Give yourself time to change the plan to drive better results
- It is a Company view, not a Departmental view
 - Review the One Dashboard as an Executive Team
 - Have a common set of reports (and filters set in those reports) that everyone has reviewed prior to the meeting

2c. Typical One Dashboard Exec Meeting Agenda

First 10 Minutes: Review Previous Month

- 30-Day look back (typical financial review, close books in 3-5 business days)
- **Key Question: How did we do against our Plan?**

Next 20 Minutes: One Dashboard Backlog Only

- 30 / 60 / 90-Day Look Ahead
- **Key Output: What is our Plan?**

Next 20 Minutes: One Dashboard Backlog AND Sales Opportunities

- 3 to 6 Month Look Ahead
- **Key Output: What is our Plan?**

Last 10 Minutes: Agree upon our **Plan of Action**

LOOK
BACK



Poll #1:

(Select all that apply)

What is your current forecasting / alignment situation?

- a. We are a Sales-focused organization, and Operations just has to pick up the slack
- b. We are ready for anything and pride ourselves on our quick reaction time
- c. Because we are a Project-based business, we can't really predict anything after Projects are created
- d. Customers / Contractors constantly change their minds and schedules, so why plan?
- e. We establish a plan at the start of the year, but don't know what to do when things go awry
- f. We use the One Dashboard to evaluate our data, plan our next steps and course correct as needed

3. One Dashboard Views – Snapshot Project Forecast

- Snapshot is the “Project Revenue / Cost Forecast” at a point in time
- At the beginning of each month, save the Project Forecast Snapshot from that month’s meeting
- This gives you the ability to look back and determine how you performed against the plan
- Sort by missed revenue and look at the under / over amounts
- Learn how to forecast more accurately
- Rinse and repeat each month until you have confidence in the accuracy of your planning

