

# 4 finance pain points and how to solve them

Mike Crook | Director of Finance Analytics, Tableau

Ashlyn Opgrande | Finance Analytics Analyst, Tableau

Mike Crook



Director of Finance Analytics  
Tableau

Ashlyn Opgrande



Finance Analytics Analyst  
Tableau

# Agenda

- Why is this important?
- Actual vs. Budgets/Forecasts
- *Bonus Round: Income Statement*
- Depreciation/Amortization Schedules

# Why Is This Important?

- Every company has financial data
- The data isn't usually easy
- Lots of room for visual improvement

# Looking for a needle in a haystack...

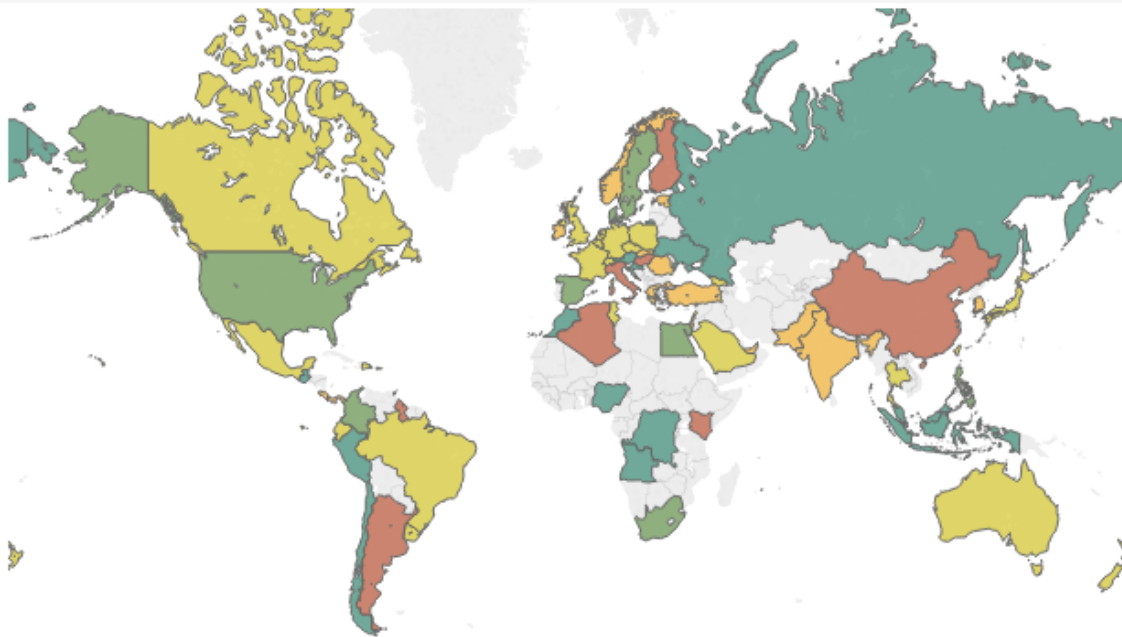
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
1	Row ID	Order ID	Order Date	Ship Date	Ship Mode	Customer ID	Customer Name	Segment	Postal Code	City	State	Country	Region	Market	Product ID	Product Name	Sub-Category	Category	Sales	Quantity	Discount
2	24599	IN-2017-CA120551-42816	3/22/2017	3/29/2017	Standard Class	CA-120551	Cathy Armstrong	Home Office		Herat	Hirat	Afghanistan	Southern Asia	Asia Pacific	FUR-BO-486	Ikea Library	Bookcases	Furniture	731.82	2	0
3	29465	ID-2015-BD116051-42248	9/1/2015	9/4/2015	Second Class	BD-116051	Brian Dahlen	Consumer		Herat	Hirat	Afghanistan	Southern Asia	Asia Pacific	OFF-SU-298	Acme Scissors	Supplies	Office Supplies	243.54	9	0
4	24598	IN-2017-CA120551-42816	3/22/2017	3/29/2017	Standard Class	CA-120551	Cathy Armstrong	Home Office		Herat	Hirat	Afghanistan	Southern Asia	Asia Pacific	TEC-MA-421	Epson Receipts	Machines	Technology	346.32	3	0
5	24597	IN-2017-CA120551-42816	3/22/2017	3/29/2017	Standard Class	CA-120551	Cathy Armstrong	Home Office		Herat	Hirat	Afghanistan	Southern Asia	Asia Pacific	FUR-FU-572	Rubbermaid	Furnishings	Furniture	169.68	4	0
6	29464	ID-2015-BD116051-42248	9/1/2015	9/4/2015	Second Class	BD-116051	Brian Dahlen	Consumer		Herat	Hirat	Afghanistan	Southern Asia	Asia Pacific	OFF-EN-366	Cameo Inter	Envelopes	Office Supplies	203.88	4	0
7	28879	ID-2015-AJ107801-42113	4/19/2015	4/22/2015	First Class	AJ-107801	Anthony Jacobs	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	FUR-TA-342	Bevis Conference	Tables	Furniture	4626.15	5	0
8	27993	IN-2017-GM144551-42948	8/1/2017	8/5/2017	Standard Class	GM-144551	Gary Mitchum	Home Office		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	FUR-BO-362	Bush Classic	Bookcases	Furniture	2070.15	5	0
9	28967	IN-2017-VB217451-43080	12/11/2017	12/15/2017	Standard Class	VB-217451	Victoria Brennan	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	FUR-CH-468	Honoring Rocking	Chairs	Furniture	914.34	7	0
10	29492	IN-2016-LO171701-42637	9/24/2016	9/28/2016	Standard Class	LO-171701	Lori Olson	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	TEC-PH-581	Samsung Audio	Phones	Technology	1168.44	7	0
11	28966	IN-2017-VB217451-43080	12/11/2017	12/15/2017	Standard Class	VB-217451	Victoria Brennan	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	TEC-PH-312	Apple Audio	Phones	Technology	500.94	3	0
12	25232	ID-2015-SS201401-42354	12/16/2015	12/20/2015	Standard Class	SS-201401	Saphhira Shifley	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	FUR-TA-378	Chromcraft	Tables	Furniture	1447.56	3	0
13	23222	IN-2017-AA103751-42926	7/10/2017	7/15/2017	Second Class	AA-103751	Allen Arnold	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-AP-474	Hoover Toaster	Appliances	Office Supplies	669.12	8	0
14	29094	IN-2015-BG110351-42275	9/28/2015	10/4/2015	Standard Class	BG-110351	Barry Gonzalez	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	TEC-CO-458	Hewlett Packard	Copiers	Technology	427.41	3	0
15	28265	IN-2016-AH105851-42701	11/27/2016	12/1/2016	Standard Class	AH-105851	Angele Hood	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	FUR-CH-452	Harbour Crest	Chairs	Furniture	417.42	6	0
16	27278	IN-2016-CS118451-42387	1/18/2016	1/20/2016	First Class	CS-118451	Cari Sayre	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-ST-606	Smead Trays	Storage	Office Supplies	332.85	7	0
17	27279	IN-2016-CS118451-42387	1/18/2016	1/20/2016	First Class	CS-118451	Cari Sayre	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	FUR-TA-375	Chromcraft	Tables	Furniture	267.09	1	0
18	29096	IN-2015-BG110351-42275	9/28/2015	10/4/2015	Standard Class	BG-110351	Barry Gonzalez	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	TEC-PH-525	Motorola	Headphones	Technology	412.95	5	0
19	23219	IN-2017-AA103751-42926	7/10/2017	7/15/2017	Second Class	AA-103751	Allen Arnold	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-ST-570	Rogers Shel	Storage	Office Supplies	244.8	4	0
20	28276	IN-2014-AH105851-41973	11/30/2014	12/3/2014	First Class	AH-105851	Angele Hood	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	FUR-FU-572	Rubbermaid	Furnishings	Furniture	219.78	2	0
21	29585	IN-2015-DW131951-42160	6/5/2015	6/10/2015	Standard Class	DW-131951	David Wiener	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	TEC-PH-581	Samsung Audio	Phones	Technology	848.4	5	0
22	23951	IN-2014-RS194201-41867	8/16/2014	8/18/2014	First Class	RS-194201	Ricardo Sperren	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-PA-589	SanDisk	Paper	Office Supplies	83.4	4	0
23	24892	IN-2017-TS213401-43092	12/23/2017	12/28/2017	Standard Class	TS-213401	Toby Swindell	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	TEC-AC-415	Enermax Key	Accessories	Technology	162.54	2	0
24	20728	IN-2017-JG151151-43032	10/24/2017	10/27/2017	First Class	JG-151151	Jack Garza	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-AR-345	BIC Markers	Art	Office Supplies	160.2	6	0
25	28883	IN-2016-SU206651-42630	9/17/2016	9/20/2016	Second Class	SU-206651	Stephanie Ulpright	Home Office		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	TEC-AC-417	Enermax Nu	Accessories	Technology	114.66	2	0
26	25230	ID-2015-SS201401-42354	12/16/2015	12/20/2015	Standard Class	SS-201401	Saphhira Shifley	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-ST-570	Rogers Shel	Storage	Office Supplies	122.4	2	0
27	23220	IN-2017-AA103751-42926	7/10/2017	7/15/2017	Second Class	AA-103751	Allen Arnold	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-ST-402	Eldon Box, B	Storage	Office Supplies	61.56	6	0
28	27433	IN-2014-DL134951-41849	7/29/2014	8/3/2014	Standard Class	DL-134951	Dionis Lloyd	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-AR-348	Binney & Sm	Art	Office Supplies	177.93	9	0
29	25231	ID-2015-SS201401-42354	12/16/2015	12/20/2015	Standard Class	SS-201401	Saphhira Shifley	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-SU-296	Acme Box C	Supplies	Office Supplies	151.2	4	0
30	20529	IN-2017-EH139451-42980	9/2/2017	9/6/2017	Standard Class	EH-139451	Eric Hoffmann	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	TEC-AC-521	Memorex M	Accessories	Technology	155.88	6	0
31	22319	IN-2014-ED138851-41985	12/12/2014	12/18/2014	Standard Class	ED-138851	Emily Ducich	Home Office		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-PA-660	Xerox Memo	Paper	Office Supplies	88.35	5	0
32	29583	IN-2015-DW131951-42160	6/5/2015	6/10/2015	Standard Class	DW-131951	David Wiener	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-BI-325	Avery Bind	Binders	Office Supplies	251.7	5	0
33	23218	IN-2017-AA103751-42926	7/10/2017	7/15/2017	Second Class	AA-103751	Allen Arnold	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	FUR-FU-572	Rubbermaid	Furnishings	Furniture	84.84	2	0
34	29095	IN-2015-BG110351-42275	9/28/2015	10/4/2015	Standard Class	BG-110351	Barry Gonzalez	Consumer		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-SU-296	Acme Box C	Supplies	Office Supplies	69	2	0
35	29584	IN-2015-DW131951-42160	6/5/2015	6/10/2015	Standard Class	DW-131951	David Wiener	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-BI-480	Ibico Binder	Binders	Office Supplies	78.66	6	0
36	24294	IN-2016-JM156551-42636	9/23/2016	9/27/2016	Standard Class	JM-156551	Jim Mitchum	Corporate		Kabul	Kabul	Afghanistan	Southern Asia	Asia Pacific	OFF-BI-637	Wilson Jones	Binders	Office Supplies	55.98	2	0



