Ranges broken down — where the uncertainty comes from

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

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11 points closable across 9 families · fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **A range is only useful if you know what makes it wide.** Every point of uncertainty is tied to its cause here, and the causes that lift with an internal piece of information are flagged as such.

The ± 8 % on floor cleaners

Cause	Points of range	Effect in units	How it closes
March promotion, unconfirmed	**4.5**	**3,700 units**	**One confirmation from sales — two minutes**
Weather effect measured over 5 years	**2**	900 units	Tightens as the season progresses
Residual noise	**1.5**	—	**Stays whatever the method, and that is stated**

Cause	Points of range	Effect in units	How it closes
Total	**8**	—	**Moves to ± 3.5 % with the confirmation**

What the width costs, in euros

Situation	Range	Safety stock implied	Difference
Promotion unconfirmed	**± 8 %**	Sized on 8 %	—
Promotion confirmed	**± 3.5 %**	Sized on 3.5 %	**€190,000 of tied-up stock released**

The three pieces of information that close 11 points across the 9 families

Information awaited	Holder	Points closed	Families concerned
Confirmation of the promotional campaigns	Sales management	**6**	4 families
Listing calendar of the northern chain	Key account	**3**	2 families
Switchover date of the baby range	Marketing	**2**	1 family

> **The central figure barely moves; it is the uncertainty that falls.** And uncertainty is what the company pays for, in safety stock as in shortages — so that is where the gain is.

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