Models as of Nov 18, 2026
5 workbooks read, 5 with a cost of delay

Cost of delay: executive dashboard

What a day and a month of schedule delay cost in net profit, program by program, from the AI data center portfolio cost of delay models.

$8.5M
Cost of delay per day, as modeled
5 programs; Program A is 85% of it

$2.3M
Cost of delay per day, like-for-like
3-month sales shift on all 5 business cases

$7.24B
Revenue in the business cases
net profit $2.37B; R&D $78.1M

5 of 5
Programs with a cost of delay in the workbook
every model carries a delay

Cost of delay by program

Ranked by cost per day as stored in each workbook. Like-for-like bars apply one 3-month sales shift to every business case. Net profit and ROI: business case, then delayed case.

Program and delay model	Per day	Per month	Per day, to scale	Net profit and ROI
Program A -60% unit sales, 3-month delay	**$7.2M**	$216M	$7.2M $962K	$1.06B to $410M ROI 50x to 20x
Program B Sales shift, 4-month delay	**$782K**	$23.5M	$782K $782K	$752M to $658M ROI 29x to 25x
Program C Sales shift, 3-month delay	**$376K**	$11.3M	$376K $376K	$351M to $317M ROI 20x to 18x
Program D Sales shift, 3-month delay	**$75K**	$2.2M	$75K $75K	$98.4M to $91.7M ROI 14x to 13x
Program E Sales shift, 3-month delay	**$66K**	$2.0M	$66K $66K	$114M to $108M ROI 18x to 17x
Portfolio, as modeled	**$8.5M**	$255M		

as modeled in the workbook · like-for-like: 3-month sales shift
A broken bar runs off the scale; its label carries the value.

What the models say

1. A day of delay across the 5 modeled programs costs $8.5M in net profit. Program A carries 85% of it.
2. Program A is priced on a different delay model (-60% unit sales, 3-month delay). On the same 3-month sales shift as the others it costs $962K a day, not $7.2M.
3. One month of delay on Program B costs $23.5M, 0.9 times the $26.0M R&D budget entered in the model. About 33 days of delay cost as much as that budget.
4. Illustrative example. Client identity withheld; program names and all figures are changed.

How to read: cost of delay is the net profit lost when the launch slips, divided by the months of delay; per day is per month ÷ 30. When two programs need the same resource, the higher cost per day goes first. Method and data notes follow the program pages.

Sources [1] to [5]: AI data center portfolio cost of delay workbooks, saved Nov 18, 2026. Figures are the workbooks' own unless marked like-for-like.

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Models as of Nov 18, 2026
business cases as stored in the workbooks

Portfolio roll-up: every program on one calendar

Profit before tax by year for all programs, and what delay takes out of the portfolio total.

$2.37B
Portfolio net profit, business cases
5 programs, 2026 to 2032

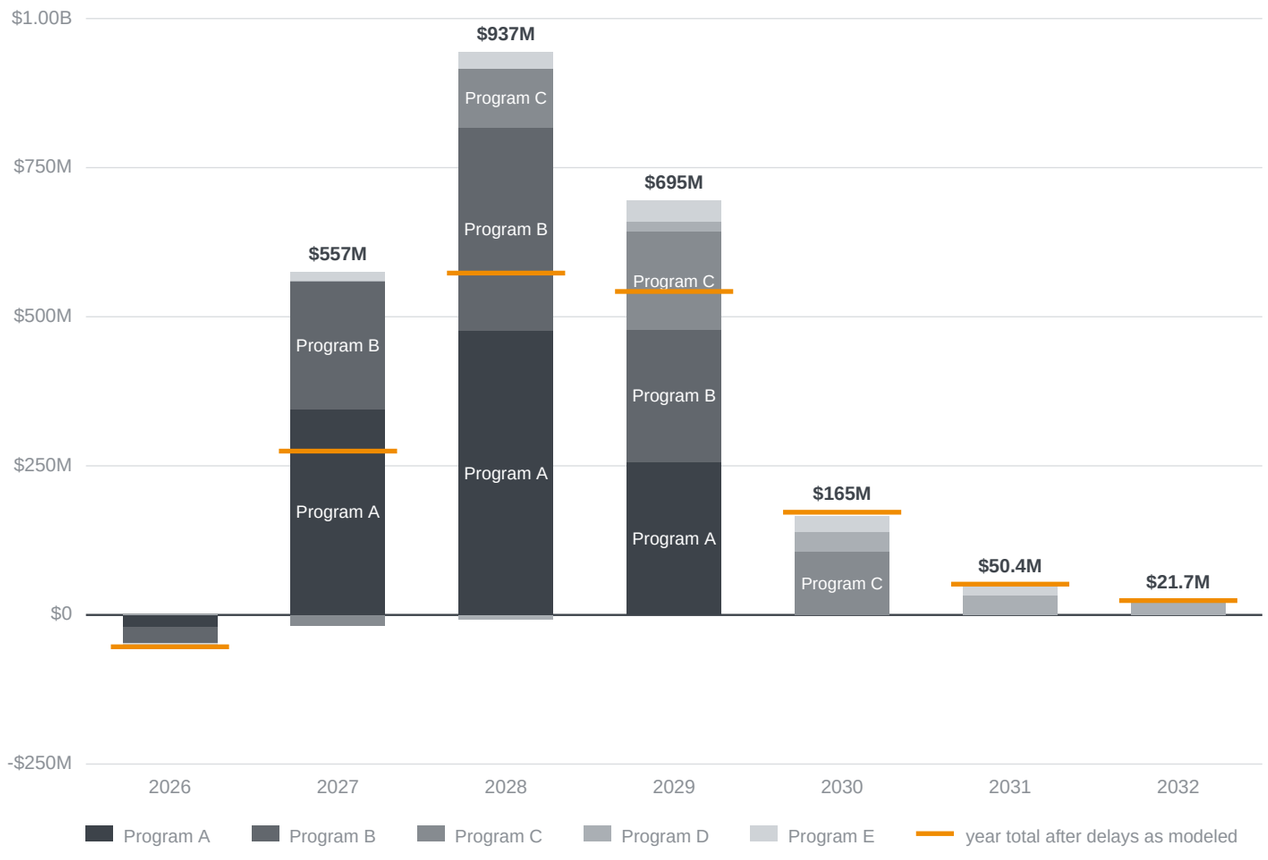
-$787M
Lost to the delays as modeled
5 of 5 programs carry a delay in the workbook