LOOK
BACK

3. One Dashboard Views – Project Forecast Snapshot

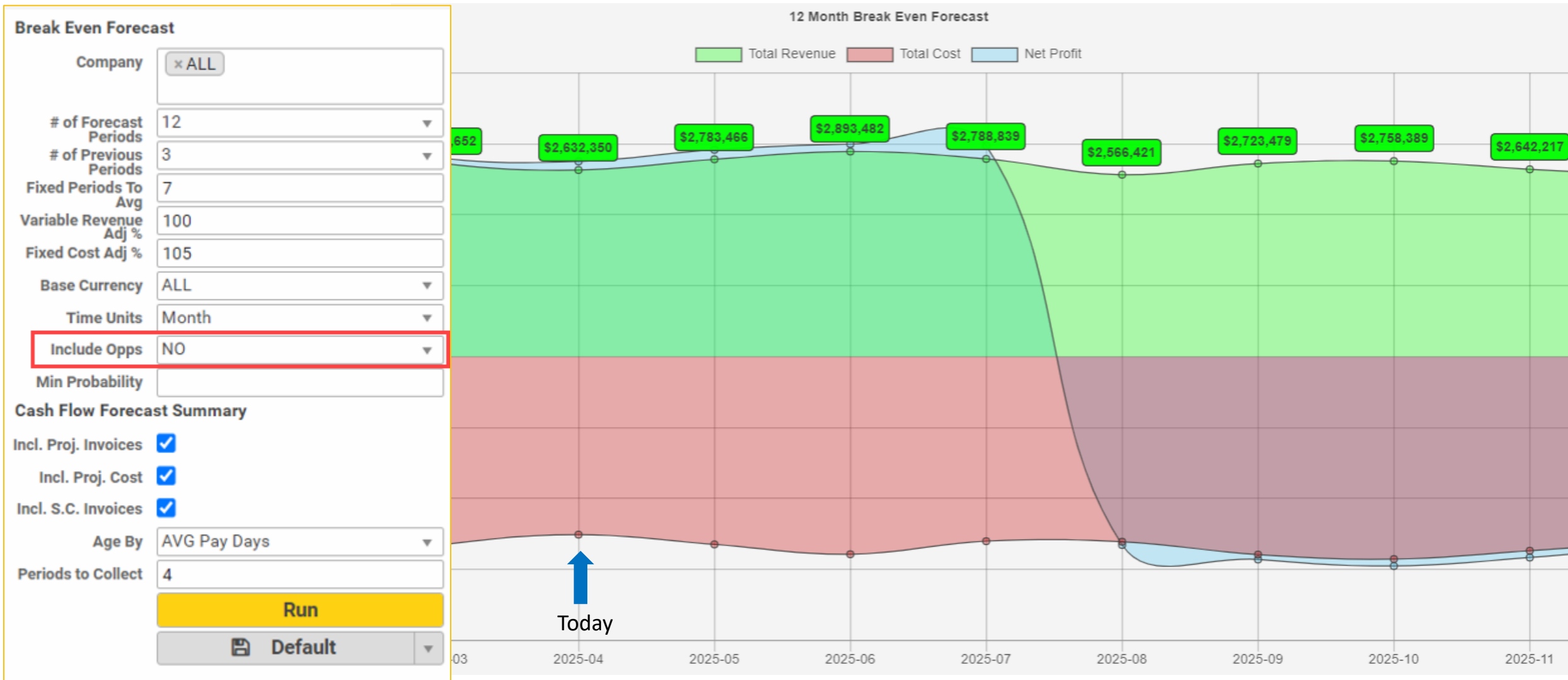
LOOK
BACK

LIVE DATA: Project Forecast Snapshot Analysis ReportNo Q0304

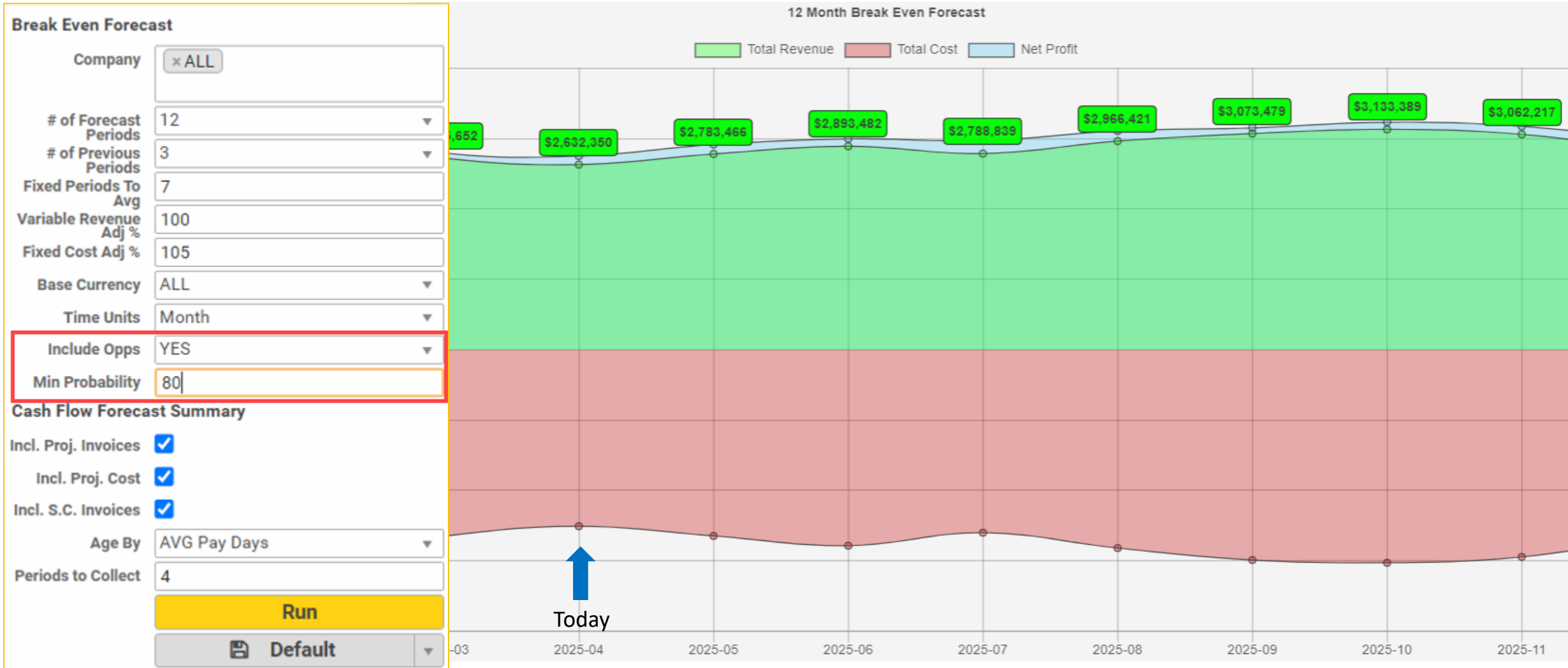
Snapshot Date	Forecast Period	P.M.	Project No.	Title	Type	Snapshot Rev	Actual Rev	Rev %	Delta Revenue	Snapshot Mat Rev	Actual Mat Rev	Delta mat Rev	Snapshot Hours	Actual Hours	Delta Hours
2024-03 (25)															
2025-03-31 11:30PM	2025-03	LTHOMAS	480440	Executive Offices / Surveillance Can	DES-BUILD	\$33,835.00	\$31,743.28	93.818	\$2,091.72	\$19,293.86	\$18,948.73	\$345.13	124	225	-101
2025-03-31 11:30PM	2025-03	AGORDON	480214	Longhorn Football Facility	DES-BUILD	\$31,580.00	\$36,064.45	114.2	(\$4,484.45)	\$19,055.79	\$11,944.08	\$7,111.71	136	232	-96
2025-03-31 11:30PM	2025-03	JGRAHAM	480298	Building Fire Alarm System and Ins	DES-BUILD	\$22,274.00	\$21,003.81	94.297	\$1,270.19	\$14,853.14	\$10,265.96	\$4,587.18	129	216	-87
2025-03-31 11:30PM	2025-03	JGRAHAM	480429	Auditorium / Interactive Kiosk Integ	DES-ONLY	\$29,722.00	\$23,847.09	80.234	\$5,874.91	\$24,854.48	\$11,835.12	\$13,019.36	132	179	-47
2025-03-31 11:30PM	2025-03	JGRAHAM	480407	Building 5 / Surveillance Cameras M	DES-ONLY	\$34,426.00	\$31,117.07	90.388	\$3,308.93	\$12,131.12	\$13,494.02	(\$1,362.90)	133	154	-21
2025-03-31 11:30PM	2025-03	LTHOMAS	480445	Entrance / Smart Lighting Security E	DES-BUILD	\$29,593.00	\$34,393.29	116.22	(\$4,800.29)	\$14,634.90	\$18,698.95	(\$4,064.05)	130	145	-15
2025-03-31 11:30PM	2025-03	JGRAHAM	479940	Cable Installation Only	DES-BUILD	\$19,286.00	\$15,659.50	81.196	\$3,626.50	\$9,779.42	\$8,137.08	\$1,642.34	131	145	-14
2025-03-31 11:30PM	2025-03	JGRAHAM	387612	Cornerstone Call Center Implement	DES-BUILD	\$18,486.00	\$17,162.52	92.841	\$1,323.48	\$9,150.81	\$11,838.14	(\$2,687.33)	136	148	-12
2025-03-31 11:30PM	2025-03	KLANGSTROM	480439	Main Office / Biometric Scanner Sec	DES-ONLY	\$31,106.00	\$32,690.66	105.09	(\$1,584.66)	\$11,625.85	\$27,081.55	(\$15,455.70)	132	142	-10
2025-03-31 11:30PM	2025-03	JGRAHAM	479957	Ashton - Mitel 3300 Install	DES-BUILD	\$47,766.00	\$54,282.69	113.64	(\$6,516.69)	\$30,756.03	\$30,355.13	\$400.90	143	151	-8
2025-03-31 11:30PM	2025-03	JGRAHAM	479944	Cable Install - Rewire	DES-BUILD	\$15,624.00	\$13,552.63	86.742	\$2,071.37	\$5,542.77	\$10,352.60	(\$4,809.83)	139	144	-5
