



Unserved demand — 61 shortage periods

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

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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

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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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