-$203M
Lost if every program slips 3 months
like-for-like sales shift, computed by the dashboard

2028
Year that carries the most profit
$937M, 39% of the portfolio total

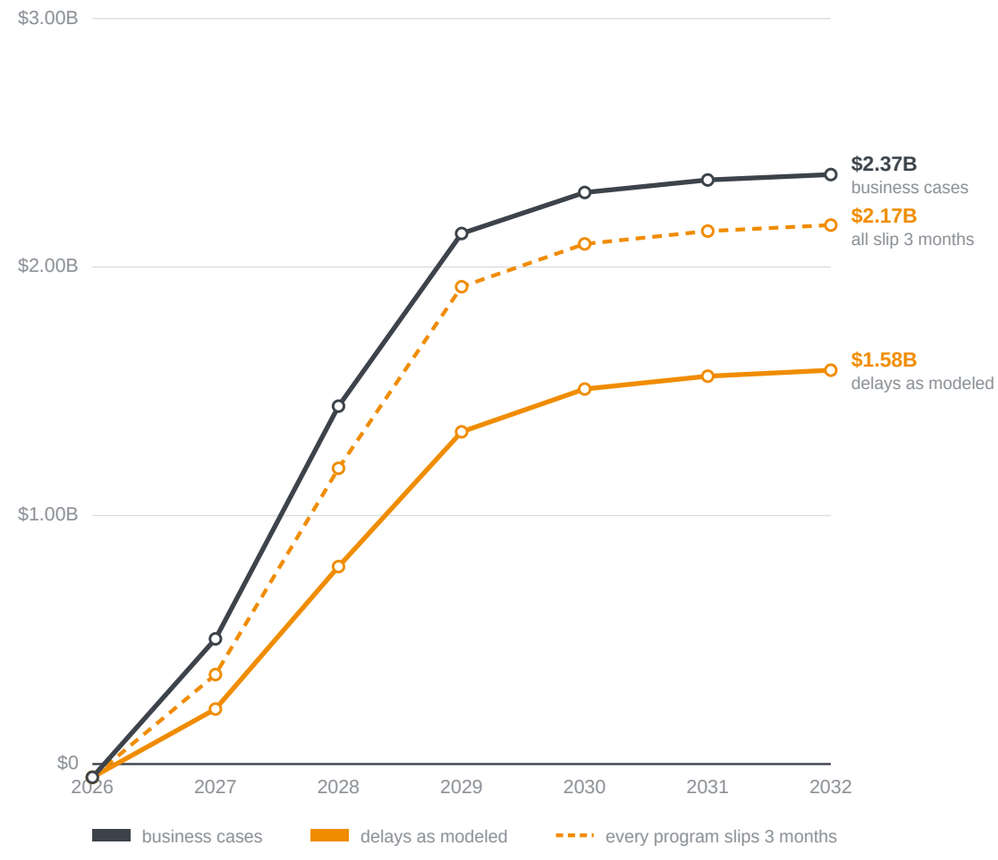
Profit before tax by year, stacked by program

Business cases. The orange marker is the same year's total after the delays as modeled.



Cumulative profit before tax, whole portfolio

The gap at the right-hand end is what delay costs the portfolio.



How to read: the delays as modeled take $787M out of a $2.37B portfolio. A 3-month slip on every program takes $203M.

Sources [1] to [5]: AI data center portfolio cost of delay workbooks. Pre-launch R&D is booked to the year before the model's first year.

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figures are the workbook's own unless marked

Cost of delay: Program A

-60% unit sales, 3-month delay · sales 2027 to 2029 · workbook: Program_A_cost_of_delay.xlsx

$7.2M
Cost of delay per day
like-for-like (3-month sales shift): $962K

$216M
Cost of delay per month
per day × 30

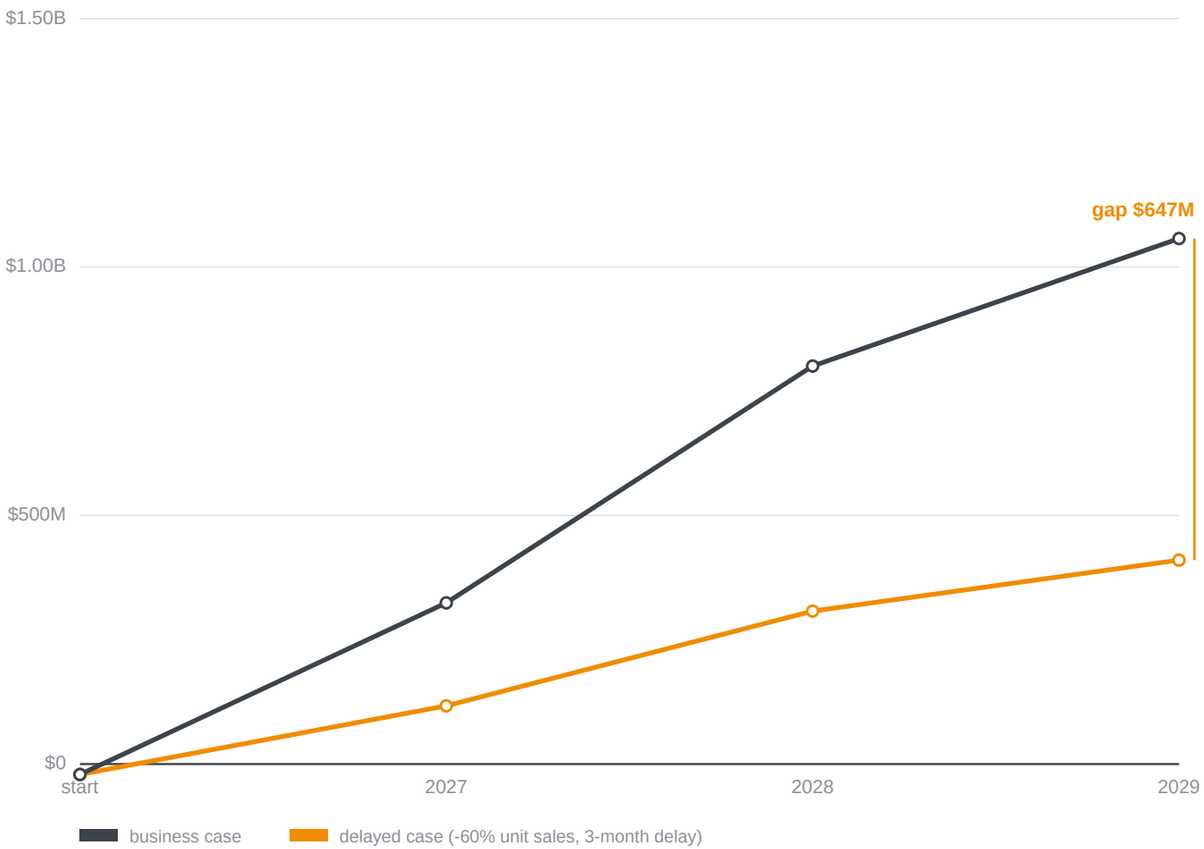
-$647M
Net profit change, 3-month delay
$1.06B to $410M