2025-03-31 11:30PM	2025-03	JMULDOON	480354	University Installation	DES-BUILD	\$2,350.00	\$2,110.12	89.792	\$239.88	\$1,459.66	\$1,048.20	\$411.46	134	131	3
2025-03-31 11:30PM	2025-03	KLANGSTROM	480405	Executive Offices / 55 Display Instal	DES-ONLY	\$23,048.00	\$25,734.26	111.66	(\$2,686.26)	\$18,047.97	\$12,102.32	\$5,945.65	125	120	5
2025-03-31 11:30PM	2025-03	JGRAHAM	479950	Cox Comm - Cable Install	DES-BUILD	\$9,406.00	\$7,938.05	84.393	\$1,467.95	\$4,560.88	\$5,650.31	(\$1,089.43)	134	128	6
2025-03-31 11:30PM	2025-03	TINDAWALA	480411	Hall 3 / Smart Lighting Installation	DES-ONLY	\$31,010.00	\$29,613.42	95.496	\$1,396.58	\$19,232.54	\$24,278.64	(\$5,046.10)	134	121	13
2025-03-31 11:30PM	2025-03	AGORDON	480417	Lobby / Surveillance Cameras Syste	DES-ONLY	\$36,396.00	\$38,832.24	106.69	(\$2,436.24)	\$30,524.55	\$22,680.42	\$7,844.13	129	116	13
2025-03-31 11:30PM	2025-03	KLANGSTROM	480281	Primex Integration Project	DES-BUILD	\$2,771.00	\$2,527.20	91.202	\$243.80	\$1,485.87	\$1,215.45	\$270.42	137	120	17
2025-03-31 11:30PM	2025-03	AGORDON	480446	Auditorium / Video Conferencing Se	DES-BUILD	\$33,438.00	\$32,772.59	98.01	\$665.41	\$27,263.41	\$21,384.61	\$5,878.80	132	114	18
2025-03-31 11:30PM	2025-03	RBURCHART	480418	Building 5 / 55 Display Maintenance	DES-ONLY	\$35,301.00	\$39,082.82	110.71	(\$3,781.82)	\$14,750.98	\$32,143.68	(\$17,392.70)	134	113	21
2025-03-31 11:30PM	2025-03	JGRAHAM	480394	2024 WBS Template	DES-BUILD	\$15,675.00	\$13,263.18	84.614	\$2,411.82	\$6,507.95	\$8,252.07	(\$1,744.12)	133	110	23
2025-03-31 11:30PM	2025-03	JGRAHAM	480421	Conference Room A / Smart Lighting	DES-ONLY	\$11,532.00	\$10,998.93	95.377	\$533.07	\$7,226.57	\$7,165.34	\$61.23	136	92	44
2025-03-31 11:30PM	2025-03	JGRAHAM	480409	Auditorium / Fire Alarm System Cor	DES-BUILD	\$17,800.00	\$15,788.58	88.7	\$2,011.42	\$14,034.21	\$7,031.63	\$7,002.58	127	72	55
2025-03-31 11:30PM	2025-03	JGRAHAM	479970	Conference Room Refit	DES-BUILD	\$8,712.00	\$9,515.21	109.22	(\$803.21)	\$5,689.81	\$7,129.81	(\$1,440.00)	130	70	60
2025-03-31 11:30PM	2025-03	JMULDOON	480402	Executive Offices / Access Control S	DES-BUILD	\$32,786.00	\$30,822.62	117.87	(\$6,026.62)	\$10,060.01	\$22,410.87	(\$1,340.06)	122	45	87

