

What eleven schedules say about the 12-month metric

Conclusions from the cycle time metric study, 9 Oct 2026: six template plans started 10/2/26 and five gated programs in flight

Define

the largest departure in all eleven schedules: 2.7 to 4.8 months in the template plans and 8.8 to 19.5 in the gated programs, against 1

4 months

the metric's Tooling allocation, and what every product plan carries: 3.8 to 5.7 months, ten of ten. The ODM-governed phase is not where the time goes

2 months

the metric's Validation allocation; no product plan carries less than 3.1 months and the gated programs plan 3.9 to 4.4. The metric's least supported number

5 of 6

template plans that land inside their committed window with Define held at its own TARGET and every downstream phase left as planned

Every planned phase against the metric

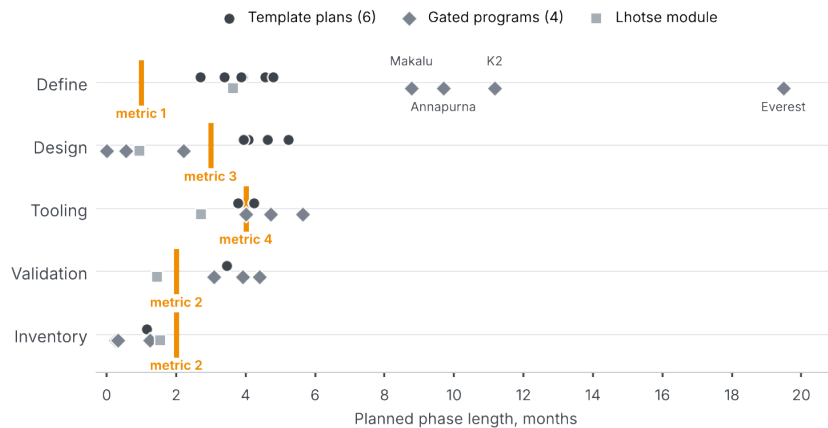


Figure 1. One dot per schedule per phase, planned length in months; the orange tick is the metric's allocation. Gated programs measure Define from their own project start, so feasibility is inside it. Lhotse has no tooling; its Tooling dot is DVV at engineering release.

What moved between the 10/5 and 10/8 saves.

Fuji grew 14 days, all in Define; Hallasan lost 54 days through a parallel capability test, shorter design steps and tooling cut to 115 days, and its window miss fell from 60 days to 6. Four other template plans and every gated program were unchanged downstream. The teams are editing the front end and treating the back end as fixed.

Three corrections before the next read.

The Annapurna file names its milestones Makalu. A PSR TARGET of 6/23/28 sits in both gated product files, later than either plan. Every template plan titles its inventory build "(2 mo)" and gives it 28 days; at 61 days each ship date moves a month.

Six conclusions

1. The organization already plans the metric's back end.

From Product Defined to ship, the ten product plans run 243 to 428 days against the metric's 335, seven of them within 60 days of it. Tooling sits at 3.8 to 5.7 months in all ten; Everest hits the metric's 122 days exactly. The phases the metric protects because the ODM controls them are the ones the plans already meet.

2. Every plan spends its calendar in Define, the phase the client controls.

Define carries 44 to 67 percent of each template plan's gap and over 90 percent of the Annapurna and Makalu gaps. The template plans run Define at 2.7 to 4.8 times the metric; nothing else in those plans is more than 1.8 times. Shortening Define needs no ODM agreement, no tooling change and no new capability.

3. The six template plans are one plan downstream, so the fix is made once.

Tooling is 129 days in five of six, Validation 105 and Inventory 35 in all six, Design 120 to 159. The downstream block describes the template, not the product, which also means no template plan prices in its own sensor, flow path or certification risk. Edit the template's front end and its serial validation once and six ship dates move together.

4. The 2-month Validation is the metric's least supported allocation.

No product plan is under 3.1 months. The template plans run FAI and V&V; (42 d) and then pilot production V&V; (42 d) in series; the gated programs run beta V&V;., pilot build, engineering release with certification and PSR in series, 4.4 months. Either the metric moves to 3 months or the plans put FAI, pilot and certification in parallel; the earlier cycle time study showed the certification tail is the piece that can run alongside.

5. Targets are generic; plans are specific; the two have not met.

Every template plan carries the same TARGETs (Product Defined 12/1/26, prototypes 7/30/27, window 12/31/27; Kinabalu 3/31/28) and misses all three: Define by 22 to 86 days, prototypes by 83 to 178, window by 6 to 76. The gated programs, whose targets were set against their own plans, beat their windows by 21 and 49 days. A uniform prototypes target 83 to 178 days adrift on day six should be reset against each plan or the plans challenged to it, not reported against.

6. The front end the metric assumes done before Time 0 does not exist yet.

The metric's one month assumes market research, concept and technology are settled when the clock starts. Kinabalu hires its customer owner as its first critical task; Everest spent 19.5 months reaching DP; Annapurna and Makalu run feasibility inside Define. The record is consistent: the client plans a 12-month program well once definition closes, and has no stage that closes definition before the program starts.