50x to 20x
ROI, business case to delayed case
net profit ÷ R&D

3 days
Delay that costs as much as all R&D
R&D budget $21.0M

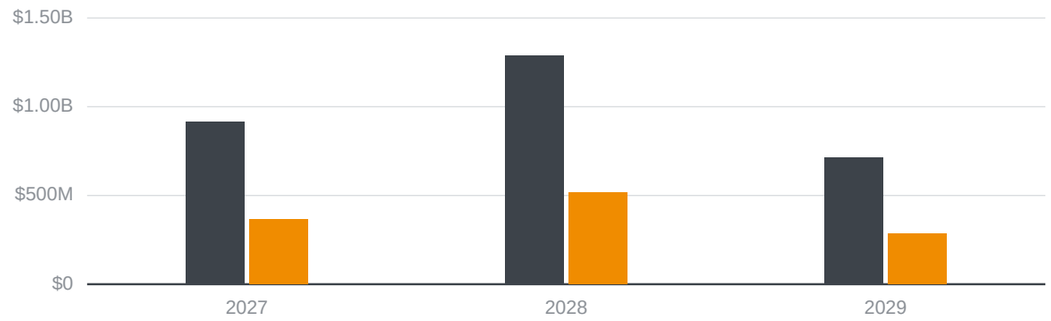
Cumulative profit before tax

Running total of gross profit less R&D and SG&A. The gap between the lines is the cost of delay.



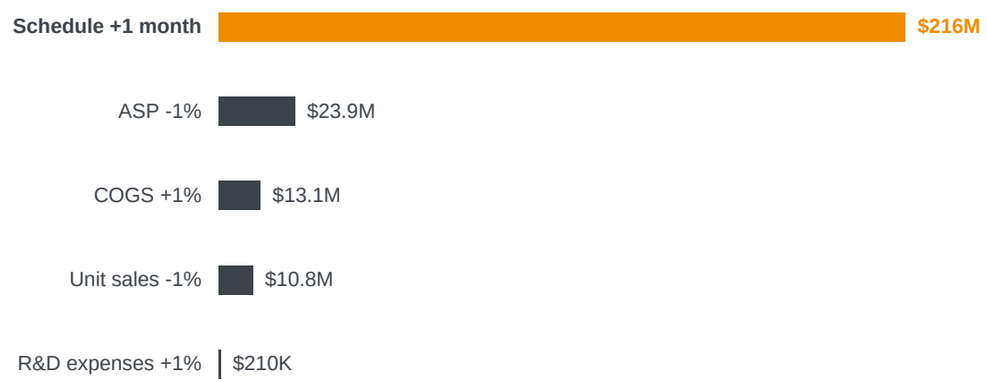
Revenue by year

Unit sales × ASP, business case against the delayed case.



What moves net profit

Net profit moved by a 1% change in each input, against one month of delay.



Business case: unit sales 520.0M · revenue $2.92B · gross margin 55% · R&D $21.0M · SG&A 18% · net profit $1.06B · ROI 50x

Data notes: Delay is modeled as a -60% change in unit sales for a 3-month delay, not as a sales shift.

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Model saved Nov 18, 2026
figures are the workbook's own unless marked