3. One Dashboard Views – Backlog Only

LOOK AHEAD
2, 3, 4 MONTHS
SCHEDULE



3. One Dashboard Views – Backlog and Opps



Poll #2:

(Select all that apply)

How are you currently planning out next month's actions?

- a. Gut feel – we've been doing this for so long, we just know what needs to be done
- b. We ask for management input – each team decides what they need to do next
- c. Historical trends – we compare last year's data to current data
- d. One Dashboard – we use dashboard data to plan and manage to intended results

4. Typical Scenarios

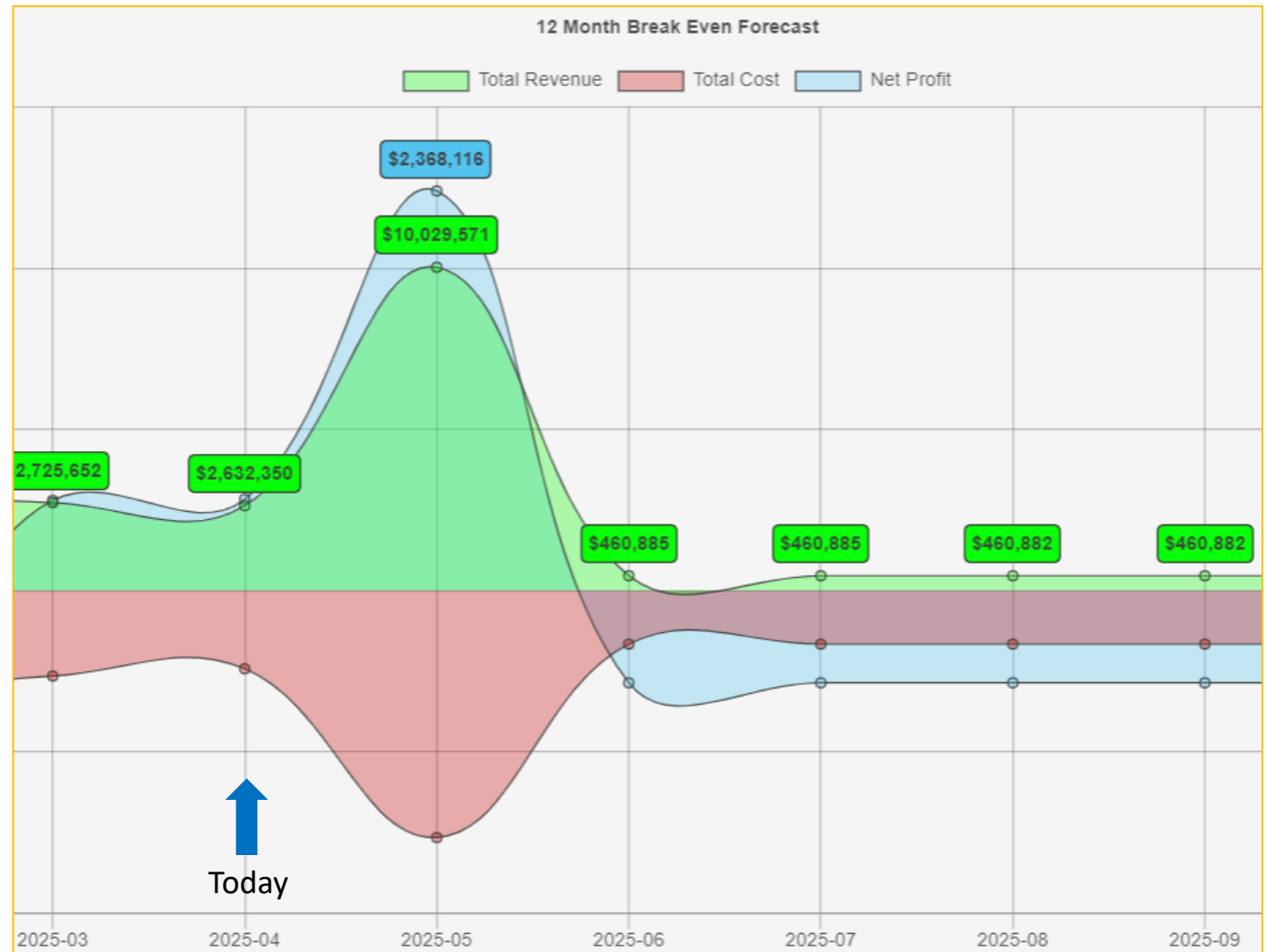
- Typical Executive reaction – "well, when it is right we will look at it."
 - The reality is that unless you look at it, your team will never be motivated to get it right
- Typical Organization reaction – "that would take too much work to get right"
 - It will not resolve itself, either you want the data in the system to reflect the work you are performing, or you will not have the visibility (forecast) you need to run your business

4a. Typical Scenarios

Bubble – very typical starting point

Caused by:

- Dates in the past – the system puts them in the current month
- Unscheduled Material and Unscheduled Labor
- Flat lines show that nothing has been scheduled into the future

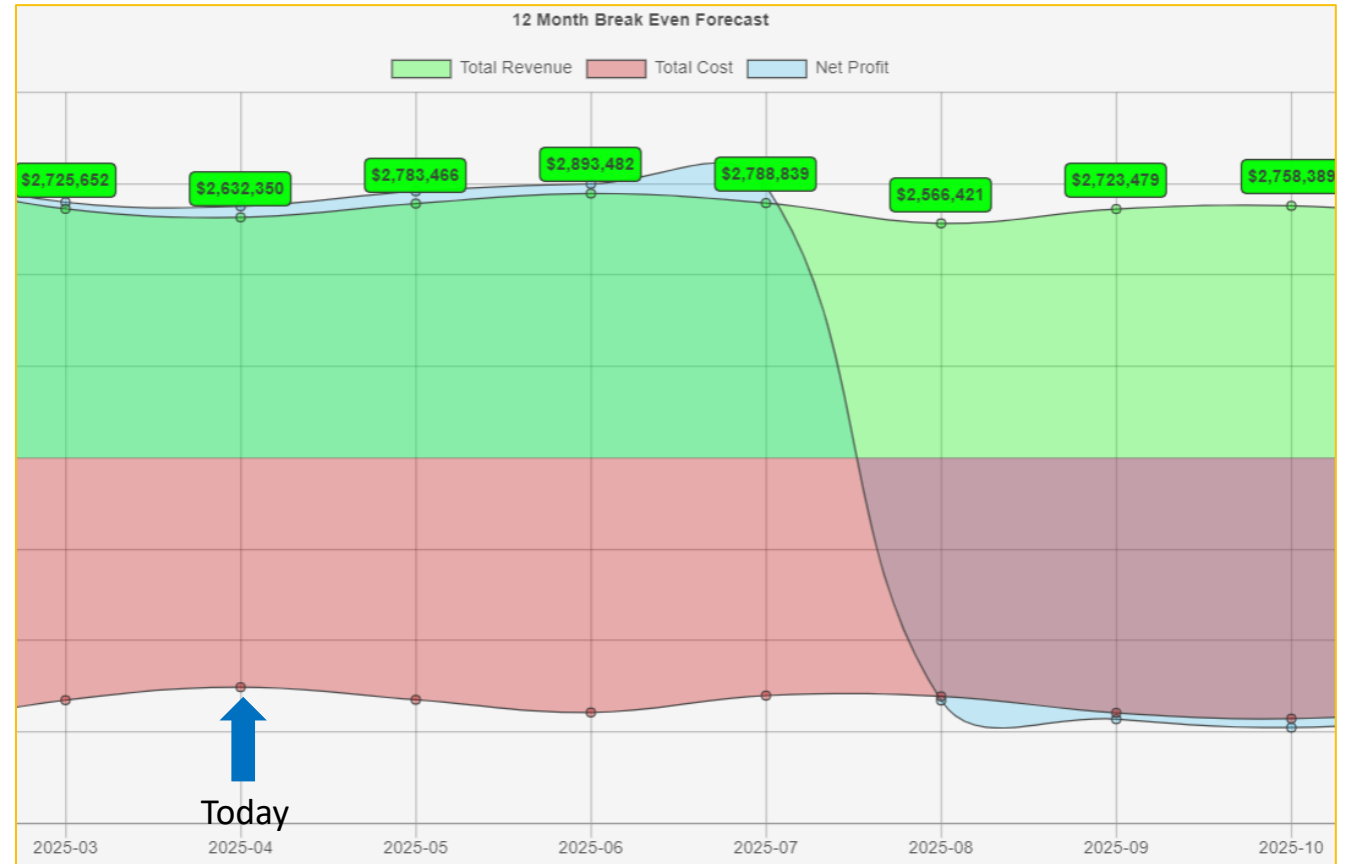


4b. Typical Scenarios

Forecast will achieve target

What do we do now?

