

RECALCULATE THE PERCENTAGE OF SALES INCOME STATEMENT, BUT THIS TIME USE THE TREND FUNCTION TO FORECAST

RECALCULATE THE PERCENTAGE OF SALES INCOME STATEMENT, BUT THIS TIME USE THE TREND FUNCTION TO FORECAST

RECALCULATING THE PERCENTAGE OF SALES INCOME STATEMENT IS A COMMON ANALYTICAL TECHNIQUE USED BY FINANCIAL ANALYSTS AND MANAGERS TO UNDERSTAND HOW DIFFERENT COMPONENTS OF A COMPANY'S INCOME STATEMENT BEHAVE RELATIVE TO SALES. TRADITIONALLY, THIS INVOLVES CALCULATING THE PERCENTAGE OF EACH LINE ITEM (SUCH AS COST OF GOODS SOLD, OPERATING EXPENSES, OR NET INCOME) AS A PROPORTION OF TOTAL SALES FOR A SPECIFIC PERIOD. HOWEVER, WITH THE ADVENT OF ADVANCED SPREADSHEET FUNCTIONS IN TOOLS LIKE MICROSOFT EXCEL, IT IS NOW POSSIBLE TO ENHANCE THIS ANALYSIS BY LEVERAGING FORECASTING TECHNIQUES SUCH AS THE TREND FUNCTION. INCORPORATING FORECASTING INTO THE PERCENTAGE ANALYSIS ALLOWS FOR MORE DYNAMIC AND FORWARD-LOOKING INSIGHTS, HELPING STAKEHOLDERS MAKE BETTER-INFORMED DECISIONS. THIS ARTICLE EXPLORES HOW TO RECALCULATE PERCENTAGES OF AN INCOME STATEMENT USING THE TREND FUNCTION TO FORECAST FUTURE VALUES, PROVIDING A COMPREHENSIVE GUIDE AND PRACTICAL EXAMPLES.

UNDERSTANDING THE TRADITIONAL PERCENTAGE OF SALES INCOME STATEMENT

WHAT IS A PERCENTAGE OF SALES ANALYSIS?

THE PERCENTAGE OF SALES METHOD INVOLVES EXPRESSING EACH LINE ITEM ON THE INCOME STATEMENT AS A PERCENTAGE OF TOTAL SALES. THIS STANDARDIZES THE DATA, ALLOWING FOR EASIER COMPARISON ACROSS PERIODS AND WITH OTHER COMPANIES. IT HELPS IDENTIFY TRENDS, COST STRUCTURES, AND EFFICIENCY MEASURES.

STEPS IN TRADITIONAL PERCENTAGE CALCULATION

1. GATHER HISTORICAL INCOME STATEMENT DATA FOR MULTIPLE PERIODS.
2. IDENTIFY THE TOTAL SALES FOR EACH PERIOD.
3. CALCULATE EACH LINE ITEM'S PERCENTAGE RELATIVE TO SALES, E.G.,
 - $\text{COST OF GOODS SOLD (COGS)} / \text{SALES}$
 - $\text{GROSS PROFIT} / \text{SALES}$
 - $\text{OPERATING EXPENSES} / \text{SALES}$
 - $\text{NET INCOME} / \text{SALES}$
4. ANALYZE THE RESULTING PERCENTAGES TO IDENTIFY TRENDS AND ANOMALIES.

LIMITATIONS OF STATIC PERCENTAGE ANALYSIS

- HISTORICAL DATA MAY NOT PREDICT FUTURE PERFORMANCE ACCURATELY.
- CHANGES IN MARKET CONDITIONS, COST STRUCTURES, OR STRATEGIC INITIATIVES CAN RENDER PAST PERCENTAGES OBSOLETE.
- STATIC ANALYSIS DOES NOT INCORPORATE POTENTIAL GROWTH OR DECLINE TRENDS.

THE POWER OF FORECASTING: INTRODUCING THE TREND FUNCTION

WHAT IS THE TREND FUNCTION?

THE TREND FUNCTION IN EXCEL IS A STATISTICAL TOOL THAT FITS A LINEAR TREND LINE TO A SET OF KNOWN DATA POINTS AND FORECASTS FUTURE VALUES BASED ON THAT TREND. IT USES THE LEAST SQUARES METHOD TO MINIMIZE THE SUM OF SQUARED ERRORS, PROVIDING THE BEST LINEAR APPROXIMATION OF THE DATA.