# Seeing + Understanding

## Accounts Receivable Analysis

AR World Map *Select a Country, Company, or Aging Bucket to Filter*



© OpenStreetMap contributors

### AR by Customer

Company	Current	1-30 Days Past Due	31-60 Days Past Due	61-90 Days Past Due	91-120 Days Past Due	>120 Days Past Due	Grand Total
Company 12346	\$163,483	\$55,000	\$92,805	\$123,023			\$434,311
Company 12348	\$126,400		\$31,000	\$80,000			\$237,400
Company 12345	\$113,891	\$398,095	\$284,493	\$164,541	\$126,225		\$1,087,245
Company 12347	\$106,500	\$83,000	\$111,000	\$7,500			\$308,000
Company 3124	\$80,565						\$80,565
Company 6789	\$80,439			\$88,020			\$168,459
Company 1130	\$78,208		\$25,019				\$103,227
Company 6214	\$74,344			\$47,170			\$121,514
Company 12349	\$71,000	\$52,000	\$45,000	\$53,000			\$221,000
Company 1633	\$62,606	\$1,658		\$109,270			\$173,534
Company 99904	\$61,767	\$17,714					\$79,481
Company 11259	\$61,540		\$49,509				\$111,049
Company 7803	\$59,465		\$75,164				\$134,629

AR Aging Buckets  
(All)

### AR by Country

Ship-To Cou..	Net Amount Outstanding	% of Total Net Amount Outstandin..
United States	\$14,388,896	27.24%
United Kingdom	\$7,711,403	14.60%
Canada	\$5,267,807	9.97%
Australia	\$3,211,708	6.08%
India	\$2,040,894	3.86%
Japan	\$1,829,856	3.46%
Mexico	\$1,698,104	3.21%
France	\$1,501,503	2.84%
Singapore	\$1,115,877	2.11%
Netherlands	\$1,043,983	1.98%
Germany	\$1,018,317	1.93%
Brazil	\$908,001	1.72%
Israel	\$836,597	1.58%
Ireland	\$723,412	1.37%
Switzerland	\$721,434	1.37%
South Africa	\$593,446	1.12%
United Arab Emira..	\$577,084	1.09%