- Projected Profit and Cash Flow are within target range
- Monitor throughout month, but let teams simply execute
- Executive focus can be on strategic initiatives
- No need to worry, stay awake at night, drill down, micromanage, etc

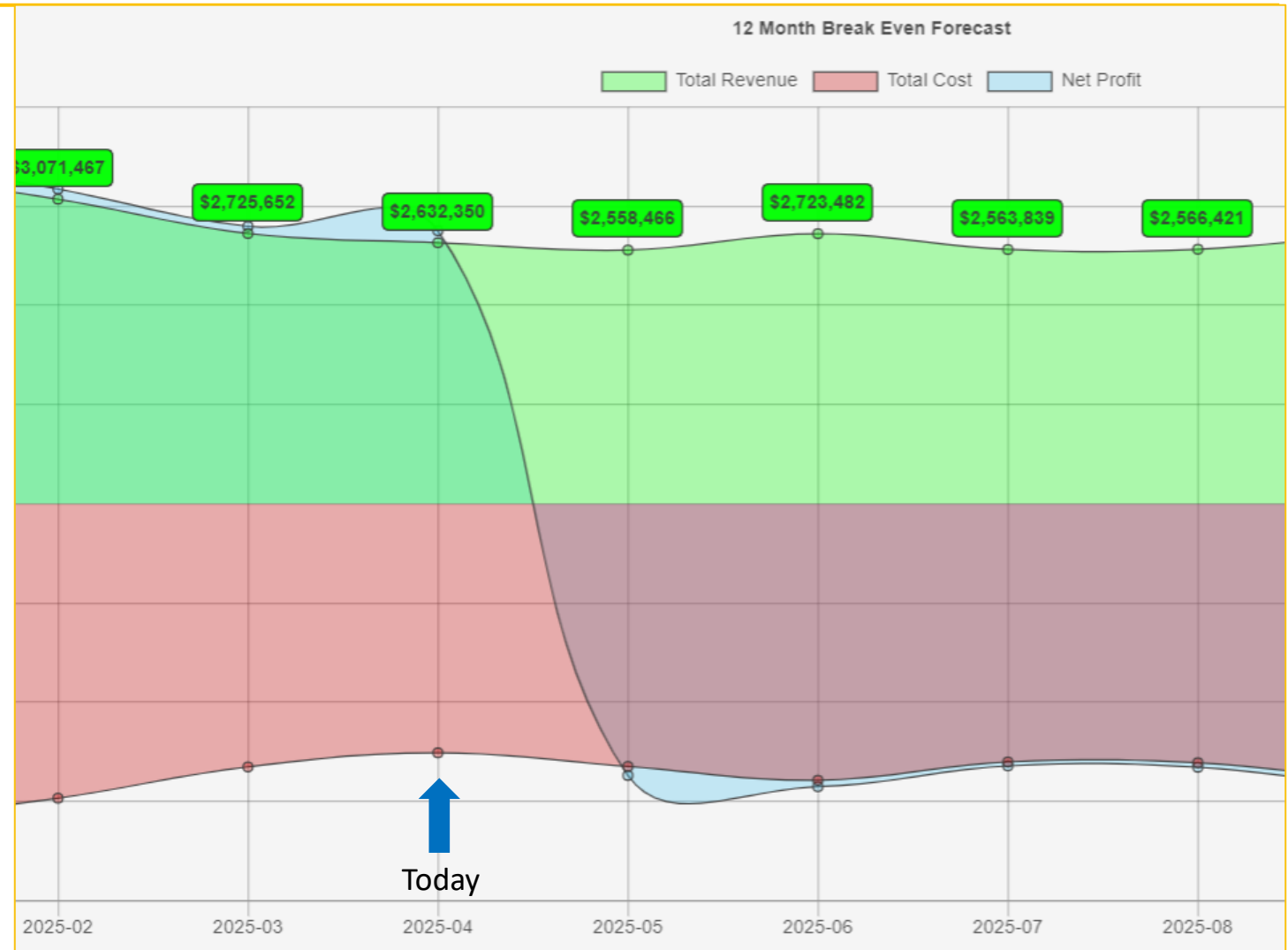


4c. Typical Scenarios

Profit does not achieve plan
(backlog only)

What do we do now?

- Excess Labor Capacity
- Key question to address – is there any work that can be pulled into the planned period?