What to do with this. Hold the downstream block as planned and fix Define in the template once: at its own TARGET of 2 months, five of six template plans ship inside their committed windows and the sixth (Yushan) is 33 days out because of a serial benchtop build. Break the FAI-then-pilot series in the same edit. Reset the 7/30/27 prototypes target per plan. Then stand up the stage the metric assumes: continuous customer research and technology retirement before a program's Time 0, so that Define can be the month the metric says it is. The metric's author expected to move time upstream once the back end compressed; the schedules say the back end is done and the front end was never planned.

Project Fuji against the 12-month metric

Fuji macro schedule v0.1, saved 10/8/26, day 6 of a 528-day plan, ship 3/13/28 against a 12-month metric

528 days

start to ship in the plan: 17.3 months against the 365-day metric, 1.4 times the metric length

+163 days

beyond the metric, 5.4 months. Define carries 109 of them, Validation 44, Design 29; Inventory gives 26 back

4.6 months

planned for Define against the metric's 1 month; the plan misses its own TARGET for Product Defined (12/1/26) by 79 days

12/25/27

ship date with Define held at its own TARGET and every downstream phase at plan duration: inside the Q4 2027 window

Fuji plan against the metric, by phase

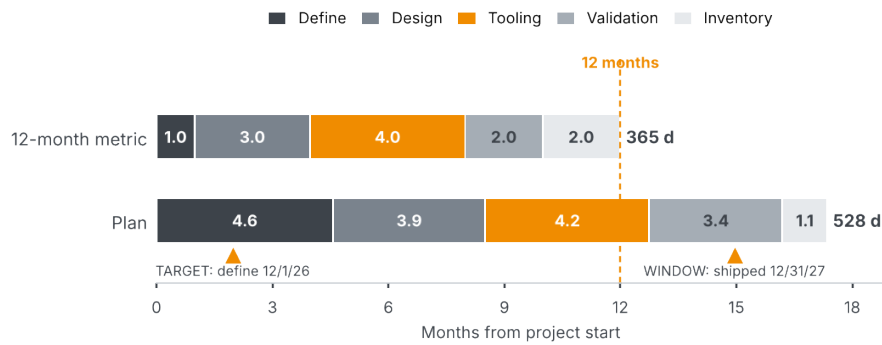


Figure 1. Phases mapped from the schedule: Define = start to Product Defined, Design = to MP tooling order, Tooling = to tooling complete, Validation = to pilot production V&V; complete, Inventory = to shipped. Months of 30.44 days; the schedule runs a 7-day calendar, so every duration is calendar days.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	4.6 mo (139 d)	+109 d (4.6x)	Fuji: Product Defined 2/18/27
Design	3 mo (91 d)	3.9 mo (120 d)	+29 d (1.3x)	Order & Fabricate MP Tooling 6/18/27
Tooling	4 mo (122 d)	4.2 mo (129 d)	+7 d (1.1x)	Order & Fabricate MP Tooling 10/25/27
Validation	2 mo (61 d)	3.4 mo (105 d)	+44 d (1.7x)	Complete Pilot Production and V&V; 2/7/28
Inventory	2 mo (61 d)	1.1 mo (35 d)	-26 d (0.6x)	Fuji: Product Commercialized and Shipped 3/13/28
Total	12 mo (365 d)	17.3 mo (528 d)	+163 d (1.4x)	Ship 3/13/28 from a 10/2/26 start

Five differences from the metric

1. Define takes 4.6 months against 1, and that is 67 percent of the whole gap.

Ideation (14 d), ID concepts (28), customer validation (21), CRD/PRD (28), capability testing (42), TRD update (7) and the ODM quote (14) run to Product Defined on 2/18/27. The metric's one month assumes market research is complete at Time 0 and the month decides rather than researches. The schedule's own notes assume requirements lock by 10/31/26 and ID by 12/1/26.

2. Design and Tooling are near the metric; the protected phases hold.

Design runs 3.9 months against 3 and tooling 4.2 against 4. The 42-day finished-prototype build sits between design review and the tooling order, and the plan's own note asks whether full finished prototypes are needed.

3. Validation runs 3.4 months against 2 because two 42-day validation blocks sit in series.

FAI build (14 d), FAI and customer V&V; (42), design review (7) and then pilot production V&V; (42) follow one another. The metric closes pilot builds, FAIs and certification inside two months. Compliance testing now runs with 35 days of slack after being tied to the FAI build.

4. Inventory is 35 days against the metric's 2 months, and the task label disagrees with its duration.

Build Saleable Inventory is titled "(2 mo)" and carries 28 days. At the metric's 61 days for that build, the ship date moves from 3/13/28 to 4/15/28.

5. The plan misses the Q4 2027 window by 73 days and the prototypes TARGET (7/30/27) by 150 days.

The window (12/31/27) already sits 3 months past the metric before any slip. Lhotse milestones carry 36 to 246 days of slack and do not drive the dates; the internal chain does.

Reading the table

Since the 10/5 save the Define chain grew by 14 days (ideation 7 to 14, customer validation 14 to 21 and now in series) and the ship date moved from 2/28/28 to 3/13/28. Every downstream phase is unchanged. The plan is drifting in the one phase the ODM does not control.

