Six-month review — measured error and depth

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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.

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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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