Exceptional events — 34 dates over five years

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Document issued on 09/11/2026

+187 % then −41 %: the net effect is +31 % · fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **An exceptional event left in the data propagates for five years**: it inflates the seasonality of its month and hollows out the next one. The 34 events below are dated, measured and neutralised, each with its magnitude.

The 34 events, by nature

Nature	Number	Magnitude measured
Promotional campaigns	**12**	From −15 % to −35 % discount
Shortage periods longer than two weeks	**9**	Unserved demand estimated separately
Delistings	**5**	Lasting loss of volume
New listings	**4**	Lasting gain of volume
Logistics incidents	**4**	Delays over ten days

The March campaign, broken down

Phase	Effect	What was done with it
3 weeks of campaign	**+ 187 %**	Seen by everyone
Following 4 weeks	**− 41 %**	**Neutralised nowhere — read as a fall in demand**
Net effect on the quarter	**+ 31 %**	**That is the figure that should decide the next one**

The trough afterwards is the missing half of every promotional profitability study. Without it a campaign looks three times as effective as it is, and the following month's forecast is pulled down for two years.

> **Neutralising the 34 events takes the error of the 9 families down by 6 points on its own.** The task moves from **30 % to 6 % of the exercise**, and it covers 34 events instead of the 3 or 4 anyone remembered.

Events to declare for the coming quarter: _____

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