WHY USE THE TREND FUNCTION IN INCOME STATEMENT ANALYSIS?

- IT HELPS PROJECT FUTURE LINE ITEM VALUES BASED ON HISTORICAL DATA TRENDS.
- FACILITATES DYNAMIC SCENARIO PLANNING AND FORECASTING.
- ENHANCES THE TRADITIONAL PERCENTAGE ANALYSIS WITH FORWARD-LOOKING INSIGHTS.

STEP-BY-STEP GUIDE TO RECALCULATING PERCENTAGES USING THE TREND FUNCTION

STEP 1: PREPARE YOUR DATA

- ORGANIZE HISTORICAL INCOME STATEMENT DATA IN A SPREADSHEET, WITH COLUMNS FOR PERIODS (MONTHS, QUARTERS, YEARS).
- ENSURE EACH ROW CONTAINS DATA FOR:
 - SALES
 - COST OF GOODS SOLD
 - OPERATING EXPENSES

- NET INCOME

STEP 2: FORECAST FUTURE LINE ITEM VALUES

TO FORECAST EACH LINE ITEM'S FUTURE VALUE:

1. IDENTIFY THE KNOWN DATA RANGE FOR THE HISTORICAL PERIOD.
2. USE THE TREND FUNCTION TO PREDICT FUTURE VALUES BASED ON THE HISTORICAL DATA.

FOR EXAMPLE, TO FORECAST COGS FOR THE NEXT PERIOD:

`=TREND(known_y's, known_x's, new_x's)`

- **KNOWN_Y'S:** RANGE OF HISTORICAL COGS VALUES.
- **KNOWN_X'S:** CORRESPONDING PERIOD NUMBERS OR DATES.
- **NEW_X'S:** THE FUTURE PERIODS FOR WHICH YOU WANT FORECASTS (E.G., NEXT PERIOD NUMBER).

STEP 3: CALCULATE FORECASTED PERCENTAGES

- ONCE FORECASTED LINE ITEM VALUES ARE OBTAINED, SUM ALL FORECASTED LINE ITEMS FOR EACH FUTURE PERIOD TO DETERMINE PROJECTED TOTAL SALES.
- CALCULATE EACH LINE ITEM'S PERCENTAGE RELATIVE TO PROJECTED SALES:

`=Forecasted Line Item / Forecasted Sales`

- REPEAT FOR ALL LINE ITEMS AND FUTURE PERIODS.

STEP 4: ANALYZE AND INTERPRET THE FORECASTED PERCENTAGES

- COMPARE FORECASTED PERCENTAGES WITH HISTORICAL AVERAGES TO IDENTIFY SHIFTS OR TRENDS.
- USE THIS INFORMATION TO MAKE STRATEGIC DECISIONS REGARDING COST CONTROLS, PRICING, OR INVESTMENT PLANS.

Practical Example: Forecasting a Retail Company's Income Statement

Scenario Setup

Suppose you have five years of data for a retail company. Your data includes annual sales, COGS, operating expenses, and net income. You want to forecast the percentages of these items to sales for the upcoming year.

Data Organization

Year	Sales	COGS	Operating Expenses	Net Income
2019	1,000,000	600,000	200,000	100,000
2020	1,200,000	720,000	220,000	130,000
2021	1,400,000	840,000	240,000	150,000
2022	1,600,000	960,000	260,000	180,000
2023	1,800,000	1,080,000	280,000	200,000

Forecasting Future Values

- Use the TREND function in Excel:
- For COGS in 2024:

`=TREND(B2:B6, A2:A6, A7)`

- Similarly, forecast other line items.

Calculating Forecasted Percentages

- Calculate total forecasted sales for 2024.
- Divide each forecasted line item by forecasted sales to obtain percentages.
- Analyze how these percentages are trending compared to historical averages.

Advantages of Using the TREND Function for Percentage Recalculation

- **Forward-looking insights:** Provides estimates of future financial ratios.
- **Data-driven decision making:** Helps identify potential cost overruns or efficiency improvements.
- **Flexibility:** Can be applied to multiple line items simultaneously.

- **CUSTOMIZATION:** ADJUST FOR DIFFERENT FORECAST PERIODS AND SCENARIOS.