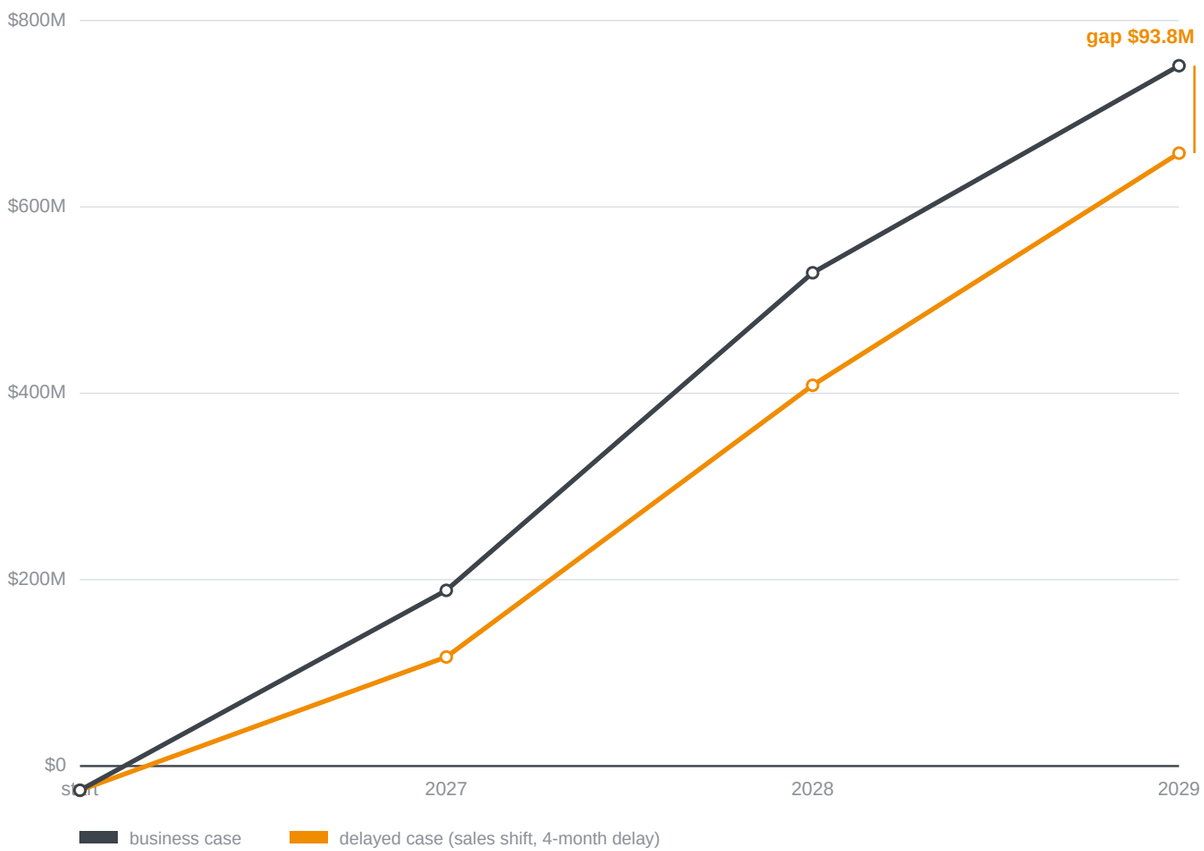
Cost of delay: Program B

Sales shift, 4-month delay · sales 2027 to 2029 · workbook: Program_B_cost_of_delay.xlsx

$782K	$23.5M	-$93.8M	29x to 25x	33 days
Cost of delay per day	Cost of delay per month	Net profit change, 4-month delay	ROI, business case to delayed case	Delay that costs as much as all R&D
like-for-like (3-month sales shift): $782K	per day × 30	$752M to $658M	net profit ÷ R&D	R&D budget $26.0M

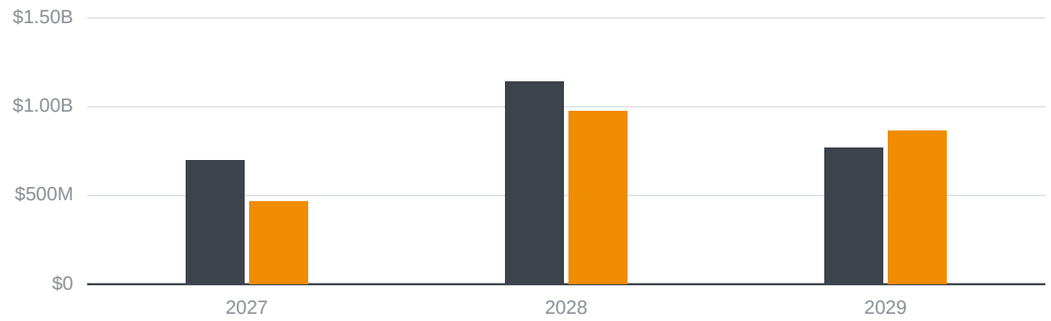
Cumulative profit before tax

Running total of gross profit less R&D and SG&A. The gap between the lines is the cost of delay.



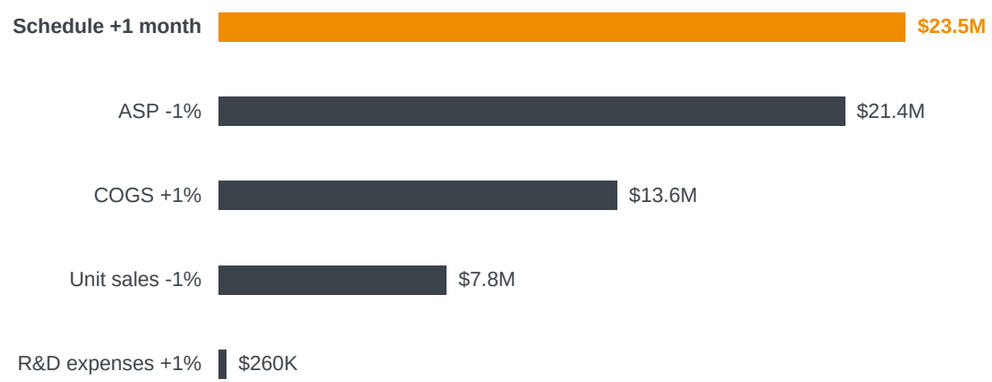
Revenue by year

Unit sales × ASP, business case against the delayed case.



What moves net profit

Net profit moved by a 1% change in each input, against one month of delay.



Business case: unit sales 690.0M · revenue $2.61B · gross margin 48% · R&D $26.0M · SG&A 18% · net profit $752M · ROI 29x

Data notes: No data notes for this workbook.