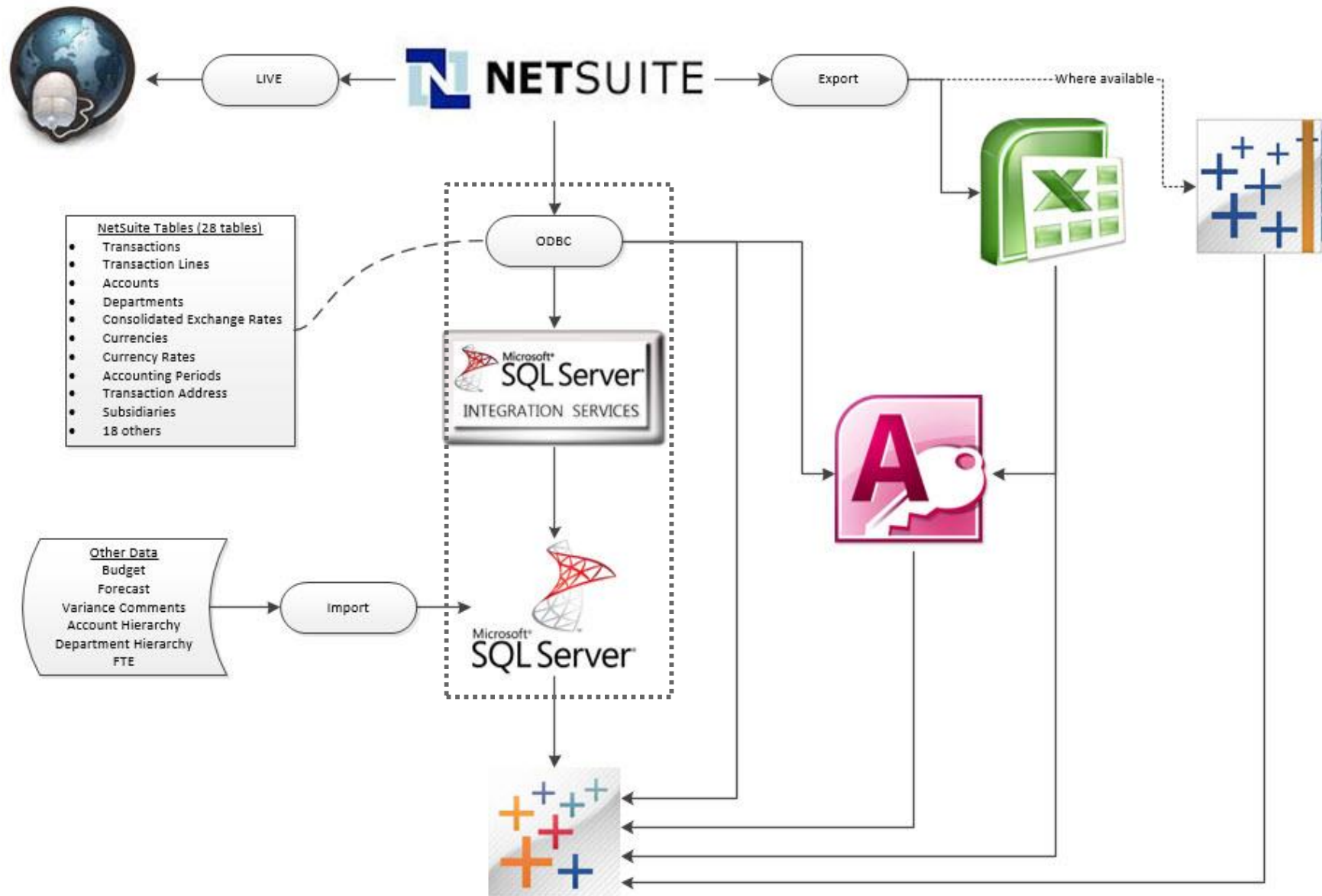
### Open Invoices

Invoice	Company	AR Aging Buckets	USD
IN-1236660	Company 283	61-90 Days Pa..	\$200,000
IN-1237377	Company 1234	61-90 Days Pa..	\$150,000
IN-7654321	Company 2345	>120 Days Past..	\$100,000
IN-1238036	Company 3456	61-90 Days Pa..	\$77,000
IN-1234663	Company 4556	31-60 Days Pa..	\$50,000
IN-1234867	Company 5678	>120 Days Past..	\$50,000
IN-1238724	Company 8032	31-60 Days Pa..	\$49,999
IN-1238680	Company 4271	31-60 Days Pa..	\$49,953
IN-1236341	Company 16124	Current	\$49,887
IN-1238225	Company 4714	31-60 Days Pa..	\$49,877
IN-1234727	Company 6789	61-90 Days Pa..	\$49,825
IN-1237959	Company 12345	31-60 Days Pa..	\$49,759
IN-1236854	Company 5679	Current	\$49,739

# Actuals vs. Budgets/Forecasts



# Where Does Our Data Come From?



Actuals come from NetSuite

- Lowest level of detail
- Updates every 2 hours

Budgets come from AnaPlan

- Company level
- Created once a year

Forecasts come from AnaPlan

- Company level
- Created twice a quarter

**\*Granularity is NOT the same**



# What Do We Do?

- Aggregate the actuals, budgets and forecasts
- Union all three parts together
- Bring in “flattened” account and department hierarchies

# Why Do We Do All This?

## Benefits

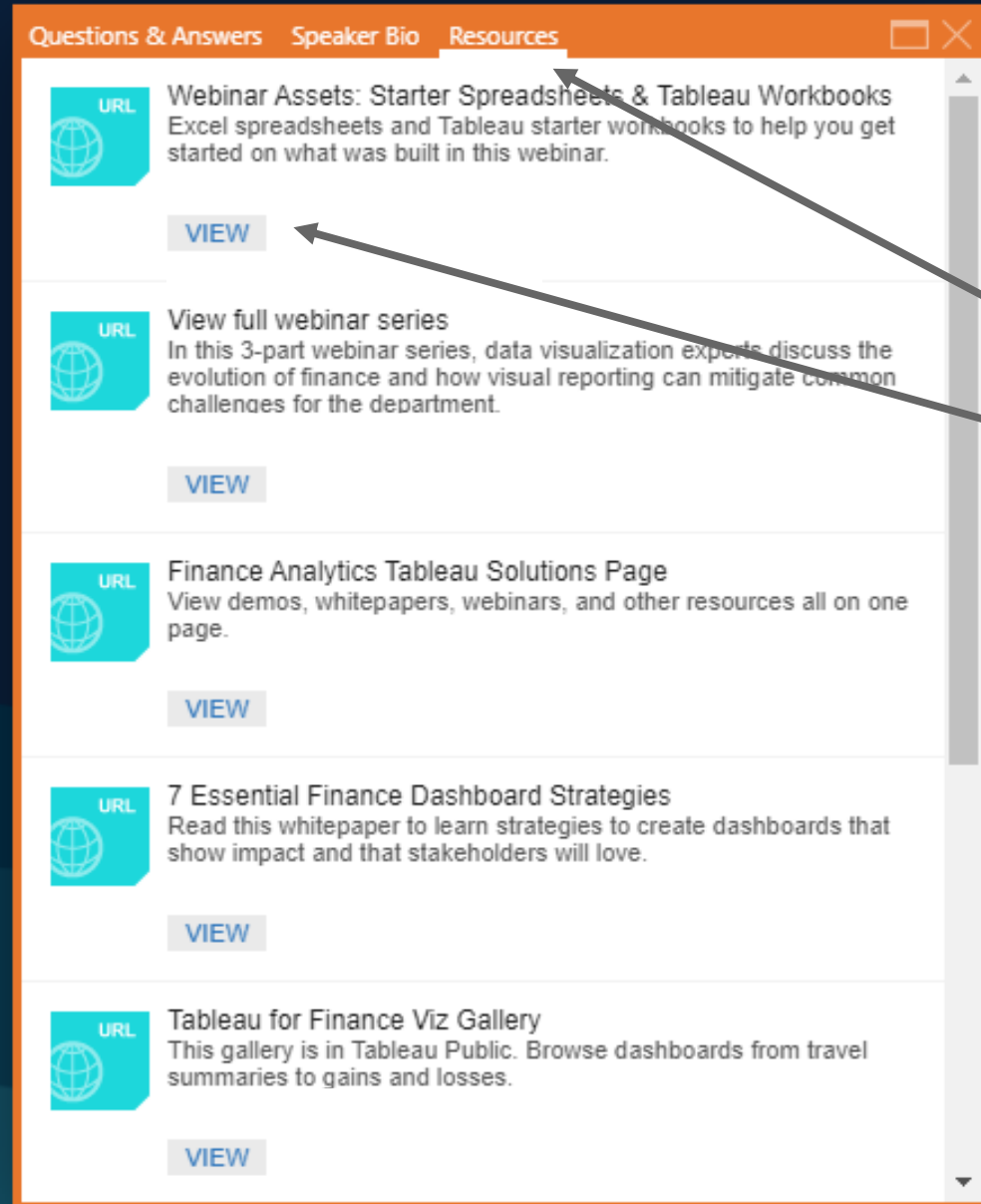
- Solves level of detail problem
- Solves differences in timing
- Deals with multiple currencies
- Helps when actuals occur where you didn't budget/forecast

## Other Approaches

- Union Excel files with Tableau Desktop or Prep
- Union the data in MS Access
- Cross-database joins\*
- Blends\*
- Other data-prep tools (Alteryx, DataWatch, etc.)