The arithmetic. Hold every downstream phase at its planned duration and bring Define to the schedule's own TARGET of 12/1/26: shipment moves 79 days earlier, from 3/13/28 to 12/25/27, inside the Q4 2027 window. Bring Define to the metric's 1 month and shipment lands 11/25/27. The committed window is reachable with one phase changed.

Project Kailash against the 12-month metric

Kailash macro schedule v0.0, saved 10/5/26, day 3 of a 508-day plan, ship 2/22/28 against a 12-month metric

508 days

start to ship in the plan: 16.7 months against the 365-day metric, 1.4 times the metric length

+143 days

beyond the metric, 4.7 months. Define carries 89 of them, Validation 44, Design 29; Inventory gives 26 back

3.9 months

planned for Define against the metric's 1 month; the plan misses its own TARGET for Product Defined (12/1/26) by 59 days

12/25/27

ship date with Define held at its own TARGET and every downstream phase at plan duration: inside the Q4 2027 window

Kailash plan against the metric, by phase

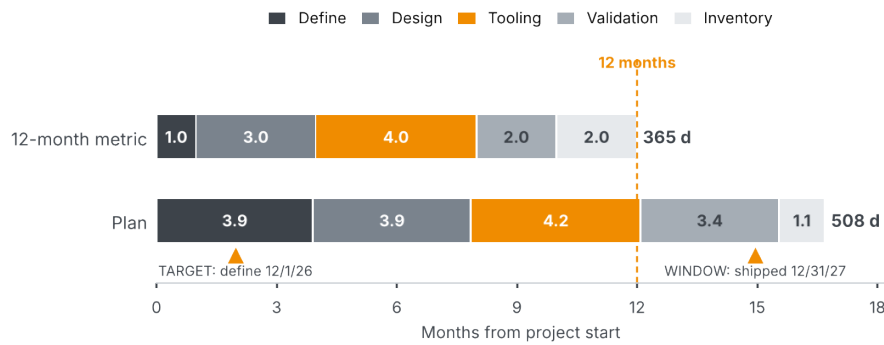


Figure 1. Phases mapped from the schedule: Define = start to Product Defined, Design = to MP tooling order, Tooling = to tooling complete, Validation = to pilot production V&V; complete, Inventory = to shipped. Months of 30.44 days; the schedule runs a 7-day calendar, so every duration is calendar days.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	3.9 mo (119 d)	+89 d (4.0x)	Product Defined 1/29/27
Design	3 mo (91 d)	3.9 mo (120 d)	+29 d (1.3x)	Order & Fabricate MP Tooling 5/29/27
Tooling	4 mo (122 d)	4.2 mo (129 d)	+7 d (1.1x)	Order & Fabricate MP Tooling 10/5/27
Validation	2 mo (61 d)	3.4 mo (105 d)	+44 d (1.7x)	Complete Pilot Production V&V; 1/18/28
Inventory	2 mo (61 d)	1.1 mo (35 d)	-26 d (0.6x)	Product Commercialized and Shipped 2/22/28
Total	12 mo (365 d)	16.7 mo (508 d)	+143 d (1.4x)	Ship 2/22/28 from a 10/2/26 start

Five differences from the metric

1. Define takes 3.9 months against 1, and that is 62 percent of the whole gap.

Ideation (1 d), ID concepts (28), CRD/PRD (28), capability testing (42), TRD update (7) and the ODM quote (14) run in series to Product Defined on 1/29/27. fastProject's Local CP flags exactly this chain. The plan misses the Q4 2027 window by 53 days and the prototypes TARGET (7/30/27) by 130 days.

2. Design and Tooling are near the metric; the protected phases hold.

Design runs 3.9 months against 3 and tooling 4.2 against 4. Benchtop samples carry 305 days of slack, which says they are not feeding the design decisions they are built for.

3. Validation runs 3.4 months against 2 because two 42-day validation blocks sit in series.

FAI build (14 d), FAI and customer V&V; (42), design review (7) and then pilot production V&V; (42) follow one another. The metric closes pilot builds, FAIs and certification inside two months. Compliance testing runs in parallel with 62 days of slack, which is the pattern the metric asks for.

4. Inventory is 35 days against the metric's 2 months, and the task label disagrees with its duration.

Build Saleable Inventory is titled "(2 mo)" and carries 28 days. At the metric's 61 days for that build, the ship date moves from 2/22/28 to 3/26/28.

5. No sensor or flow-path risk retirement appears anywhere in the plan.

The schedule has no technology derisk task, no Lhotse module milestones, and a capability test that is generic to the template. The metric's Design phase expects key feasibility risks retired by month 4; this plan does not name them.

Reading the table

This is the only template schedule not touched since 10/5/26. It carries the template's downstream block to the day (120, 129, 105, 35) and a 119-day Define. A Kailash has its own sensor, flow path and certification burden; none of that shows in the durations.

The arithmetic. Hold every downstream phase at its planned duration and bring Define to the schedule's own TARGET of 12/1/26: shipment moves 59 days earlier, from 2/22/28 to 12/25/27, inside the Q4 2027 window. Bring Define to the metric's 1 month and shipment lands 11/25/27.