LIMITATIONS AND CONSIDERATIONS

- **LINEAR ASSUMPTIONS:** TREND ASSUMES A LINEAR RELATIONSHIP, WHICH MAY NOT ALWAYS BE ACCURATE.
- **DATA QUALITY:** FORECASTS DEPEND ON THE QUALITY AND CONSISTENCY OF HISTORICAL DATA.
- **EXTERNAL FACTORS:** ECONOMIC, INDUSTRY, OR COMPANY-SPECIFIC CHANGES MAY IMPACT ACTUAL FUTURE RESULTS BEYOND WHAT THE TREND INDICATES.
- **MODEL VALIDATION:** ALWAYS VALIDATE FORECASTS WITH QUALITATIVE INSIGHTS AND ALTERNATIVE MODELS.

CONCLUSION

RECALCULATING THE PERCENTAGE OF SALES INCOME STATEMENT USING THE TREND FUNCTION INTRODUCES A VALUABLE DIMENSION OF FORECAST-DRIVEN ANALYSIS TO TRADITIONAL PERCENTAGE METHODS. BY LEVERAGING HISTORICAL DATA TO PROJECT FUTURE LINE ITEM VALUES AND THEIR RELATIVE PROPORTIONS, FINANCIAL ANALYSTS AND MANAGERS CAN GAIN A MORE DYNAMIC UNDERSTANDING OF EXPECTED PERFORMANCE. THIS APPROACH SUPPORTS PROACTIVE DECISION-MAKING, STRATEGIC PLANNING, AND RESOURCE ALLOCATION, ESPECIALLY IN VOLATILE OR RAPIDLY CHANGING ENVIRONMENTS. WHILE IT IS ESSENTIAL TO RECOGNIZE THE LIMITATIONS OF LINEAR FORECASTING MODELS, COMBINING TREND-BASED FORECASTS WITH QUALITATIVE INSIGHTS CAN SIGNIFICANTLY ENHANCE THE ACCURACY AND USEFULNESS OF INCOME STATEMENT ANALYSIS. ULTIMATELY, INTEGRATING TREND FORECASTING INTO PERCENTAGE ANALYSIS EMPOWERS ORGANIZATIONS TO ANTICIPATE FUTURE CHALLENGES AND OPPORTUNITIES MORE EFFECTIVELY.

FREQUENTLY ASKED QUESTIONS

WHAT IS THE PURPOSE OF RECALCULATING THE PERCENTAGE OF SALES IN AN INCOME STATEMENT USING THE TREND FUNCTION?

USING THE TREND FUNCTION ALLOWS FOR FORECASTING FUTURE PERCENTAGES OF SALES, PROVIDING MORE ACCURATE AND DATA-DRIVEN INSIGHTS INTO EXPECTED FINANCIAL PERFORMANCE BASED ON HISTORICAL DATA.

HOW DOES THE TREND FUNCTION IMPROVE THE ACCURACY OF SALES INCOME STATEMENT PROJECTIONS?

THE TREND FUNCTION MODELS THE RELATIONSHIP BETWEEN SALES AND OTHER VARIABLES, ENABLING MORE PRECISE PREDICTIONS BY CAPTURING TRENDS AND PATTERNS IN HISTORICAL DATA RATHER THAN RELYING ON STATIC PERCENTAGES.

WHAT ARE THE STEPS TO APPLY THE TREND FUNCTION FOR RECALCULATING SALES PERCENTAGES IN EXCEL?

FIRST, ORGANIZE YOUR HISTORICAL SALES DATA, THEN USE THE TREND FUNCTION TO PROJECT FUTURE SALES FIGURES, AND FINALLY CALCULATE THE PERCENTAGE OF EACH EXPENSE OR INCOME ITEM RELATIVE TO THE FORECASTED SALES.

CAN THE TREND FUNCTION BE USED FOR BOTH REVENUE AND EXPENSE FORECASTS IN THE INCOME STATEMENT?

YES, THE TREND FUNCTION CAN BE APPLIED TO FORECAST BOTH REVENUE AND EXPENSES BASED ON HISTORICAL DATA, ALLOWING FOR DYNAMIC RECALCULATIONS OF INCOME STATEMENT COMPONENTS.

WHAT ARE SOME LIMITATIONS OF USING THE TREND FUNCTION FOR FORECASTING SALES PERCENTAGES?

