Rolling Forecast Maturity Checklist

Lumel

Checklist Item	Level 1 (Foundational)	Level 2 (Developing)	Level 3 (Strategic)	Our Score (1, 2, or 3)
1. Data Integration	Manual export and paste of actuals from the ERP.	Semi-automated; some key sources are connected, others are manual.	Actuals are automatically pulled from all source systems (ERP, CRM, HRIS).	
2. Workflow & Roles	Managed via email and shared folders; lots of version control issues.	A central tool is used, but process relies on some manual follow-up.	A central platform fully manages workflows, tasks, and provides a clear audit trail.	
3. Forecast Fatigue	Each cycle is a painful, bottom-up re-budgeting exercise that takes weeks.	Process is faster, but still takes too long; focus is on financial variances.	Process is efficient, focused on "what's changed," and completed in days.	
4. Driver-Based Model	Forecast is based on simple financial trends (e.g., historical growth %).	Uses a mix of financial trends and some high-level operational drivers.	Forecast is powered by validated operational KPIs owned by the business.	
5. Accuracy Analysis	A simple "Forecast vs. Actual" variance report is produced.	Variance is tracked and major deviations are investigated, but bias analysis is ad-hoc.	Detailed variance analysis is performed; systemic bias is identified and reduced.	
6. Self-Service BI	Finance is a "report factory," creating custom reports on request.	Standard dashboards are available, but deep-dive analysis requires finance support.	Business leaders use self-service dashboards to answer their own questions.	
7. Scenario Planning	"Best/Worst" cases exist but are rarely used or updated.	Simple Best/Worst/Base cases are regularly updated and reviewed.	Multi-driver scenario analysis is used to drive leadership discussions.	
8. xP&A Integration	The forecast is a standalone finance exercise.	Financial forecast includes workforce planning but is not fully integrated with Ops.	Financial forecast is fully integrated with Sales, HR, and Operations plans (IBP).	
9. Strategic Alignment	Short-term forecast and long-range plan are disconnected.	Forecast is reviewed against the annual plan, but the link to the long-range plan is manual.	Rolling forecast acts as an early warning system for the long-range plan.	
10. Forecast Narrative	The forecast is presented as a set of tables and numbers.	Presentations include commentary on key variances and changes.	The forecast is a compelling story that explains the "why" and drives action.	
			Total Score:	[Your Total]