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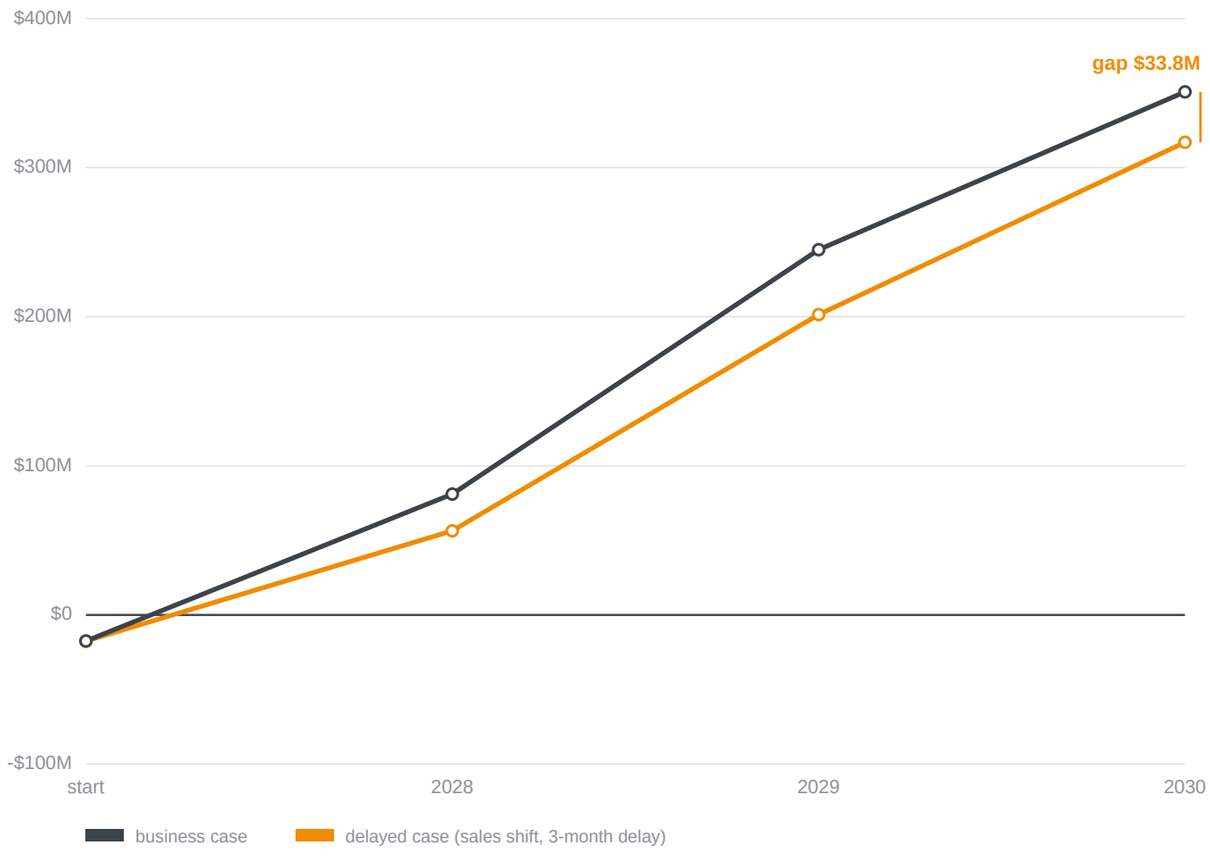
Cost of delay: Program C

Sales shift, 3-month delay · sales 2028 to 2030 · workbook: Program_C_cost_of_delay.xlsx

$376K	$11.3M	-$33.8M	20x to 18x	47 days
Cost of delay per day	Cost of delay per month	Net profit change, 3-month delay	ROI, business case to delayed case	Delay that costs as much as all R&D
net profit lost per day of delay	per day × 30	$351M to $317M	net profit ÷ R&D	R&D budget $17.5M

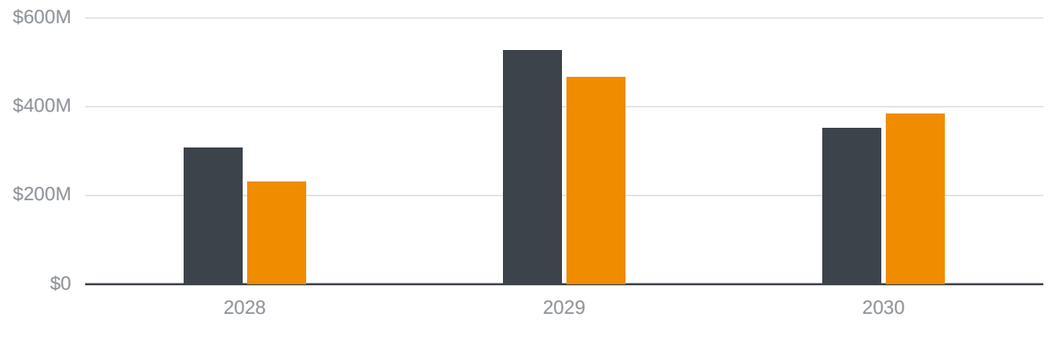
Cumulative profit before tax

Running total of gross profit less R&D and SG&A. The gap between the lines is the cost of delay.



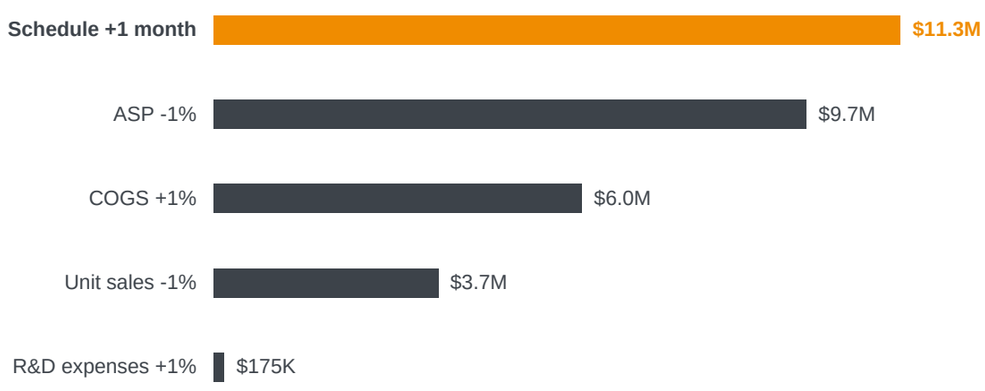
Revenue by year

Unit sales × ASP, business case against the delayed case.