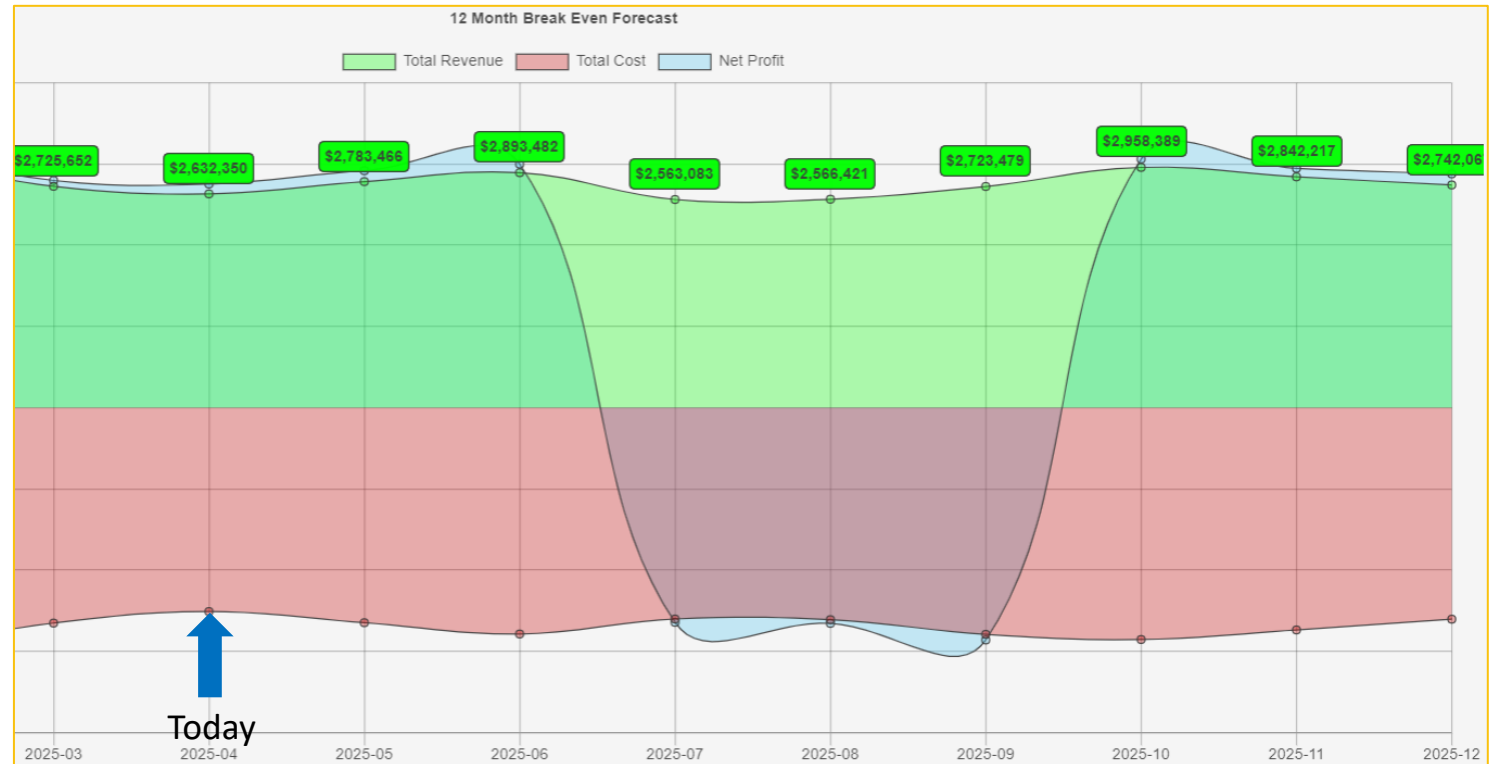


4c. Typical Scenarios

Profit does not achieve plan
past current backlog

What do we do now?

- Insufficient sales
- Key question(s) to address
 - Do we have a realistic plan to achieve new orders to meet our targets?
 - Do we need to adjust our spending?