LIMITATIONS INCLUDE ITS ASSUMPTION OF LINEARITY, POTENTIAL INACCURACIES WITH IRREGULAR DATA PATTERNS, AND THE NEED FOR SUFFICIENT HISTORICAL DATA TO GENERATE RELIABLE FORECASTS.

HOW DOES FORECASTING WITH THE TREND FUNCTION HELP IN STRATEGIC FINANCIAL PLANNING?

IT PROVIDES FORWARD-LOOKING ESTIMATES OF SALES AND RELATED PERCENTAGES, ENABLING BUSINESSES TO MAKE INFORMED DECISIONS, ALLOCATE RESOURCES EFFECTIVELY, AND PREPARE FOR FUTURE FINANCIAL SCENARIOS.

IS IT NECESSARY TO UPDATE THE TREND FORECAST REGULARLY, AND WHY?

YES, UPDATING THE FORECAST ENSURES IT REFLECTS THE LATEST DATA AND MARKET CONDITIONS, MAINTAINING ACCURACY AND RELEVANCE IN FINANCIAL PLANNING AND DECISION-MAKING.

WHAT ALTERNATIVE METHODS CAN COMPLEMENT THE TREND FUNCTION FOR SALES FORECASTING?

OTHER METHODS INCLUDE MOVING AVERAGES, EXPONENTIAL SMOOTHING, REGRESSION ANALYSIS, AND MACHINE LEARNING MODELS, WHICH CAN PROVIDE ADDITIONAL INSIGHTS OR IMPROVE FORECAST ACCURACY.

ADDITIONAL RESOURCES

RECALCULATE THE PERCENTAGE OF SALES INCOME STATEMENT, BUT THIS TIME USE THE TREND FUNCTION TO FORECAST IS A POWERFUL APPROACH FOR FINANCIAL ANALYSIS AND PLANNING. BY INTEGRATING THE TREND FUNCTION INTO YOUR PERCENTAGE OF SALES INCOME STATEMENT, YOU CAN DYNAMICALLY FORECAST FUTURE FINANCIAL PERFORMANCE BASED ON HISTORICAL DATA, PROVIDING MORE ACCURATE AND DATA-DRIVEN INSIGHTS. THIS GUIDE WILL WALK YOU THROUGH THE PROCESS STEP-BY-STEP, HELPING YOU LEVERAGE EXCEL'S TREND FUNCTION TO ENHANCE YOUR INCOME STATEMENT ANALYSIS AND FORECASTING CAPABILITIES.

INTRODUCTION: WHY USE THE TREND FUNCTION FOR INCOME STATEMENT ANALYSIS?

FINANCIAL ANALYSTS AND BUSINESS OWNERS OFTEN RELY ON THE PERCENTAGE OF SALES METHOD TO ANALYZE INCOME STATEMENTS. THIS INVOLVES EXPRESSING EACH LINE ITEM AS A PERCENTAGE OF TOTAL SALES, ALLOWING FOR EASY COMPARISON ACROSS PERIODS AND BENCHMARKING AGAINST INDUSTRY STANDARDS. HOWEVER, STATIC HISTORICAL PERCENTAGES MAY NOT ACCOUNT FOR FUTURE TRENDS OR CHANGES IN THE BUSINESS ENVIRONMENT.

INCORPORATING THE TREND FUNCTION ALLOWS YOU TO FORECAST FUTURE SALES AND RELATED INCOME STATEMENT LINE ITEMS BASED ON HISTORICAL DATA. BY DOING SO, YOU CAN RECALCULATE THE PERCENTAGE OF SALES USING PROJECTED FIGURES, GAINING A FORWARD-LOOKING VIEW THAT SUPPORTS STRATEGIC DECISION-MAKING.

UNDERSTANDING THE BASICS: PERCENTAGE OF SALES INCOME STATEMENT

BEFORE DIVING INTO THE FORECASTING PROCESS, IT'S ESSENTIAL TO UNDERSTAND THE TRADITIONAL PERCENTAGE OF SALES METHOD:

- HISTORICAL DATA: COLLECT PAST INCOME STATEMENT FIGURES, INCLUDING SALES, COST OF GOODS SOLD (COGS), OPERATING EXPENSES, ETC.
- CALCULATE PERCENTAGES: FOR EACH PERIOD, DIVIDE EACH LINE ITEM BY TOTAL SALES TO DETERMINE THE PERCENTAGE OF SALES.
- ANALYSIS: USE THESE PERCENTAGES TO IDENTIFY TRENDS, VARIANCES, AND BENCHMARKS.