What moves net profit

Net profit moved by a 1% change in each input, against one month of delay.



Business case: unit sales 295.0M · revenue $1.19B · gross margin 49% · R&D $17.5M · SG&A 18% · net profit $351M · ROI 20x

Data notes: No data notes for this workbook.

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figures are the workbook's own unless marked

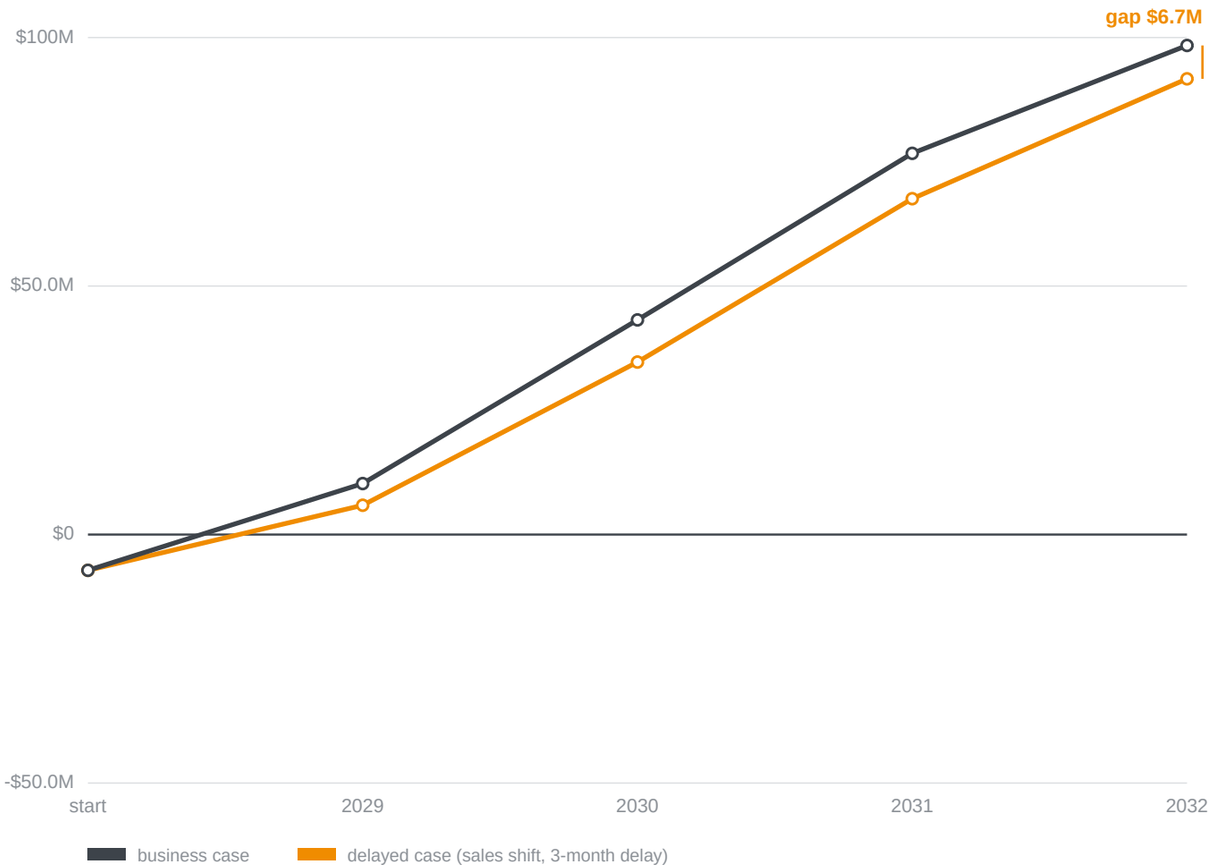
Cost of delay: Program D

Sales shift, 3-month delay · sales 2029 to 2032 · workbook: Program_D_cost_of_delay.xlsx

$75K	$2.2M	-$6.7M	14x to 13x	97 days
Cost of delay per day	Cost of delay per month	Net profit change, 3-month delay	ROI, business case to delayed case	Delay that costs as much as all R&D
net profit lost per day of delay	per day × 30	$98.4M to $91.7M	net profit ÷ R&D	R&D budget $7.2M

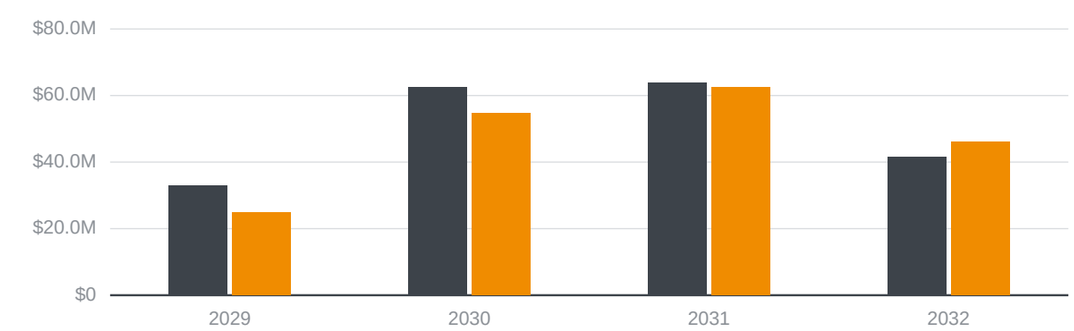
Cumulative profit before tax

Running total of gross profit less R&D and SG&A. The gap between the lines is the cost of delay.