Hallasan macro schedule v0.1, saved 10/8/26, day 6 of a 461-day plan, ship 1/6/28 against a 12-month metric

start to ship in the plan: 15.1 months against the 365-day metric, 1.3 times the metric length, the shortest template plan

beyond the metric, 3.2 months. Define carries 52 of them, Validation 44, Design 33; Tooling and Inventory give 33 back

planned for Define against the metric's 1 month; the plan misses its own TARGET for Product Defined (12/1/26) by 22 days

ship date with Define held at its own TARGET and every downstream phase at plan duration: inside the Q4 2027 window

12-month metric

1.0 3.0 4.0 2.0 2.0 365 d

12 months

Plan

2.7 4.1 3.8 3.4 1.1 461 d

TARGET: define 12/1/26

WINDOW: shipped 12/31/27

0 3 6 9 12 15 18

Months from project start

Figure 1. Phases mapped from the schedule: Define = start to Product Defined, Design = to MP tooling order, Tooling = to tooling complete, Validation = to pilot production V&V; complete, Inventory = to shipped. Months of 30.44 days; the schedule runs a 7-day calendar, so every duration is calendar days.

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	2.7 mo (82 d)	+52 d (2.7x)	Hallasan: Product Defined 12/23/26
Design	3 mo (91 d)	4.1 mo (124 d)	+33 d (1.4x)	Order & Fabricate MP Tooling 4/26/27
Tooling	4 mo (122 d)	3.8 mo (115 d)	-7 d (0.9x)	Order & Fabricate MP Tooling 8/19/27
Validation	2 mo (61 d)	3.4 mo (105 d)	+44 d (1.7x)	Complete Pilot Production V&V; 12/2/27
Inventory	2 mo (61 d)	1.1 mo (35 d)	-26 d (0.6x)	Hallasan: Product Commercialized and Shipped 1/6/28
Total	12 mo (365 d)	15.1 mo (461 d)	+96 d (1.3x)	Ship 1/6/28 from a 10/2/26 start

Ideation (14 d), ID concepts (14), CRD/PRD (14), draft TRD (14), TRD update (7) and the ODM quote (14) run to Product Defined on 12/23/26, with capability testing (42) now in parallel. Product Defined itself carries 8 days of float because the Lhotse ODM Ready milestone (12/23/26) is a predecessor; the critical path runs through ID design off the draft TRD.

ID design (35 d) starts off the draft TRD before definition closes, then ME (35), EE/FW (56) and finished prototypes (42). Tooling at 115 days is the only template tooling phase under the metric's 122.

FAI build (14 d), FAI and customer V&V; (42), design review (7) and then pilot production V&V; (42) follow one another. The metric closes pilot builds, FAIs and certification inside two months. Compliance testing runs with 35 days of slack.

Build Saleable Inventory is titled "(2 mo)" and carries 28 days. At the metric's 61 days for that build, the ship date moves from 1/6/28 to 2/8/28, back outside the window.

Six days is inside the noise of any plan this early; the window is reachable without changing a phase. The prototypes TARGET is not: 83 days sits in Validation and the serial FAI blocks, not in Define.

Since the 10/5 save this plan was cut by 54 days: ID concepts, CRD/PRD and ME design shortened, capability testing moved in parallel, tooling 130 to 115 days. Ship moved from 2/29/28 to 1/6/28 and the window miss from 60 days to 6. The team found eight weeks in four days of editing, which is the point of the challenge process.

lateralworks >

Yushan macro schedule v0.1, saved 10/8/26, day 6 of a 531-day plan, ship 3/16/28 against a 12-month metric

531 days

start to ship in the plan: 17.4 months against the 365-day metric, 1.5 times the metric length

+166 days

beyond the metric, 5.5 months. Define carries 73 of them, Design 68, Validation 44; Inventory gives 26 back

5.2 months

planned for Design against the metric's 3, the longest Design phase in the template set; Define is 3.4 months against 1

2/2/28

ship date with Define held at its own TARGET and every downstream phase at plan duration: still 33 days outside the Q4 2027 window