WHILE THIS METHOD PROVIDES VALUABLE INSIGHTS, IT ASSUMES PAST RELATIONSHIPS REMAIN CONSTANT. INTEGRATING FORECASTING TECHNIQUES LIKE THE TREND FUNCTION ENHANCES THIS ANALYSIS BY PROJECTING FUTURE DATA POINTS.

STEP-BY-STEP GUIDE TO RECALCULATING PERCENTAGE OF SALES INCOME STATEMENT USING THE TREND FUNCTION

STEP 1: PREPARE YOUR HISTORICAL DATA

START WITH A CLEAR AND ORGANIZED DATASET, FOR EXAMPLE:

YEAR	SALES	COGS	OPERATING EXPENSES	NET INCOME
2019	1,000	600	200	200
2020	1,200	720	240	240
2021	1,500	900	300	300
2022	1,800	1,080	360	360

ENSURE THE DATA IS CLEAN, WITH NO MISSING OR INCONSISTENT ENTRIES.

STEP 2: USE THE TREND FUNCTION TO FORECAST FUTURE SALES

THE TREND FUNCTION IN EXCEL PREDICTS FUTURE VALUES BASED ON EXISTING DATA, ASSUMING A LINEAR TREND.

SYNTAX:

```
""EXCEL
TREND(known_y's, [known_x's], [new_x's], [const])
""
```

- known_y's: THE DEPENDENT DATA POINTS (E.G., HISTORICAL SALES).
- known_x's: THE INDEPENDENT VARIABLE (E.G., YEARS).
- new_x's: THE X-VALUES FOR WHICH YOU WANT TO FORECAST Y-VALUES (E.G., UPCOMING YEARS).
- const: OPTIONAL; TRUE BY DEFAULT, ALLOWING INTERCEPT CALCULATION.

IMPLEMENTATION:

ASSUMING YOUR YEARS ARE IN COLUMN A (A2:A5) AND SALES IN COLUMN B (B2:B5):

1. DEFINE THE RANGE FOR KNOWN DATA:

- YEARS: A2:A5
- SALES: B2:B5

2. DECIDE ON FORECAST YEARS (E.G., 2023 AND 2024):

YEAR	FORECASTED SALES
2023	
2024	

3. Use the TREND function in cells C6 and C7:

```
'''EXCEL
=TREND(B2:B5, A2:A5, {2023, 2024})
'''
```

This formula returns an array of forecasted sales for 2023 and 2024.

STEP 3: CALCULATE FORECASTED INCOME STATEMENT LINE ITEMS

Using the forecasted sales, you can project other income statement items. The key assumption is that the relationships between sales and line items remain consistent, or you can adjust based on observed trends.

Approach:

- For each line item, determine its historical percentage of sales.
- Apply the forecasted sales to these percentages to estimate future line items.

Example:

Calculate historical percentages for COGS:

Year	Sales	COGS	COGS % of Sales
2019	1,000	600	60%
2020	1,200	720	60%
2021	1,500	900	60%
2022	1,800	1,080	60%

In this simplified example, COGS is consistently 60% of sales. But for more complex datasets, you can perform linear regression using the TREND function for each line item.

STEP 4: RECALCULATE PERCENTAGES USING FORECASTED DATA

Once you have forecasted sales and projected line items:

1. Compute the forecasted percentages:

```
'''EXCEL
=Projected Line Item / Forecasted Sales
'''
```

2. For example, if forecasted COGS in 2023 is in cell D6, and forecasted sales are in cell C6:

```
'''EXCEL
=D6 / C6
'''
```

Repeat this for all line items to obtain the forecasted percentage of sales.

STEP 5: ANALYZE AND ADJUST

Forecasts based solely on linear trends are useful starting points. However, consider:

- Adjusting for seasonality or known upcoming changes.
- Incorporating other forecasting techniques for non-linear trends.
- Comparing forecasted percentages against industry benchmarks.

ADVANCED TIPS AND CONSIDERATIONS

USING MULTIPLE REGRESSION FOR BETTER FORECASTS

WHILE TREND PROVIDES A LINEAR FORECAST BASED ON ONE INDEPENDENT VARIABLE, MULTIPLE REGRESSION CAN INCORPORATE ADDITIONAL FACTORS (E.G., MARKET CONDITIONS, INFLATION RATES).

