



Last-quarter forecast — four departments

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Fictional document

Fictional document — demonstration example

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Dept	Month	Projected figure	Series	Years	Assumption
A	October	1,180	2021-2025	5	Seasonality repeats, May scheme has no effect here
A	November	1,240	2021-2025	5	Same
A	December	870	2021-2025	5	Same + year-end closure maintained
B	Quarter	2,940	2022-2025	4	Staffing constant, no change of scope
C	Quarter	640	2021-2025	5	No communication campaign planned

Dept	Month	Projected figure	Series	Years	Assumption
D	Quarter	1,510	2023-2025	3	3 years only — range widened
E	—	Not projected	Broken	—	No tenable assumption

Department D is projected on three years rather than five, and that is written in the row. A wider range goes with that figure: three years give a seasonality, they do not give the same confidence as five.

Why department E is not projected

Element	State
History available	2021-2026
Break in counting	April 2026
Values before and after comparable	No
Projection possible	No
What would make it possible	The conversion rule, or 12 months of the new series

A projection on that series would be a wrong figure of normal appearance. That is worse than no figure at all: nobody distrusts a number that looks like the others.

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