*\*May Require Loading Placeholder Records*

# Additional Resources



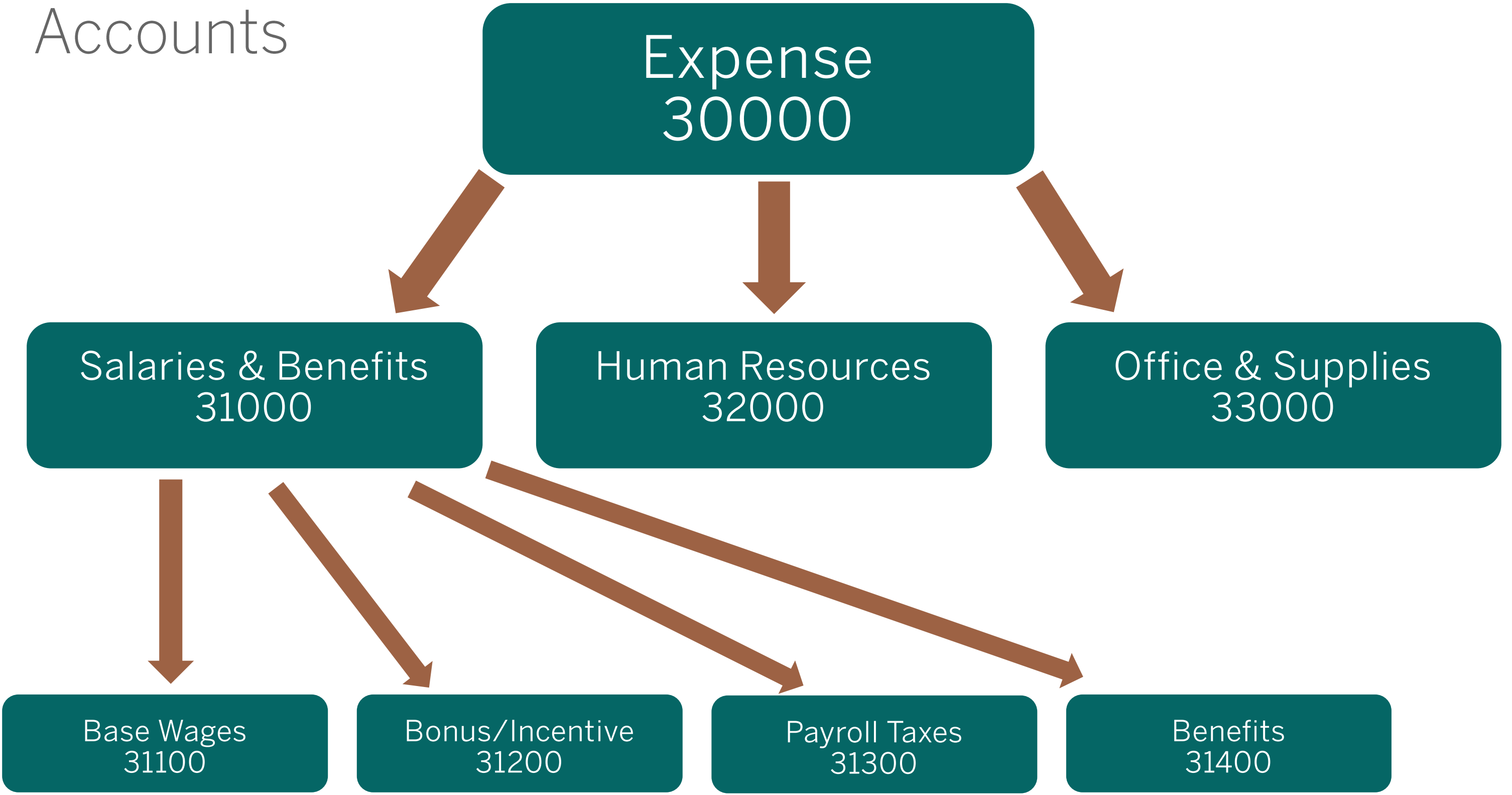
1. Click the “Resources” tab
2. Click “View” link to download the starter workbooks and spreadsheets



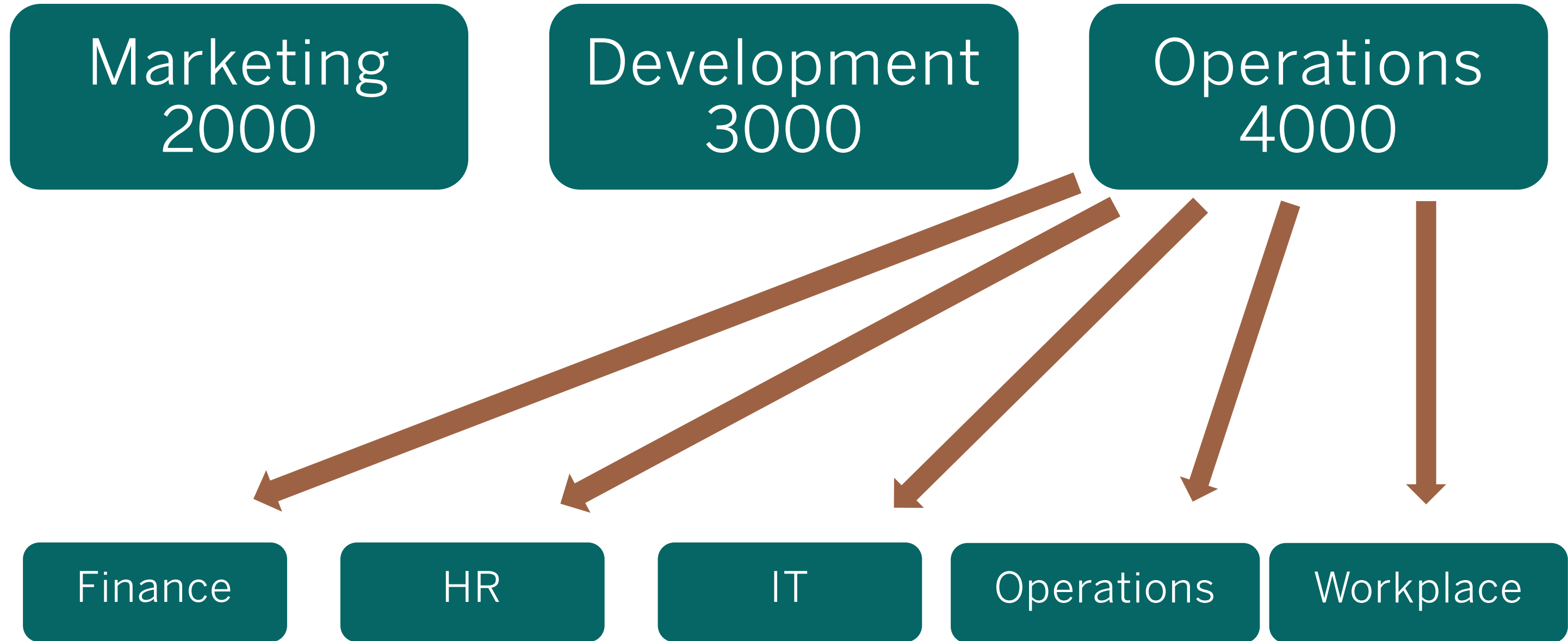
Before we start building...