HANDLING NON-LINEAR TRENDS

IF YOUR HISTORICAL DATA SHOWS NON-LINEAR PATTERNS, CONSIDER USING EXCEL'S GROWTH FUNCTION OR POLYNOMIAL TRENDLINES IN CHART TOOLS FOR BETTER ACCURACY.

INCORPORATING CONFIDENCE INTERVALS

EXCEL'S TREND FUNCTION CAN ALSO PROVIDE STANDARD ERRORS AND CONFIDENCE INTERVALS, AIDING RISK ASSESSMENT OF FORECASTS.

AUTOMATING THE PROCESS

CREATE TEMPLATES OR DASHBOARDS THAT AUTOMATICALLY UPDATE FORECASTS AS NEW DATA BECOMES AVAILABLE, STREAMLINING ONGOING ANALYSIS.

PRACTICAL EXAMPLE: FORECASTING A RETAIL BUSINESS

IMAGINE A RETAIL COMPANY ANALYZING ITS INCOME STATEMENT FROM 2019 TO 2022, WITH PLANS TO FORECAST SALES AND EXPENSES FOR 2023 AND 2024. BY APPLYING THE TREND FUNCTION:

- YOU PROJECT SALES GROWTH BASED ON HISTORICAL TRENDS.
- YOU DETERMINE THAT COGS REMAINS ROUGHLY 60% OF SALES.
- OPERATING EXPENSES ARE TRENDING UPWARD AT A DIFFERENT RATE, WHICH YOU CAN MODEL SEPARATELY.
- USING THESE PROJECTIONS, YOU RECALCULATE THE PERCENTAGE OF SALES INCOME STATEMENT, ENABLING STRATEGIC PLANNING, BUDGETING, AND PERFORMANCE BENCHMARKING.

SUMMARY: BENEFITS OF USING THE TREND FUNCTION FOR INCOME STATEMENT FORECASTING

- DATA-DRIVEN PREDICTIONS: LEVERAGES HISTORICAL DATA TO FORECAST FUTURE FIGURES.
- DYNAMIC ANALYSIS: ADJUSTS AS NEW DATA BECOMES AVAILABLE.
- ENHANCED ACCURACY: INCORPORATES TREND ANALYSIS FOR MORE RELIABLE PROJECTIONS.
- STRATEGIC INSIGHTS: FACILITATES SCENARIO PLANNING AND PROACTIVE DECISION-MAKING.

FINAL THOUGHTS

RECALCULATING THE PERCENTAGE OF SALES INCOME STATEMENT USING THE TREND FUNCTION TO FORECAST IS A ROBUST WAY TO INTEGRATE HISTORICAL TRENDS INTO FUTURE PLANNING. IT TRANSFORMS STATIC HISTORICAL ANALYSIS INTO FORWARD-LOOKING INSIGHTS, EMPOWERING BUSINESSES TO MAKE INFORMED, STRATEGIC DECISIONS. WHETHER FOR BUDGETING, VARIANCE ANALYSIS, OR STRATEGIC GROWTH PLANNING, THIS APPROACH ENHANCES THE VALUE AND ACCURACY OF YOUR FINANCIAL FORECASTS.

REMEMBER, WHILE LINEAR TRENDS PROVIDE A USEFUL STARTING POINT, ALWAYS CONSIDER EXTERNAL FACTORS AND ALTERNATIVE METHODS TO REFINE YOUR FORECASTS FURTHER. WITH PRACTICE AND THOUGHTFUL ANALYSIS, INTEGRATING TREND INTO YOUR INCOME STATEMENT PROCESS CAN BECOME A VITAL PART OF YOUR FINANCIAL TOOLKIT.

Recalculate The Percentage Of Sales Income Statement But This Time Use The Trend Function To Forecast

Recalculate The Percentage Of Sales Income Statement But This Time Use The Trend Function To Forecast

Related Articles

- [Now Line Up The Five Glasses And Label Them A, B, C, D, And E. Then Put The Following Contents In Each](#)
- [Mike, A Manager At A Graphic Design Firm, Spends His Time Initiating Improvement Projects. Identifying](#)
- [Recognizing Elements Of A Strong Opinion Next To The Statues And The Head, The Slab Seems Unimpressive](#)

[Back to Home](#)