Yushan plan against the metric, by phase

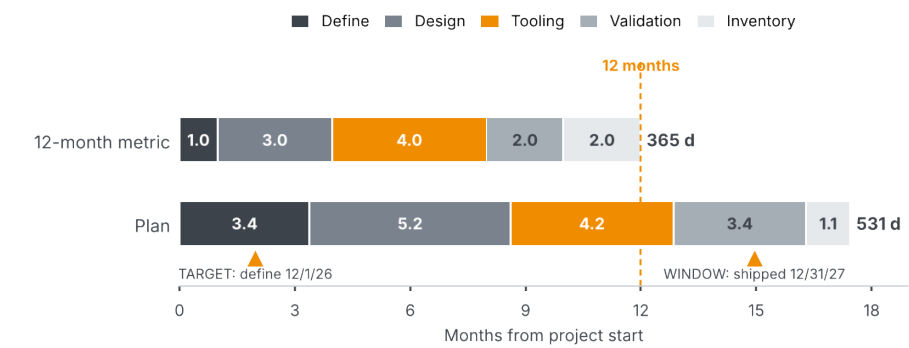


Figure 1. Phases mapped from the schedule: Define = start to Product Defined, Design = to MP tooling order, Tooling = to tooling complete, Validation = to pilot production V&V; complete, Inventory = to shipped. Months of 30.44 days; the schedule runs a 7-day calendar, so every duration is calendar days.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	3.4 mo (103 d)	+73 d (3.4x)	Yushan: Product Defined 1/13/27
Design	3 mo (91 d)	5.2 mo (159 d)	+68 d (1.8x)	Order & Fabricate MP Tooling 6/21/27
Tooling	4 mo (122 d)	4.2 mo (129 d)	+7 d (1.1x)	Order & Fabricate MP Tooling 10/28/27
Validation	2 mo (61 d)	3.4 mo (105 d)	+44 d (1.7x)	Complete Pilot Production and V&V; 2/10/28
Inventory	2 mo (61 d)	1.1 mo (35 d)	-26 d (0.6x)	Yushan: Product Commercialized and Shipped 3/16/28
Total	12 mo (365 d)	17.4 mo (531 d)	+166 d (1.5x)	Ship 3/16/28 from a 10/2/26 start

Five differences from the metric

- Define takes 3.4 months against 1, and that is 44 percent of the whole gap.**
Competitor analysis (7 d), ideation (3), ID concepts (28), customer validation (14), CRD/PRD (14), draft TRD (14), TRD update (7) and the ODM quote (14) run to Product Defined on 1/13/27. Product Defined carries 11 days of float; the Lhotse ODM Ready milestone (12/23/26) gates the TRD update.
- Design runs 5.2 months against 3 because benchtop samples sit in series.**
ME (42 d), EE/FW (56), benchtop samples (28) and finished prototypes (42) follow one another to the tooling order on 6/21/27. In the other template plans benchtop samples run in parallel off the capability test. Moving them back saves 28 days on the critical path.
- Validation runs 3.4 months against 2 because two 42-day validation blocks sit in series.**
FAI build (14 d), FAI and customer V&V; (42), design review (7) and then pilot production V&V; (42) follow one another. The metric closes pilot builds, FAIs and certification inside two months. Compliance testing runs in parallel with 62 days of slack.
- Inventory is 35 days against the metric's 2 months, and the task label disagrees with its duration.**
Build Saleable Inventory is titled "(2 mo)" and carries 28 days. At the metric's 61 days for that build, the ship date moves from 3/16/28 to 4/18/28.
- The plan misses the Q4 2027 window by 76 days and the prototypes TARGET (7/30/27) by 153 days.**
The plan misses its own TARGET for Product Defined (12/1/26) by 43 days, the smallest define miss in the template set, yet the ship date is the second latest. The calendar is lost in Design, not Define.

Reading the table
The Yushan plan is the one template schedule where Design, not Define, is the larger departure. Benchtop samples (28 d) sit in series between EE/FW design and finished prototypes instead of in parallel, which adds a month that the other five plans do not carry. Define is also the shortest of the six because the component scan and competitor work run in parallel at the front.

The arithmetic. Hold every downstream phase at its planned duration and bring Define to the schedule's own TARGET of 12/1/26: shipment moves 43 days earlier, from 3/16/28 to 2/2/28, still outside the window. Bring Define to the metric's 1 month and shipment lands 1/3/28. This plan needs Design fixed as well: benchtop samples in parallel brings the window inside reach.

Project Kinabalu against the 12-month metric

Kinabalu macro schedule v0.1, saved 10/7/26, day 5 of a 556-day plan, ship 4/10/28 against a 12-month metric and a Q1 2028 window

556 days

start to ship in the plan: 18.3 months against the 365-day metric, 1.5 times the metric length, the longest template plan

+191 days

beyond the metric, 6.3 months. Define carries 116 of them, Design 50, Validation 44; Inventory gives 26 back

4.8 months

planned for Define against the metric's 1 month; the plan misses its own TARGET for Product Defined (12/1/26) by 86 days

1/15/28

ship date with Define held at its own TARGET and every downstream phase at plan duration: inside the Q1 2028 window

