Trend by region — 12 months, two readings

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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Raw and like-for-like · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **Two regions changed scope mid-year.** Read raw, their curves tell the opposite of what happened — and nothing on the chart used to say so.

The scope of the figure, shown before the figure

Element	Value
Source	Data warehouse
Indicator	Revenue invoiced excluding tax
Filters	**Orders delivered and invoiced · credit notes deducted · intercompany sales excluded**
Period	12 rolling months ending 31/10
Scope change during the period	**Yes — 3 départements transferred from East to South-East on 1 April**

The five regions, in both readings

Region	Raw change	Like-for-like	What the raw reading would suggest
Île-de-France	+6.8 %	+6.8 %	—
West	+5.1 %	+5.1 %	—
North	+3.4 %	+3.4 %	—
South-East	**+11.2 %**	**+2.6 %**	**Best region in the group — it is in fact average**
East	**−14.0 %**	**−3.2 %**	**Collapse — the issue is real, but four times smaller**

Comparing like-for-like means neutralising organisational changes between two periods, so that the measured gap comes from activity and not from a transfer of customers. The 1 April transfer represents **€8.9 M of annual revenue**: it moves the two curves in opposite directions, by the same amount.

> **These are two different meetings.** Read raw, you congratulate the South-East and summon the East. Read like-for-like, you look for 7.3 points of gap between the East and the group — and you find them.

What the document does not contain

Missing element	Why	What would be needed to produce it
Full-year projection	**Two months of strong seasonality ahead, only 3 years of history**	**Five financial years, or stabilised seasonality** — a projection on this basis would display a precision it does not have

For the executive team to settle

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Reading retained for the committee (raw, like-for-like, or both): _____

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