



Six-month review — measured error and depth

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Document issued on 24/09/2026

27 % → 14 % on 54 pairs · fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **Every value is given with the number of forecast/actual pairs behind it**: an error measured over three months is not worth an error measured over sixty, and presenting it otherwise would mislead.

What is measured

Measure	Before	After	Measurement base
Error at 4 weeks	27 %	14 %	54 live pairs, consistent with 540 on the replay
Error at 8 weeks	34 %	19 %	Same base
Service level	94.1 %	97.3 %	6 months of shipments
Stock cover	41 days	33 days	€620,000 of cash released

Measure	Before	After	Measurement base
Duration of the exercise	9 days	1.5 days	Timesheets

Time, on the three tasks named by the page

Task	Before	After
Building a forecast	60 %	8 %
Documenting assumptions	35 %	4 %
Neutralising exceptional events	30 %	6 %

The unfavourable measure, its cause and its correction

Family	Error	Cause	Correction and depth
Baby range	24 %, against 27 % at the start	22 months of history — two cycles do not make a seasonality	Range announced wide from day one, moved from ± 14 % to ± 11 % in six months
Professional family	22 %, against 25 % at the start	61 % of volume with one customer — it follows an order book, not a season	Plugged into the customer's forward order book: 12 %, on 8 weeks of depth only
7 other families	Average gain of 15 points	—	—

The gain on the professional family is announced with its depth, and that depth is short: eight weeks, that is two forecast/actual pairs. The measurement will be taken again at the quarter, when the base is five times wider, and published either way.

Opening up to the 480 SKUs is ready. Tested on 3 families, error per SKU comes out at **21 %**, that is **7 points above family level** — the price of detail, and enough to size production runs.

Opening to the 480 SKUs — decision and date: _____

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