Unserved demand — 61 shortage periods

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4.2 % of volume, up to 11 % on one family · fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **This document holds an estimate, and it is given as one, with its range.** Unserved demand cannot be read off: it is rebuilt by comparison with twin SKUs that stayed available, in the same stores and over the same period.

The method

Step	What is done	Why
Identifying the periods	**61 shortage periods over 5 years**	Spotted from service level by SKU
Choosing the twins	**Same family, same size, same positioning, available**	**They face the same market without facing the shortage**
Curve gap	Difference between their trajectory and yours	Gives the volume missed
Range	**Systematic**	**This is an estimate, not a reading**

The result

Scope	Unserved demand	Range	Base
All families	**4.2 % of volume**	**3.4 % to 5.1 %**	**61 periods**
Kitchen cleaners	**11 %**	**8.7 % to 13.4 %**	**9 shortages in 5 years**
Effect on the recalibrated forecast	**+ 3,400 units over the quarter**	—	3 families
Revenue the history did not show	**€128,000 a year**	—	Kitchen cleaners

A shortage that repeats ends up prophesying itself: the missed volume lowers the history, the history lowers the forecast, the forecast lowers the supply. Kitchen cleaners went round that loop nine times in five years.

> **Plugged into service level by SKU, the calculation runs continuously** rather than retrospectively: the company then sees the demand it has, and not only the demand it managed to serve.

Connection to service level — decision and date: _____

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