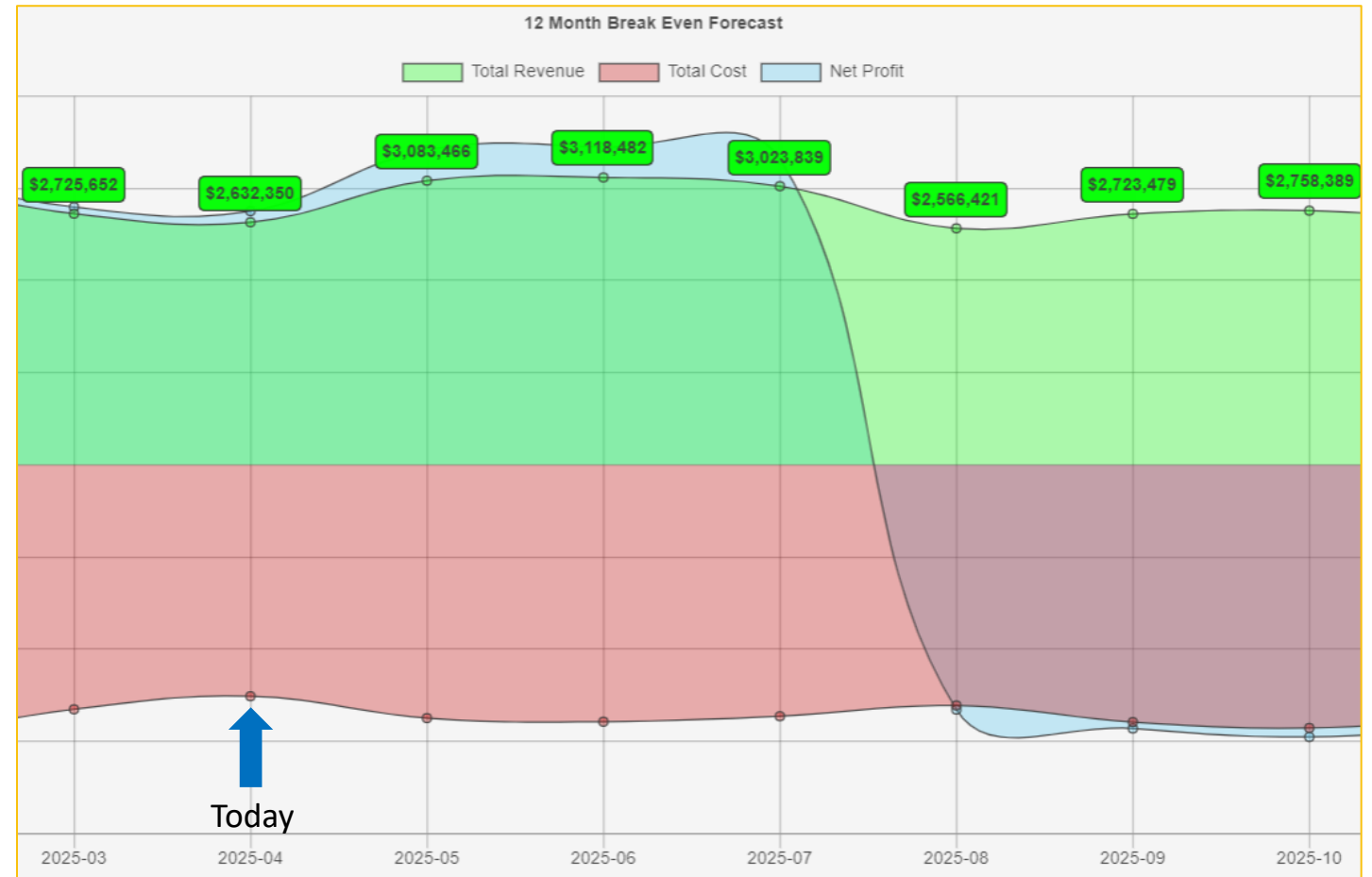


4d. Typical Scenarios

Profit is excessive (backlog only)

What do we do now?

- Over-committed Labor
- Key question to address – which work is going to be pushed out?
- Prioritize work to company objectives
- Communicate, communicate, communicate

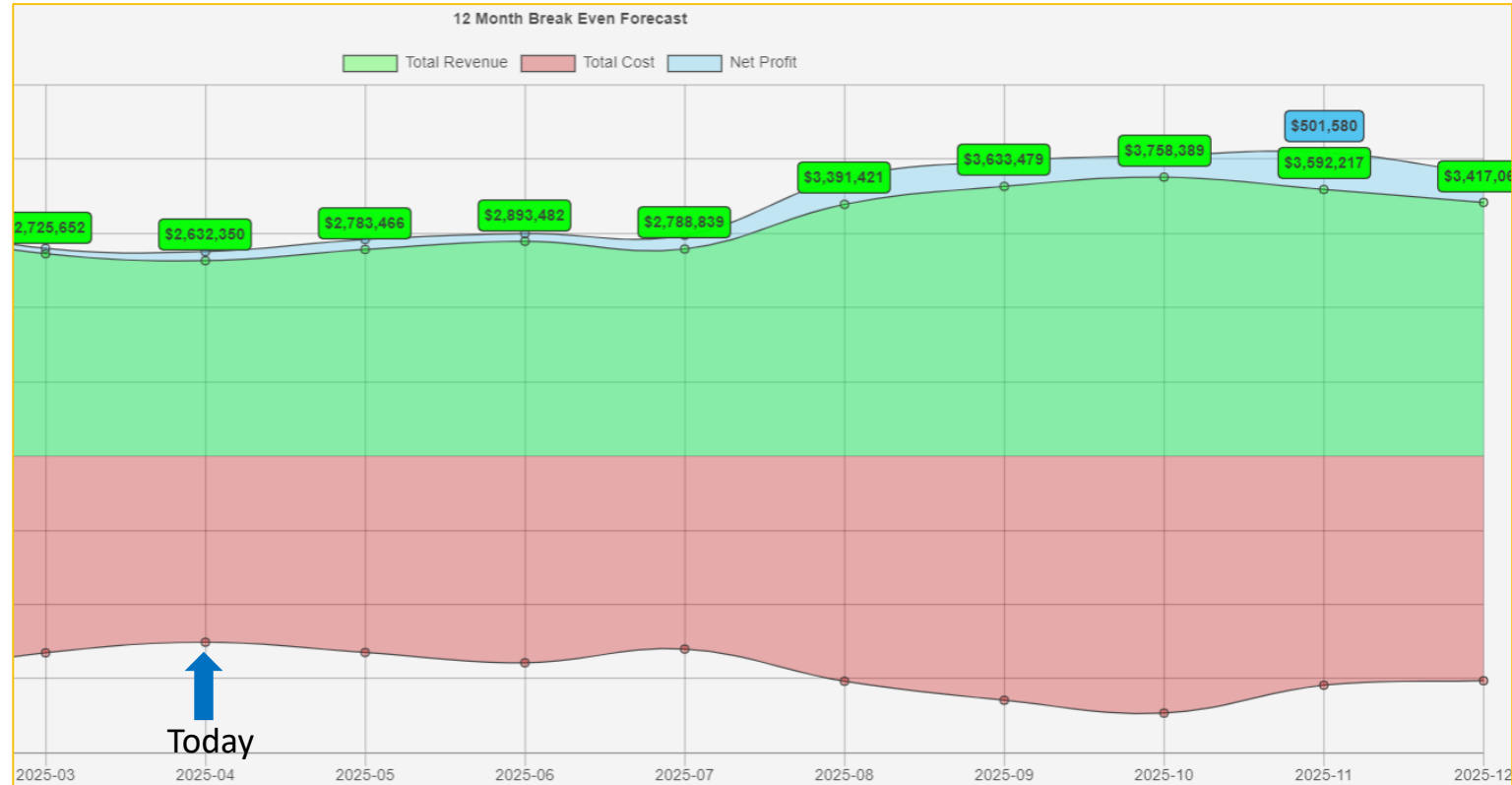


4d. Typical Scenarios

Profit is excessive from future sales

What do we do now?

- Over-committed Sales
- Key question to address – how do we prepare to fulfill this work?
- Prioritize work to company objectives
- Communicate, communicate, communicate



Poll #3: (Select two)

My top two next steps are...