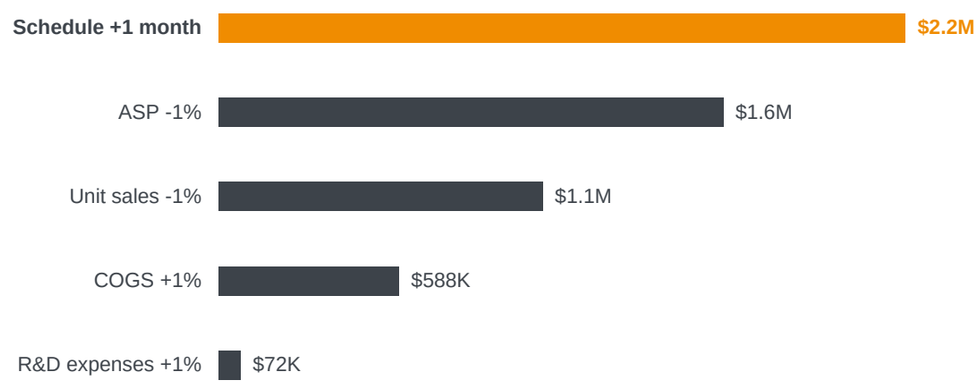
Revenue by year

Unit sales × ASP, business case against the delayed case.



What moves net profit

Net profit moved by a 1% change in each input, against one month of delay.



Business case: unit sales 80.0M · revenue $200M · gross margin 71% · R&D $7.2M · SG&A 18% · net profit $98.4M · ROI 14x

Data notes: No data notes for this workbook.

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Model saved Nov 18, 2026

figures are the workbook's own unless marked

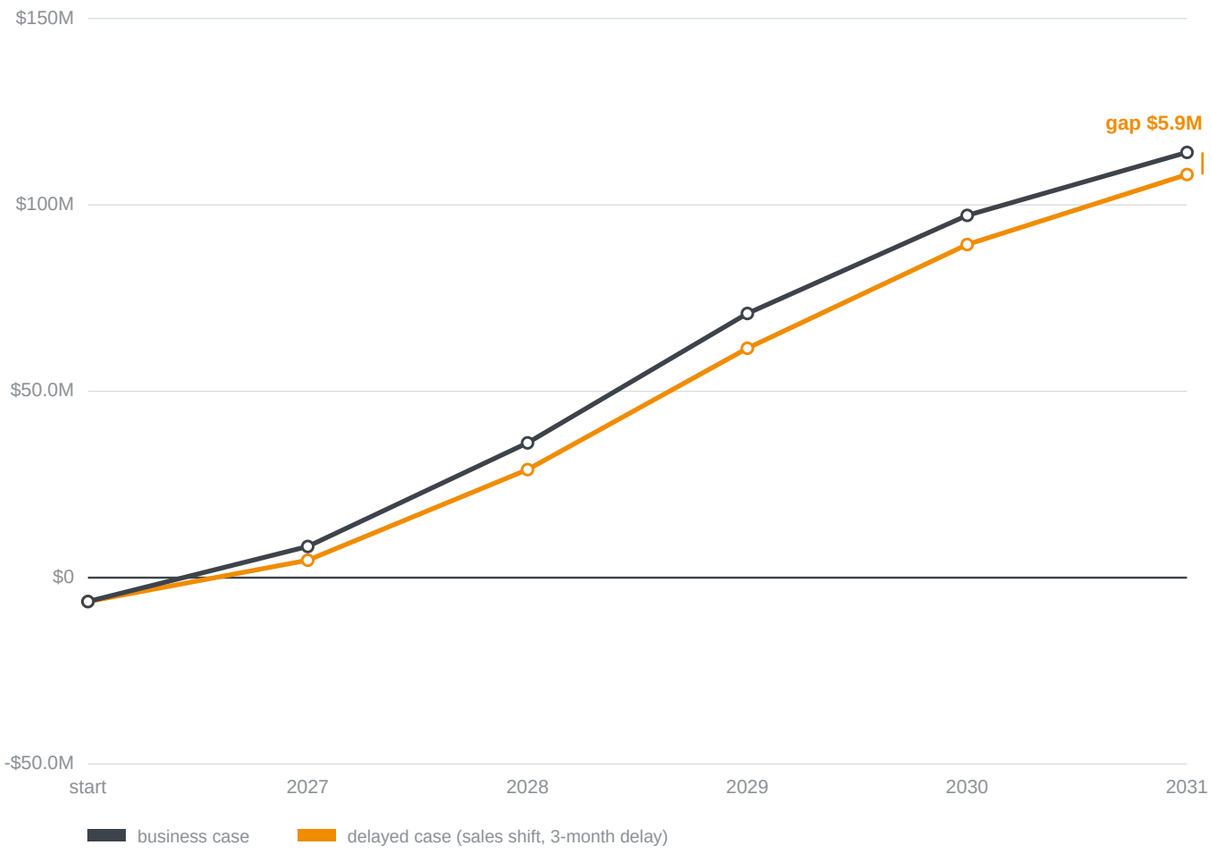
Cost of delay: Program E

Sales shift, 3-month delay · sales 2027 to 2031 · workbook: Program_E_cost_of_delay.xlsx

$66K	$2.0M	-$5.9M	18x to 17x	97 days
Cost of delay per day	Cost of delay per month	Net profit change, 3-month delay	ROI, business case to delayed case	Delay that costs as much as all R&D
net profit lost per day of delay	per day × 30	$114M to $108M	net profit ÷ R&D	R&D budget $6.4M

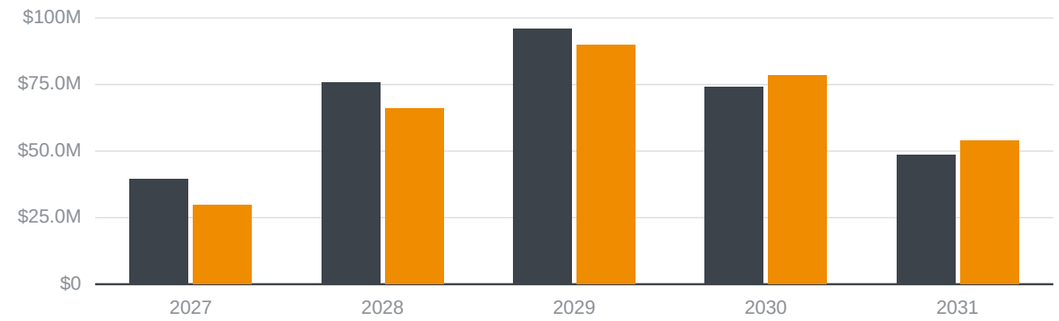
Cumulative profit before tax

Running total of gross profit less R&D and SG&A. The gap between the lines is the cost of delay.