Let's Take Things Step By Step

Accounts



# Departments





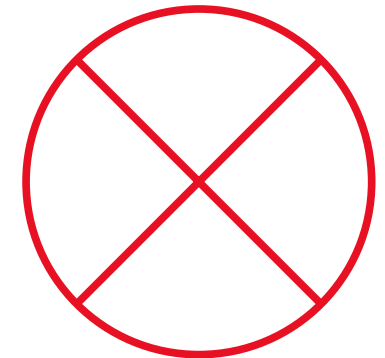
# Making Useful Hierarchies



# Making Useful Hierarchies

## Raw

Account Key	Account Type Sequence	Account Type Name	Account Number	Account Name	Account Parent Key
1	1	Income	10000	Income	Null
2	2	Cost of Goods Sold	20000	Cost of Goods Sold	Null
3	3	Expense	30000	Expense	Null
4	3	Expense	31000	Salaries & Benefits	3
5	3	Expense	31100	Base Wages	4
6	3	Expense	31200	Bonus/Incentive	4
7	3	Expense	31300	Payroll Taxes	4
8	3	Expense	31400	Benefits	4
9	3	Expense	32000	Human Resources	3
10	3	Expense	33000	Office & Supplies	3
11	3	Expense	34000	Computer, Equip & Operations	3
12	3	Expense	35000	Travel & Entertainment	3
13	3	Expense	36000	Marketing	3
14	3	Expense	37000	Professional Services & Fees	3
15	3	Expense	38000	Insurance & Regulations	3
16	3	Expense	39000	Amortization/Depreciation	3
17	4	Other Income	40000	Other Income	Null
18	5	Other Expense	50000	Other Expense	Null



# Making Useful Hierarchies

## Flattened

Account Type Sequence	Account Level 0 Name	Account Level 1 Name	Account Level 2 Name	
1	Income	Income	Income	Abc
2	Cost of Goods Sold	Cost of Goods Sold	Cost of Goods Sold	Abc
3	Expense	Amortization/Depreciation	Amortization/Depreciation	Abc
		Computer, Equip & Operations	Computer, Equip & Operations	Abc
		Expense	Expense	Abc
		Human Resources	Human Resources	Abc
		Insurance & Regulations	Insurance & Regulations	Abc
		Marketing	Marketing	Abc
		Office & Supplies	Office & Supplies	Abc
		Professional Services & Fees	Professional Services & Fees	Abc
		Salaries & Benefits	Base Wages	Abc
			Benefits	Abc
			Bonus/Incentive	Abc
			Payroll Taxes	Abc
			Salaries & Benefits	Abc
		Travel & Entertainment	Travel & Entertainment	Abc
4	Other Income	Other Income	Other Income	Abc
5	Other Expense	Other Expense	Other Expense	Abc