Kinabalu plan against the metric, by phase

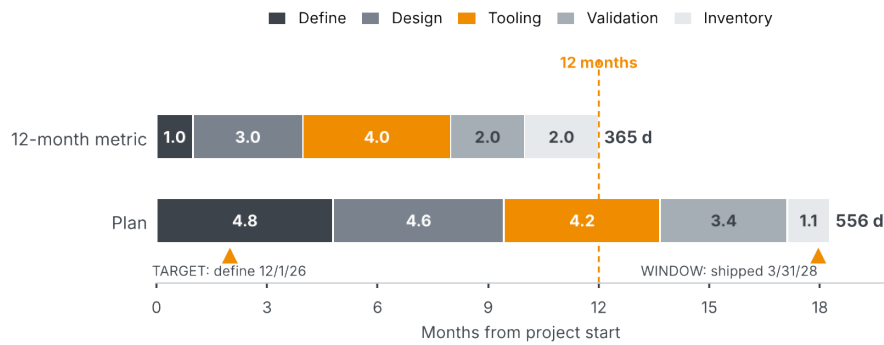


Figure 1. Phases mapped from the schedule: Define = start to Product Defined, Design = to MP tooling order, Tooling = to tooling complete, Validation = to pilot production V&V; complete, Inventory = to shipped. Months of 30.44 days; the schedule runs a 7-day calendar, so every duration is calendar days.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	4.8 mo (146 d)	+116 d (4.9x)	Kinabalu: Product Defined 2/25/27
Design	3 mo (91 d)	4.6 mo (141 d)	+50 d (1.6x)	Order & Fabricate MP Tooling 7/16/27
Tooling	4 mo (122 d)	4.2 mo (129 d)	+7 d (1.1x)	Order & Fabricate MP Tooling 11/22/27
Validation	2 mo (61 d)	3.4 mo (105 d)	+44 d (1.7x)	Complete Pilot Production and V&V; 3/6/28
Inventory	2 mo (61 d)	1.1 mo (35 d)	-26 d (0.6x)	Kinabalu: Product Commercialized and Shipped 4/10/28
Total	12 mo (365 d)	18.3 mo (556 d)	+191 d (1.5x)	Ship 4/10/28 from a 10/2/26 start

Five differences from the metric

1. Define takes 4.8 months against 1, and that is 61 percent of the whole gap.

core team staffing (28 d), background work (14), ID concepts (14), user studies (14), iteration (7), second user studies (14), CRD/PRD (14), TRD (14), capability test (21), TRD update (7) and the ODM quote (14) run to Product Defined on 2/25/27. Product Defined carries 21 days of float; ID design starts off the draft TRD.

2. Design runs 4.6 months against 3.

ID design (56 d) overlaps the TRD, then ME (42), EE/FW (56) and finished prototypes (42) to the tooling order on 7/16/27. Tooling holds at 4.2 months against 4.

3. Validation runs 3.4 months against 2 because two 42-day validation blocks sit in series.

FAI build (14 d), FAI and customer V&V; (42), design review (7) and then pilot production V&V; (42) follow one another. The metric closes pilot builds, FAIs and certification inside two months. Compliance testing runs in parallel with 62 days of slack.

4. Inventory is 35 days against the metric's 2 months, and the task label disagrees with its duration.

Build Saleable Inventory is titled "(2 mo)" and carries 28 days. At the metric's 61 days for that build, the ship date moves from 4/10/28 to 5/13/28.

5. The plan misses the Q1 2028 window by 10 days and the prototypes TARGET (7/30/27) by 178 days.

The prototypes TARGET is the common 7/30/27 date even though this program starts with an unstaffed core team; it is 178 days adrift, the largest prototypes miss in the set, and should be re-set rather than reported against.

Reading the table

The Kinabalu plan is the only template schedule with a Q1 2028 window (3/31/28) rather than Q4 2027, and it still misses it. The first critical task is staffing the core team (28 days to hire the customer owner), then two user-study cycles run in series before the CRD. The front end here is honest about not being ready, which is better than a template that pretends.

The arithmetic. Hold every downstream phase at its planned duration and bring Define to the schedule's own TARGET of 12/1/26: shipment moves 86 days earlier, from 4/10/28 to 1/15/28, inside the Q1 2028 window. Bring Define to the metric's 1 month and shipment lands 12/16/27. The staffing task at the front is the first thing to shorten.

Project Damavand against the 12-month metric

Damavand macro schedule v0.1, saved 10/7/26, day 5 of a 507-day plan, ship 2/21/28 against a 12-month metric

507 days

start to ship in the plan: 16.7 months against the 365-day metric, 1.4 times the metric length

+142 days

beyond the metric, 4.7 months. Define carries 88 of them, Validation 44, Design 29; Inventory gives 26 back

3.9 months

planned for Define against the metric's 1 month; the plan misses its own TARGET for Product Defined (12/1/26) by 58 days

12/25/27

ship date with Define held at its own TARGET and every downstream phase at plan duration: inside the Q4 2027 window