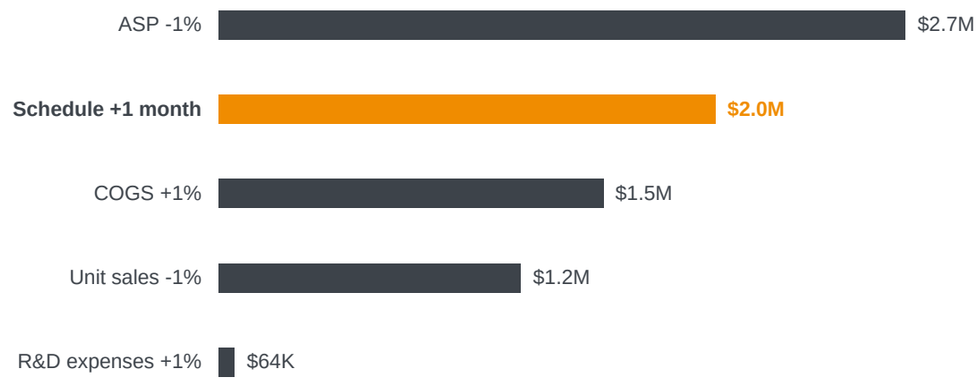
Revenue by year

Unit sales × ASP, business case against the delayed case.



What moves net profit

Net profit moved by a 1% change in each input, against one month of delay.



Business case: unit sales 56.0M · revenue $334M · gross margin 54% · R&D $6.4M · SG&A 18% · net profit $114M · ROI 18x

Data notes: No data notes for this workbook.

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Method and data notes

How the figures are produced and what to fix in each workbook.

How the model prices delay

1 Business case

Unit sales × ASP by year gives revenue. Revenue less COGS, R&D and SG&A gives net profit. ROI is net profit ÷ R&D.

2 Delayed case

A sales shift moves each year's unit sales later by the delay; units pushed past the last priced year of the sales window earn nothing. A % change cuts every year's unit sales by a set percentage. Custom uses unit sales typed in by hand.

3 Cost of delay

Net profit of the business case less net profit of the delayed case, divided by the months of delay. Per day is per month ÷ 30. The method is the lateralworks cost-of-delay model [6] [7].

4 Like-for-like

The dashboard reapplies one delay model, a 3-month sales shift, to each program's own business case so programs rank on one basis. These figures are computed by the dashboard and are not stored in any workbook.

5 Check

Each stored figure is recomputed from the workbook's inputs. A mismatch beyond 0.5% prints as a data note and stops delivery.

Data notes by workbook

Orange marks need the model owner; gray marks are for the reader.

Program A Program_A_cost_of_delay.xlsx · saved Nov 18, 2026

- Delay is modeled as a -60% change in unit sales for a 3-month delay, not as a sales shift.

Program B Program_B_cost_of_delay.xlsx · saved Nov 18, 2026

- No data notes.

Program C Program_C_cost_of_delay.xlsx · saved Nov 18, 2026

- No data notes.

Program D Program_D_cost_of_delay.xlsx · saved Nov 18, 2026

- No data notes.

Program E Program_E_cost_of_delay.xlsx · saved Nov 18, 2026

- No data notes.

Keeping these pages current

Save revised workbooks to the same folder and rerun. Each run re-reads every workbook; nothing on these pages is typed by hand.

Model inputs at a glance

Program	Sales years	Unit sales	Revenue	Gross margin	R&D	SG&A	Net profit	ROI	Delay model
Program A	2027 to 2029	520.0M	$2.92B	55%	$21.0M	18%	$1.06B	50x	-60% unit sales, 3-month delay
Program B	2027 to 2029	690.0M	$2.61B	48%	$26.0M	18%	$752M	29x	Sales shift, 4-month delay
Program C	2028 to 2030	295.0M	$1.19B	49%	$17.5M	18%	$351M	20x	Sales shift, 3-month delay
Program D	2029 to 2032	80.0M	$200M	71%	$7.2M	18%	$98.4M	14x	Sales shift, 3-month delay
Program E	2027 to 2031	56.0M	$334M	54%	$6.4M	18%	$114M	18x	Sales shift, 3-month delay

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References

The source workbooks behind every figure, then the method.

[1] Program_A_cost_of_delay.xlsx. AI data center portfolio cost of delay model for Program A, sheet “Cost of Delay”. Saved Nov 18, 2026.
Supplied workbook; no shared link on file.

[2] Program_B_cost_of_delay.xlsx. AI data center portfolio cost of delay model for Program B, sheet “Cost of Delay”. Saved Nov 18, 2026.
Supplied workbook; no shared link on file.

[3] Program_C_cost_of_delay.xlsx. AI data center portfolio cost of delay model for Program C, sheet “Cost of Delay”. Saved Nov 18, 2026.
Supplied workbook; no shared link on file.

[4] Program_D_cost_of_delay.xlsx. AI data center portfolio cost of delay model for Program D, sheet “Cost of Delay”. Saved Nov 18, 2026.
Supplied workbook; no shared link on file.

[5] Program_E_cost_of_delay.xlsx. AI data center portfolio cost of delay model for Program E, sheet “Cost of Delay”. Saved Nov 18, 2026.
Supplied workbook; no shared link on file.

[6] Cost-of-Delay (1), Cost-of-delayAI concept note. lateralworks, January 24, 2019. Link checked Nov 18, 2026.
https://lateralworks.com/docs/cost-of-delay-1

[7] Cost-of-delayAI, software overview. lateralworks. Link checked Nov 18, 2026.
https://lateralworks.com/software#fastroi

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