- a. Establish a regular forecast meeting cadence
- b. Ensure we regularly update data (Sales Opps, Labor, Material, and Invoice Tasks)
- c. Come prepared to speak to departmental data in the context of the One Dashboard (hold each other accountable)
- d. Review past 30 days and identify possible course corrections for next 30-60-90 days
- e. Proactively plan for upcoming 3-6 months

5. Summary

- The data in the system is what your team is planning / working to achieve
- One Dashboard is intended to help you move from data to foresight
- Once you have foresight, take the necessary action to drive the results you desire

***“Truth Early –
with Options”***



6. Q&A



Poll #4:

Would you like to be contacted regarding further training on maximizing your Executive Team's ability to use the forecasting capabilities of your One Dashboard?

a) Yes

b) No

7. Wrap Up & References


Q360 > Help > Contents

Sales Forecasting with Q360 v23.02

Sales Forecasting with Q360 v23.02

In this MasterClass webinar, we explore Sales Forecasting methodology and functionality within Q360.

This webinar was recorded on May 29, 2024. View or download slide deck here



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Agenda:

1. Introduction / Context | 03:08
 - a. Discussion between Roman Burdort and Brad Malone
 - b. What do we see most often?
2. Roles | 04:33
 - a. Sales Reps
 - b. Sales Engineers
 - c. Sales Managers
 - d. Execs and Finance
 - e. Operations
3. Mock Sales Management Meeting - Immature (with Q360 demo) | 07:20
4. Sales Opportunities - Key Opportunity Form Attributes | 12:30
 - a. Interest: Sales Funnel > Sales Process
 - i. (see also) Sales Funnel / Mark Complete
 - b. Sale Type
 - c. Value

Q360

Window Help

Send Email to Customer Care

Contents

Forecasting Reports in Q360 – Key Drivers

Report: One Dashboard

Report #: Q0284

One Dashboard

The One Dashboard is intended to give you visibility into the health and trajectory of your business and provide your team with the ability to plan. The One Dashboard provides accurate cash flow and cost forecasting to allow your business to be more proactive in your planning rather than rely on historical data.

The One Dashboard does not require any "extra" work in order to function – it simply pulls together your "regular" planning into one condensed forecast.

Break Even Forecast

The top graph of the One Dashboard, labeled "Break Even Forecast" (Q0280), represents profitability – what the income statement should look like, previous periods (up to 6 months) and forecasted into the future (up to 24 months). The dashboard displays Total Revenue, Total Costs, and Net Profit data point can be expanded to see the underlying data. Cost and Revenue components are defined and calculated using the logic found here: [One Dashboard Revenue and Cost Calculations](#)

Revenue Sources:

- Projects
- Recurring
- Transactional

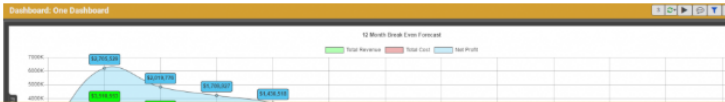
Expense:

- Recurring (fixed)
- Variable (project material costs, transactional costs, etc)

Revenue – Expense = Net Profit

Cash Forecast

The bottom graph of the One Dashboard, labeled "Cash Forecast" (Q0231), represents liquidity, and provides visibility into the current and forecast position of your company by leveraging the information within Q360 as it pertains to bank account balances and expected receivables and payable period. Further detail on the information behind the Cash Forecast and the more detailed Cash Flow Forecast report can be found here: [Cash Flow Forecast](#)



Dashboard: One Dashboard

12 Month Break Even Forecast

Revenue: 12,750,000

Costs: 10,000,000

Net Profit: 2,750,000

One Dashboard – Revenue and Cost Calculations

Report: Project Revenue / Cost Forecast

Report: Q0058

Path: Live Data > Accounting > Project Revenue/Cost Forecast

Purpose:

The Project Revenue/Cost Forecast report, identified by the report number Q0058, serves as a critical tool within Q360, designed to provide insight into the current state of existing projects in terms of both the revenue they have already earned and the revenue that is yet to be earned. Furthermore, it forecasts the remaining cost and revenue month over month into the future, based on user-defined filter settings. This report is invaluable for project managers and financial analysts looking to make informed decisions about project performance and profitability.

Benefits:

- **Enhanced Project Visibility:** The report provides a comprehensive view of each project's current status, projecting both earned and projected revenue, enabling stakeholders to gain a clear understanding of the financial health of individual projects
- **Accurate Forecasting:** The inclusion of forecasting methods (STRAIGHTLINE and MATLABOR (recommended)) allows for precise predictions of future cost and revenue, crucial for making informed financial decisions
- **Material Cost and Revenue Projection:** By considering the Request Date and Purchase Order ETA date for material items, the report conservatively forecasts the recognition of material costs and revenue, ensuring financial accuracy
- **Optimized Resource Allocation:** The inclusion of Sold Hours, Remaining Hours, and Forecast Hours allows for a better understanding of labor resource allocation and utilization, aiding in efficient project management
- **Detailed Profit Analysis:** The report goes beyond revenue to calculate Gross Profit (GP) and Gross Margin (GM), providing a comprehensive financial picture and supporting profitability analysis
- **Periodic Forecasting:** The ability to forecast data month over month into the future helps in long-term planning, resource allocation, and revenue recognition, supporting strategic decision-making
- **Early Warning System:** The Backlog and GP Backlog columns serve as early warning indicators, alerting stakeholders to projects where revenue recognition may fall short of projections, allowing for timely corrective actions
- **Sales Opportunity Integration:** Inclusion of sales opportunity data allows for the forecasting of potential cost, revenue, and hours of active sales opportunities. Users may customize the inclusion based on probability percentages

Forecasting Methods

[Material Forecasting](#)
[Sales Opportunity Data](#)
[Sales Opportunity Filters](#)
[Report Columns](#)

Forecasting Methods

The Project Revenue/Cost Forecast report offers two distinct methods for forecasting cost and revenue: STRAIGHTLINE and MATLABOR (recommended). The choice of forecasting method can be set as the default configuration—contact your Solutions360 Professional Services or Customer Care team. Value for all projects (unless explicitly denoted otherwise on the Project > Profit tab) uses the "PROJECTFORECASTMETHOD" configuration. Options for this configuration are:

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