Damavand plan against the metric, by phase

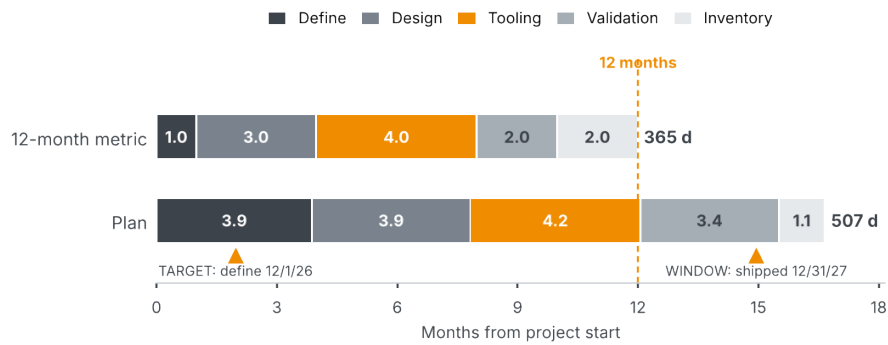


Figure 1. Phases mapped from the schedule: Define = start to Product Defined, Design = to MP tooling order, Tooling = to tooling complete, Validation = to pilot production V&V; complete, Inventory = to shipped. Months of 30.44 days; the schedule runs a 7-day calendar, so every duration is calendar days.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	3.9 mo (118 d)	+88 d (3.9x)	Damavand: Product Defined 1/28/27
Design	3 mo (91 d)	3.9 mo (120 d)	+29 d (1.3x)	Order & Fabricate MP Tooling 5/28/27
Tooling	4 mo (122 d)	4.2 mo (129 d)	+7 d (1.1x)	Order & Fabricate MP Tooling 10/4/27
Validation	2 mo (61 d)	3.4 mo (105 d)	+44 d (1.7x)	Complete Pilot Production and V&V; 1/17/28
Inventory	2 mo (61 d)	1.1 mo (35 d)	-26 d (0.6x)	Damavand: Product Commercialized and Shipped 2/21/28
Total	12 mo (365 d)	16.7 mo (507 d)	+142 d (1.4x)	Ship 2/21/28 from a 10/2/26 start

Five differences from the metric

1. Define takes 3.9 months against 1, and that is 62 percent of the whole gap.

ID concepts (28 d), CRD/PRD (28), capability testing (42), TRD update (7) and the ODM quote (14) run in series to Product Defined on 1/28/27. Customer validation (14) runs in parallel at the front. The plan misses the Q4 2027 window by 52 days and the prototypes TARGET (7/30/27) by 129 days.

2. Design and Tooling are near the metric; the protected phases hold.

Design runs 3.9 months against 3 and tooling 4.2 against 4. The 42-day finished-prototype build sits between design review and the tooling order.

3. Validation runs 3.4 months against 2 because two 42-day validation blocks sit in series.

FAI build (14 d), FAI and customer V&V; (42), design review (7) and then pilot production V&V; (42) follow one another. The metric closes pilot builds, FAIs and certification inside two months. Compliance testing runs in parallel with 62 days of slack.

4. Inventory is 35 days against the metric's 2 months, and the task label disagrees with its duration.

Build Saleable Inventory is titled "(2 mo)" and carries 28 days. At the metric's 61 days for that build, the ship date moves from 2/21/28 to 3/25/28.

5. No sensor risk retirement appears in the plan.

A capability test generic to the template is the only risk task. Lhotse milestones carry 15 to 226 days of slack and do not drive the dates.

Reading the table

The Damavand plan is the template with its ideation task removed: ID concepts start on day one, in parallel with customer validation. Everything after the CRD matches the Kailash plan to the day. One day shorter overall.

The arithmetic. Hold every downstream phase at its planned duration and bring Define to the schedule's own TARGET of 12/1/26: shipment moves 58 days earlier, from 2/21/28 to 12/25/27, inside the Q4 2027 window. Bring Define to the metric's 1 month and shipment lands 11/25/27.

Project Annapurna against the 12-month metric

Annapurna macro schedule v1.0, saved 10/8/26, day 129 of a 648-day plan from a 6/1/26 start, ship 3/10/28 against a 12-month metric

648 days

start to ship in the plan: 21.3 months against the 365-day metric, 1.8 times the metric length

+283 days

beyond the metric, 9.3 months. Define carries 265 of them and Validation 73; Design and Inventory give 77 back

9.7 months

planned for Define against the metric's 1 month, feasibility and three ID learning cycles included; TARGET for Product Defined (2/6/27) missed by 45 days

21 days

early against its own Q1 2028 window (3/31/28) and beats the prototypes TARGET by 39 days: the plan beats its own targets

Annapurna plan against the metric, by phase

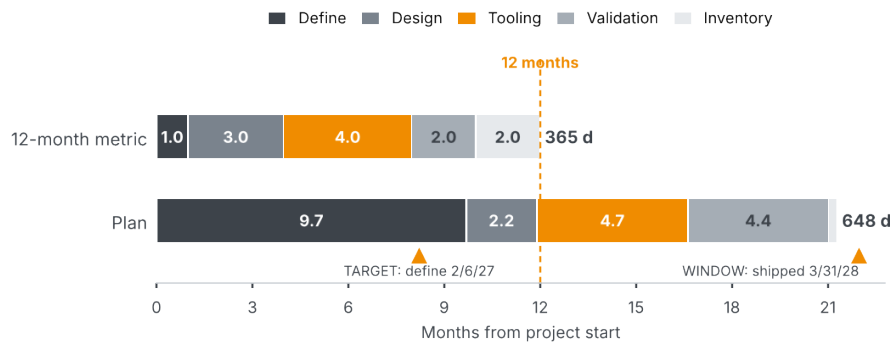


Figure 1. Phases mapped from the schedule: Define = start to Product Defined (the DP gate), Design = to tooling fabrication start, Tooling = to tooling development complete, Validation = to the PSR gate (production release), Inventory = to shipped. Months of 30.44 days, calendar days throughout.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	9.7 mo (295 d)	+265 d (9.8x)	Makalu: Product Defined 3/23/27
Design	3 mo (91 d)	2.2 mo (67 d)	-24 d (0.7x)	Fabricate tooling and T0 parts 5/29/27
Tooling	4 mo (122 d)	4.7 mo (144 d)	+22 d (1.2x)	Tooling Development Complete 10/20/27
Validation	2 mo (61 d)	4.4 mo (134 d)	+73 d (2.2x)	Manufacturing and Supply Readiness Confirmed - PSR 3/2/28
Inventory	2 mo (61 d)	0.3 mo (8 d)	-53 d (0.1x)	Annapurna: Product Commercialized and Shipped 3/10/28
Total	12 mo (365 d)	21.3 mo (648 d)	+283 d (1.8x)	Ship 3/10/28 from a 6/1/26 start