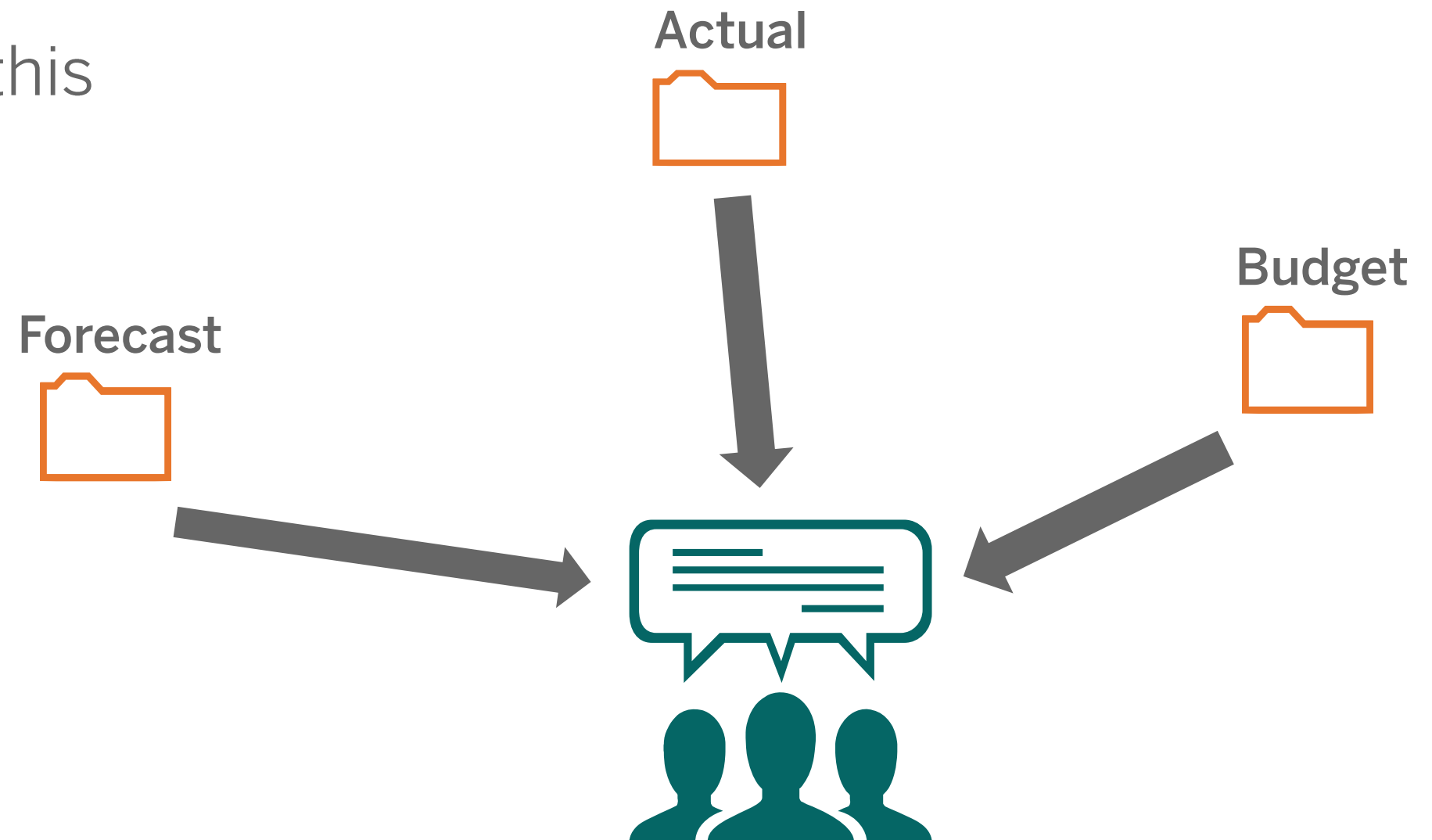


# Next Roadblock



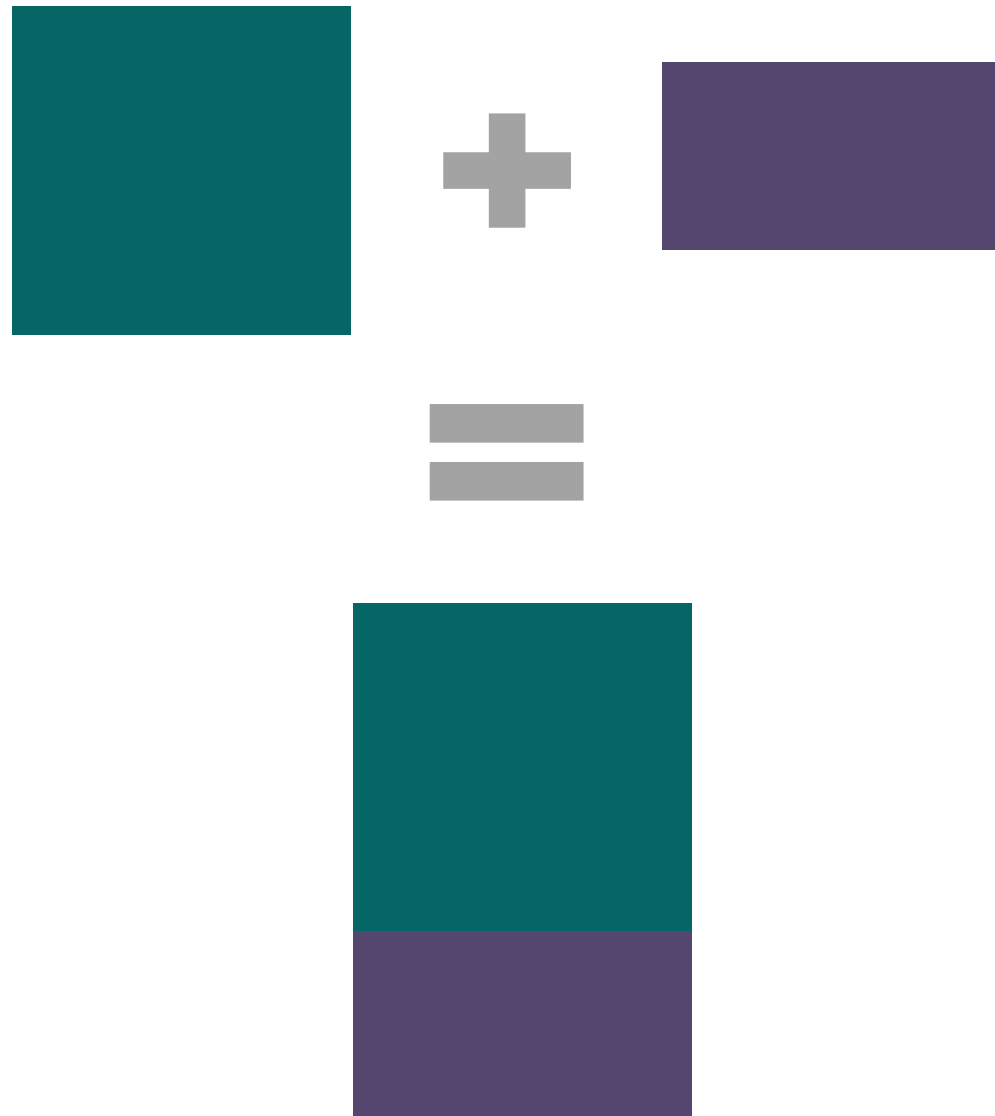
# Next Roadblock

- We need to combine our data to answer our questions
- Tableau can help with this

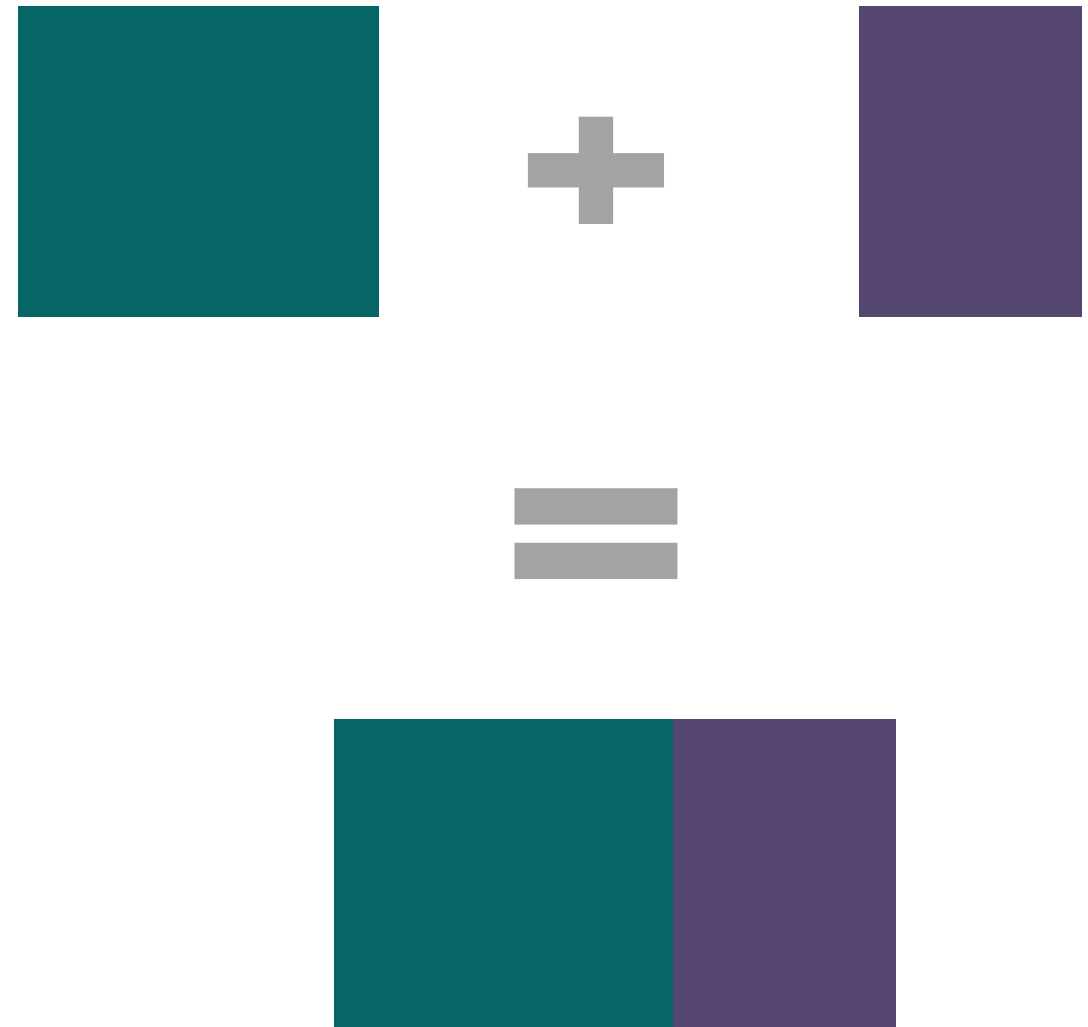


# Double Trouble – Unions and Joins

Union



Join





# Data We'll Need

- Exports\_Actual
  - We'll wildcard union this to Exports\_Budget and Exports\_Forecast
- Accounts
  - Using the flattened table
- Departments
  - Using the flattened table

