Seasonality measured — by family and by channel

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7 families steady, 2 peaks moved · fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. Seasonality is computed **per family and per month, over five years, after neutralising exceptional events** — a promotion left in the data distorts seasonality for five years.

The result, family by family

Family	Seasonality	Gap with the current spreadsheet	Decision proposed
7 families	**Stable over 5 years**	**Under 4 points**	**No change — your demand planners were right**
Glass cleaners	**Peak moved from week 14 to week 11**	**3 weeks**	**Rolling 24-month computation**

Family	Seasonality	Gap with the current spreadsheet	Decision proposed
Laundry	**Peak moved by 3 weeks**	**3 weeks**	**Rolling 24-month computation**

What the shift cost

Effect	Value	Recurrence
Units misplaced within the quarter	**2,100**	—
Consequence recorded	**Shortage in March, overstock in April**	**Every year for two years**
Cause	**Online sales passed a quarter of volume**	Over 24 months

The setting proposed and its depth

Family	Error before	Error after setting	Depth of measurement
Glass cleaners	**21 %**	**13 %**	**24 months — measurement republished at 36 months**

> **The seven steady families are left untouched.** Altering a method that works always costs more than it returns, and saying so is part of the job.

Families moved to rolling seasonality: _____

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