Quarter forecast — 9 families, ranges included

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Current error measured across 60 months · fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **Forecast error is the gap between what was forecast and what was actually sold, as a percentage of the actual.** No value in this document is given without **its range** and without **the depth of history** behind it.

The starting point: what the current method is worth

Measure	Value	Measurement base
Average error at 4 weeks	**27 %**	**540 forecast/actual pairs — 9 families across 60 months**
Average error at 8 weeks	**34 %**	Same base
Steadiest family	16 %	60 months

Measure	Value	Measurement base
Most promotional family	**48 %**	**60 months — a company-wide average would have hidden this 1-to-3 spread**

The quarter forecast, family by family

Family	Central value	Range	Width	Depth of history
Floor cleaners	**41,200 units**	**37,800 – 44,600**	**± 8 %**	60 months
Laundry	**68,400**	**64,300 – 72,500**	± 6 %	60 months
Glass cleaners	22,900	21,800 – 24,000	± 5 %	60 months
Kitchen cleaners	31,500	29,300 – 33,700	± 7 %	60 months
Baby range	**9,800**	**8,400 – 11,200**	**± 14 %**	**22 months — the range is wider because the depth is shorter**

A bare value reads as a promise; a value with its range turns into a stock decision. The width of each range is itself broken down in a separate document, assumption by assumption, with the weight of each in units.

> **Building a forecast moves from 60 % to 8 % of the exercise**: nine days of work become a day and a half, and all 9 families are treated at the same level of detail instead of three.

Families whose range management wants tightened first: _____

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