Let's Get Building

# Depreciation/Amortization Schedules

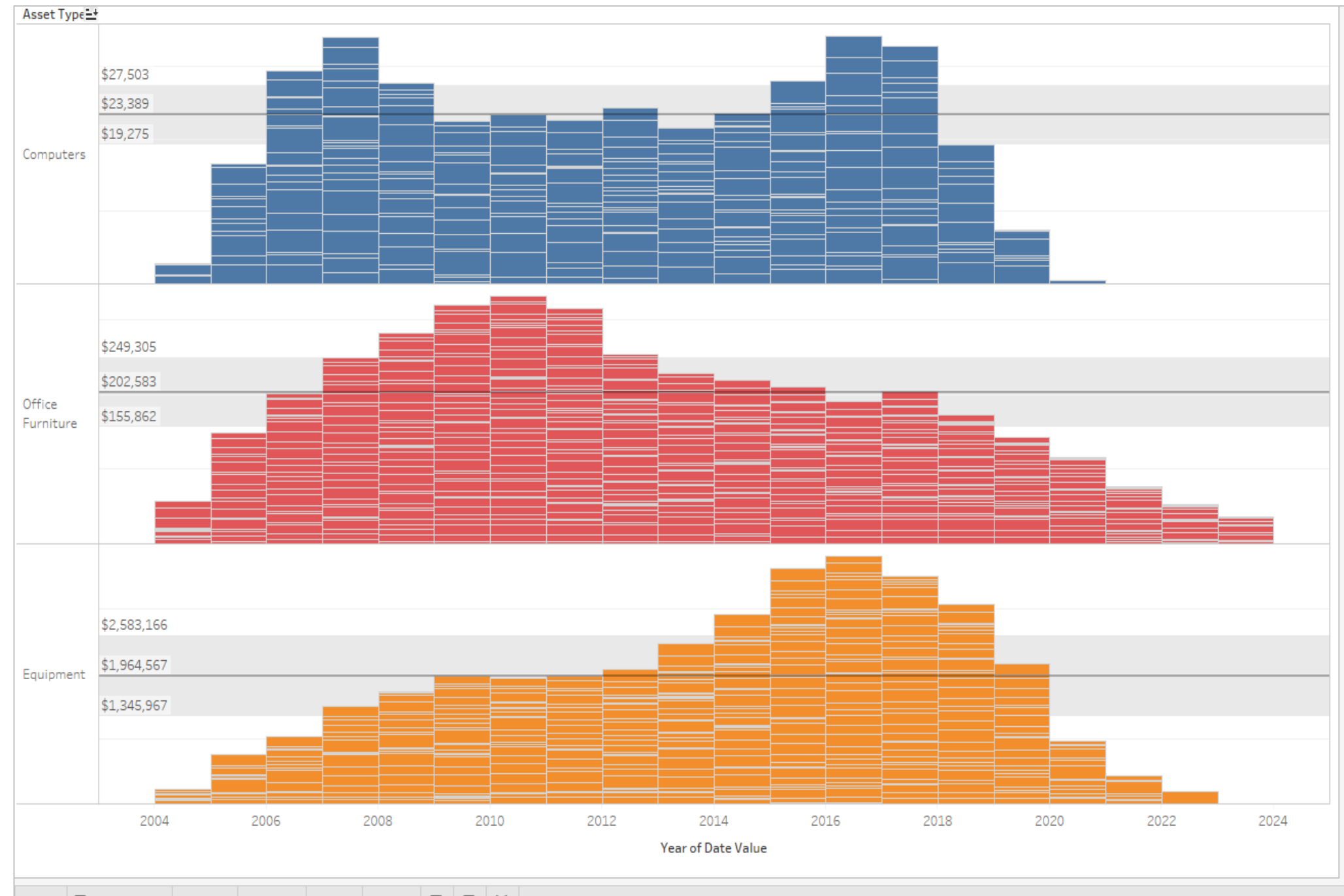


# Typical Starting Point

- Asset ID
- Asset Cost
- Start Date
- End Date or Term Length
- Other data may include:  
Name, Type & Category

# Why Isn't This Simple?

- Our Asset data only has Start Date and End Date
- We need to be able to see our Assets over time by month
- Tableau doesn't have a built in Dates data source



# The Solution

- Join to a master date table!
- But this does cause some issues...





# The Solution - Filtering

Asset Start Date	Asset End Date	Year of Date Value
1/1/2004	12/31/2010	2004
		2005
		2006
		2007
		2008
		2009
		2010
		2011
		2012
		2013
		2014
		2015
		2016
		2017
		2018
		2019
		2020
		2021
		2022
		2023



Asset Start Date	Asset End Date	Year of Date Value
1/1/2004	12/31/2010	2004
		2005
		2006
		2007
		2008
		2009
		2010

# The Solution – Level of Detail

Asset ID	Asset Name	Asset Start Date	Asset End Date	Asset Amount	Asset Category	Asset Type
1	Computers Asset 1	1/1/2011	12/31/2013	5000	Fixed Assets	Computers

Asset ID	Asset Name	Asset Start Date	Asset End Date	Term Length (months)	Status	Number of Records	Asset Amount	Asset Cost
1	Computers Asset 1	1/1/2011	12/31/2013	36	Closed (Fully Depreciated)	36	\$180,000	\$5,000

*Helps us avoid duplicating the Asset Amount!*

# Common Terms

- Depreciation Amount
- Asset Status
- Accumulated Depreciation
- Net Book Value

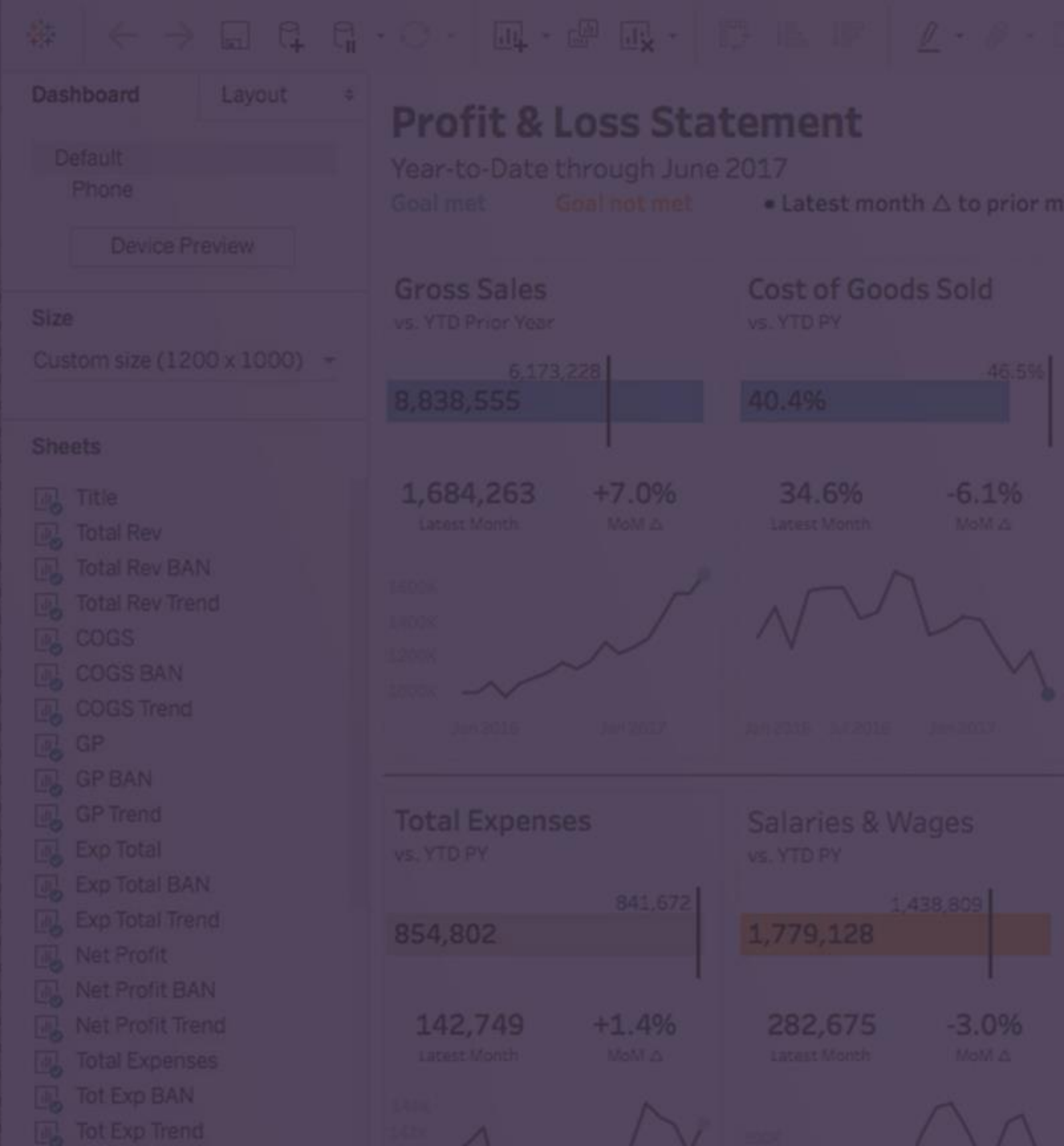
Let's Get Building!

