

Four questions for your growth plan.

The numbers underneath it, on one page.

Every growth plan is already a forecast. A new retailer, more doors, a campaign: each one carries a number, and each number carries an assumption. These are the four worth checking before the plan turns into production, cash and a promise to a retailer.

THE QUESTION	WHAT IT USUALLY HIDES	WHAT A GOOD ANSWER LOOKS LIKE
1 · Where did the rate of sale come from? <i>units per store per week</i>	A number somebody said out loud in a meeting, or a launch week. New distribution has no history, so the number gets invented.	The nearest real evidence, named: a comparable product of your own, the retailer's category benchmark, a sister size, or your site velocity discounted. Written as a range.
2 · Which of last year's sales were demand, and which were price? <i>baseline against promoted</i>	Promoted weeks read as baseline. Last year's total becomes this year's starting point, and growth gets promised on top of a discount.	Every promoted week marked and stripped out. What is left is the baseline. It also shows which products only move when they are cheap.
3 · What does the lift assume? <i>needed against expected</i>	A round number and hope. Hope is a markdown waiting to happen.	The lift you need, which is arithmetic: the volume that covers the margin you gave away. Beside it, the lift you expect, from the last run or the category.
4 · When does the growth have to be committed? <i>lead time, all of it</i>	A plan that waits for data that has not arrived yet. Waiting for the data is a decision to be out of stock.	The commit date worked back from lead time: components, filling, packing, transport, booking-in. Decided on day one, before any evidence.

The same listing, three honest answers

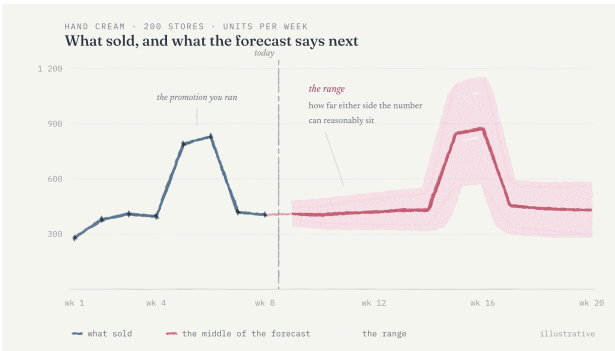
Hand cream, 200 stores, four units on the shelf, four weeks of depot cover. Only the rate of sale changes.

PER STORE PER WEEK	1.4	2.0	2.6
Sales a week across 200 stores	280	400	520
On the shelf	800	800	800
Four weeks in the depot	1,120	1,600	2,080
First order	1,920	2,400	2,880

A thousand units of difference, in cash, factory time and a promise.

What a forecast looks like

A middle and a width. The middle fits in an email; the width is where the decisions are. A wide range on a new listing is correct: it sizes the bet before you place it.



Want a second pair of eyes on yours?

Antevon builds demand forecast models for beauty and personal-care brands: how much you will sell, how much to make, and when to commit. Send your four answers to yurii@antevon.com.