

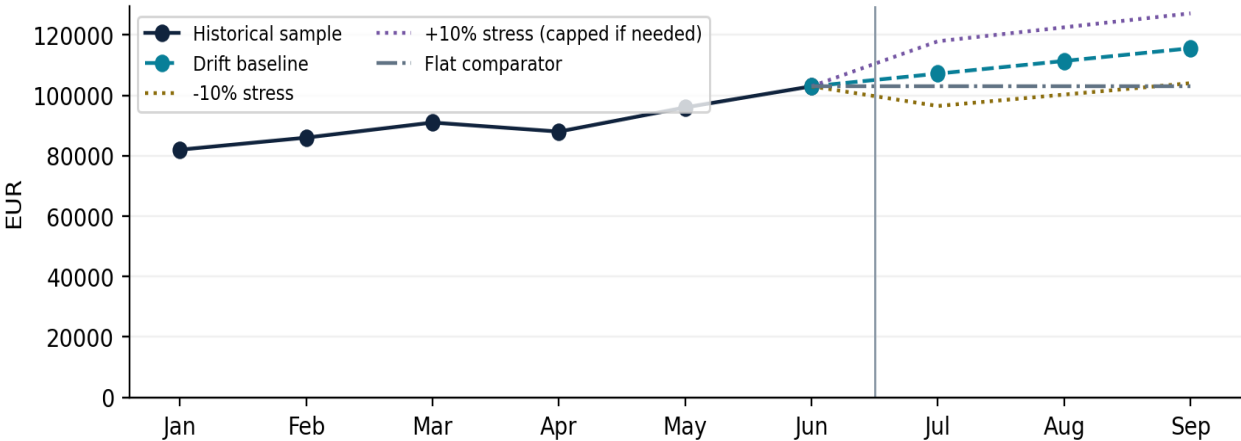
Construction & project businesses

Forecasting & Trend Projections

Projection cut-off: 30 June 2026 | July-September planning illustration. This is a worked historical example, not a current forecast. Synthetic data; no customer records or actual post-June outcomes are used.

Planning question

What material-spend range should procurement and project planning accommodate?



Projection summary

June actual	Average monthly change	Q3 drift baseline
EUR 103,000	EUR 4,200	EUR 334,200

The drift baseline continues the January-June average absolute monthly change. The flat comparator holds June constant. Stress lines apply an assumed +/-10% adjustment; they are not probability bounds.

What can be used for planning

Use the range to review procurement commitments. Cash planning requires payment terms and due dates in addition to invoice spend.

All inputs are synthetic. Baseline extrapolation is a transparent example method, not a validated demand model or a performance guarantee.

Method & historical checks

Reproducible baseline

Average monthly change = (June - January) / 5 = (103,000 - 82,000) / 5 = 4,200 EUR per month.
Raw horizon-h baseline = June + h x average monthly change, for h = 1, 2, 3.

Negative values are bounded at zero. For the hotel examples, room-night projections are also bounded by known available room-night capacity. Bounds are stated explicitly; capacity is unknown for the other examples.

Three chronological one-step checks

Train on January-March and predict April; extend through April and predict May; extend through May and predict June. At each origin, both methods use only data available before the predicted month. Errors are absolute differences in the KPI unit.

Test month	Actual	Flat	Drift	Flat error	Drift error
Apr	88,000	91,000	95,500	3,000	7,500
May	96,000	88,000	90,000	8,000	6,000
Jun	103,000	96,000	99,500	7,000	3,500

Diagnostic	Flat comparator	Drift baseline
Mean absolute error (MAE)	6,000	5,666.7

How to interpret the check

Drift MAE is lower than the flat comparator in these three one-step tests. This is a small historical diagnostic, not evidence of durable superiority. The drift example is not selected or tuned by this result.

Only three forecast errors are available. There is no independent multi-quarter test, no validated seasonal pattern and no three-month-ahead accuracy estimate. A real scope requires more history and horizon-appropriate validation.

KPI definition

Accepted material invoice cost by invoice month, excluding VAT, credits and duplicate postings; this is not cash paid.

Scenario assumptions & decisions

July-September values (EUR)

Period	-10% stress	Drift base	+10% stress	Flat comparator
Jul	96,480	107,200	117,920	103,000
Aug	100,260	111,400	122,540	103,000
Sep	104,040	115,600	127,160	103,000
Q3 total	300,780	334,200	367,620	309,000

Tables show one decimal where needed; monetary summary values are rounded to whole EUR. Fractional counts are planning averages, not partial completed events. Calculations and totals use unrounded values.

Meaning of the stress cases

Lower stress = 90% of the bounded drift baseline; upper stress = 110%, subject to known hotel capacity. The 10% adjustment is an illustrative planning choice. It is not estimated from forecast errors, assigned a likelihood or presented as a confidence interval.

Industry / area assumptions

The scenarios assume a comparable set of projects and no major rephasing. Payment timing and project completion are not forecast.

Proposed actual-versus-plan review

When July actuals are available, reconcile the KPI definition and reporting cut-off first. Record actual minus baseline and its percentage of baseline. If actuals sit outside the illustrative stress cases, investigate the driver and revise the assumptions; this is a proposed planning trigger, not a statistical anomaly rule.

Repeat the calculation with each accepted new period, compare the drift and flat baselines, and keep a dated log of assumptions and revisions. No post-June actuals are supplied here, so actual forecast performance is not claimed.

Source and scope

Separate ReTriev synthetic construction & project businesses dataset; one monthly KPI series and a May/June supporting measure. This is not the general dashboard dataset.

Forecasting setup is optional and scoped to the selected KPI and feasible history. Predictive machine learning, cash forecasting, causal attribution and recurring updates are not implied by this example.