# Conclusion

- You can do a LOT more with financial data than you might expect
- Data prep is ESSENTIAL
- Work to move towards finding insights VISUALLY

Department Level 0 Name									
Account Key	Account Level	Account Level	Account Level	Account Level	Account Num	Account Type	Account	Expense (Act % of)	
2	Cost of Good	20000	Cost of Good	20000	20000	Cost of Good	2	\$0	% of
11	Computer, Ei	34000	Computer, Ei	34000	34000	Expense	3	\$32,127	% of
9	Human Reso	32000	Human Reso	32000	32000	Expense	3	\$44,415	% of
13	Marketing	36000	Marketing	36000	36000	Expense	3	\$3,697	% of
10	Office & Sup	33000	Office & Sup	33000	33000	Expense	3	\$56,854	% of
14	Professional	37000	Professional	37000	37000	Expense	3	\$198,284	% of
5	Salaries & B	31000	Base Wages	31100	31100	Expense	3	\$3,257,470	% of
6	Salaries & B	31000	Bonus/Incen	31200	31200	Expense	3	\$622,849	% of
7	Salaries & B	31000	Payroll Taxes	31300	31300	Expense	3	\$284,642	% of
8	Salaries & B	31000	Benefits	31400	31400	Expense	3	\$259,679	% of
12	Travel & Enti	35000	Travel & Enti	35000	35000	Expense	3	\$66,989	% of
11	Computer, Ei	34000	Computer, Ei	34000	34000	Expense	3	\$27,196	% of
9	Human Reso	32000	Human Reso	32000	32000	Expense	3	\$2,888	% of
13	Marketing	36000	Marketing	36000	36000	Expense	3	\$1,060,698	% of
10	Office & Sup	33000	Office & Sup	33000	33000	Expense	3	\$12,280	% of
14	Professional	37000	Professional	37000	37000	Expense	3	\$9,239	% of
5	Salaries & B	31000	Base Wages	31100	31100	Expense	3	\$456,229	% of
6	Salaries & B	31000	Bonus/Incen	31200	31200	Expense	3	\$91,952	% of
7	Salaries & B	31000	Payroll Taxes	31300	31300	Expense	3	\$40,385	% of
8	Salaries & B	31000	Benefits	31400	31400	Expense	3	\$35,401	% of
12	Travel & Enti	35000	Travel & Enti	35000	35000	Expense	3	\$77,779	% of
16	Amortizati	39000	Amortizati	39000	39000	Expense	3	\$232,105	% of
11	Computer, Ei	34000	Computer, Ei	34000	34000	Expense	3	\$23,460	% of
9	Human Reso	32000	Human Reso	32000	32000	Expense	3	\$50,450	% of
15	Insurance &	38000	Insurance &	38000	38000	Expense	3	\$47,226	% of
13	Marketing	36000	Marketing	36000	36000	Expense	3	\$7,293	% of
10	Office & Sup	33000	Office & Sup	33000	33000	Expense	3	\$51,596	% of
14	Professional	37000	Professional	37000	37000	Expense	3	\$718,521	% of
5	Salaries & B	31000	Base Wages	31100	31100	Expense	3	\$509,240	% of
6	Salaries & B	31000	Bonus/Incen	31200	31200	Expense	3	\$232,126	% of
7	Salaries & B	31000	Payroll Taxes	31300	31300	Expense	3	\$43,751	% of

Q & A



Home Insert Page Layout Formulas Data Review View							
Calibri (Body)		12	A- A+		= =		Wrap Text
B I U				A		Merge & Center	
fx Seattle, WA, USA							
A	B	C	D	E	F	G	H
City 2	Avg. leg price	Avg. segmen	Base amount	Booking channel	Filter Booking method	City 1	Fl
Seattle (SEA)	\$747.91	\$299.16	\$1,495.82	Standard air	Agent-assisted	Detroit (DTW)	
Seattle (SEA)	\$435.35	\$435.35	\$435.35	Standard air	Online	Chicago (ORD)	
Seattle (SEA)	\$0.00	\$0.00	\$452.74	Standard air	Agent-assisted	Boston (BOS)	
Seattle (SEA)	\$254.27	\$254.27	\$254.27	Standard air	Agent-assisted	Denver (DEN)	
Seattle (SEA)	\$743.26	\$743.26	\$743.26	Standard air	Agent-assisted	Boston (BOS)	
Seattle (SEA)	\$246.03	\$246.03	\$492.06	Special request air	Agent-assisted	Austin (AUS)	
San Francisco	\$201.76	\$201.76	\$403.53	Standard air	Online	Seattle (SEA)	
Seattle (SEA)	(\$215.35)	(\$143.56)	(\$430.69)	Special request air	Agent-assisted	Austin (AUS)	
Seattle (SEA)	\$435.35	\$435.35	\$435.35	Special request air	Agent-assisted	Chicago (MDW)	
Seattle (SEA)	\$0.00	\$0.00	\$849.39	Standard air	Online	Cleveland (CLE)	
San Francisco	\$305.12	\$305.12	\$610.24	Standard air	Agent-assisted	Seattle (SEA)	
Salt Lake City	\$275.35	\$275.35	\$275.35	Special request air	Online	Seattle (SEA)	
Seattle (SEA)	\$446.51	\$223.26	\$446.51	Standard air	Agent-assisted	Chicago (MDW)	
Seattle (SEA)	\$338.60	\$169.30	\$338.60	Standard air	Agent-assisted	Chicago (MDW)	
Seattle (SEA)	\$0.00	\$0.00	\$611.11	Standard air	Online	Kansas City (MCI)	
San Francisco	\$134.42	\$134.42	\$268.84	Standard air	Online	Seattle (SEA)	
Seattle (SEA)	\$177.68	\$177.68	\$355.35	Standard air	Agent-assisted	Chicago (ORD)	
Seattle (SEA)	\$866.05	\$433.02	\$866.05	Standard air	Online	Cleveland (CLE)	
Seattle (SEA)	\$168.37	\$112.25	\$336.74	Standard air	Online	Chicago (ORD)	
Seattle (SEA)	\$253.02	\$253.02	\$506.04	Standard air	Online	Oakland (OAK)	
Seattle (SEA)	\$426.64	\$426.64	\$426.64	Standard air	Agent-assisted	Chicago (ORD)	
London (LHR)	\$160.49	\$106.99	\$323.00	Standard air	Online	Los Angeles (LAX)	
Seattle (SEA)	\$800.00	\$800.00	\$800.00	Standard air	Agent-assisted	Dallas (DFW)	
San Francisco	\$115.82	\$115.82	\$231.63	Standard air	Online	Denver (DEN)	
Singapore (S)	\$341.40	\$170.70	\$336.00	Standard air	Agent-assisted	Tokyo (NRT)	
Seattle (SEA)	\$267.91	\$267.91	\$535.82	Standard air	Online	Houston (IAH)	
Washington	\$0.00	\$0.00	\$441.86	Standard air	Agent-assisted	Denver (DEN)	
Montreal (YUL)	\$309.53	\$154.76	\$626.00	Standard air	Online	Seattle (SEA)	
Washington	(\$343.26)	(\$171.63)	(\$343.26)	Special request air	Agent-assisted	Denver (DEN)	
Seattle (SEA)	\$371.17	\$247.44	\$742.33	Standard air	Online	Washington (DCA)	
Seattle (SEA)	\$218.26	\$218.26	\$436.52	Standard air	Online	Houston (IAH)	
Washington	\$424.19	\$424.19	\$848.38	Standard air	Agent-assisted	Charlotte (CLT)	
San Francisco	\$174.97	\$174.97	\$349.94	Standard air	Online	San Diego (SAN)	
Seattle (SEA)	\$374.65	\$216.43	\$649.30	Standard air	Online	Detroit (DTW)	

ablen