Five differences from the metric

1. Define takes 9.7 months against 1, and that is 94 percent of the whole gap.

Time 0 is 6/1/26 and Product Defined lands 3/23/27, after concept selection (12/16/26), the PP gate (12/30/26), hardware and software feasibility (1/1/27), three 3D ID learning cycles (2/13/27), a conjoint study (3/1/27) and cost refinement. The metric's one month assumes all of this is done before Time 0. The plan misses its TARGET for Product Defined by 45 days.

2. Design is inside the metric at 2.2 months because tooling starts before the DP gate.

Tooling DFM and approval run 5/7 to 5/28/27 and fabrication starts 5/29/27, two months before the functional prototype is proven at DP (7/26/27). That is tooling committed in development, the practice the completed-program record rewards, and it cuts Design to 67 days.

3. Tooling runs 4.7 months against 4 with one recut built in.

T0 parts (75 d), untextured prototype build, test and validation (49), a textured recut and T1 samples (14) and approval (7) run to tooling complete on 10/20/27. One deliberate revision is in the plan; the metric's four months has no explicit revision.

4. Validation runs 4.4 months against 2 and inventory is built before production release.

Beta V&V; (12/10/27), pilot build (1/9/28), engineering release with certification (2/25/28) and PSR (3/2/28) run in series. Saleable inventory is built 1/10 to 2/8/28, before ER and PSR, so Inventory measures 8 days from PSR to ship. The metric's 2-month validation and 2-month inventory build are overlapped here, which is why the plan beats its window by 21 days while running 9 months past the metric.

5. Milestones in this file are named Makalu.

Product Defined, Prototypes Received and Validated, both TARGETs and the closing milestone all read "Makalu" in the Annapurna schedule. The dates differ from the Makalu file, so the plan is its own, but the labels will mislead a wiggglechart and should be corrected before the next save.

Reading the table

This plan and the Makalu plan are one gated schedule applied twice: the same 67-day Design, 144-day Tooling, 134-day Validation and 8-day Inventory, with Define 28 days longer here. Both beat their windows. The Define phase includes the feasibility work a template plan leaves out, which is the honest way to count it.

The arithmetic. Hold every downstream phase at its planned duration and bring Define to the schedule's own TARGET of 2/6/27: shipment moves 45 days earlier, from 3/10/28 to 1/25/28. Bring Define to the metric's 1 month and shipment lands 6/19/27, a date no program with feasibility still open can reach. The useful comparison is against the template plans: this program starts its clock at feasibility and still ships inside its window.

Project Makalu against the 12-month metric

Makalu macro schedule v1.0, saved 10/8/26, day 129 of a 620-day plan from a 6/1/26 start, ship 2/11/28 against a 12-month metric

620 days

start to ship in the plan: 20.4 months against the 365-day metric, 1.7 times the metric length

+255 days

beyond the metric, 8.4 months. Define carries 237 of them and Validation 73; Design and Inventory give 77 back

8.8 months

planned for Define against the metric's 1 month, feasibility and three ID learning cycles included; TARGET for Product Defined (2/6/27) missed by 17 days

49 days

early against its own Q1 2028 window (3/31/28) and beats the prototypes TARGET by 67 days: the plan beats its own targets

Makalu plan against the metric, by phase

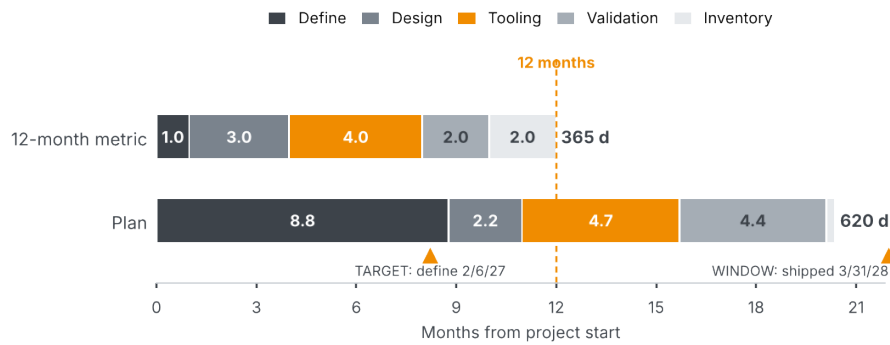


Figure 1. Phases mapped from the schedule: Define = start to Product Defined (the DP gate), Design = to tooling fabrication start, Tooling = to tooling development complete, Validation = to the PSR gate (production release), Inventory = to shipped. Months of 30.44 days, calendar days throughout.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	8.8 mo (267 d)	+237 d (8.9x)	Makalu: Product Defined 2/23/27
Design	3 mo (91 d)	2.2 mo (67 d)	-24 d (0.7x)	Fabricate tooling and T0 parts 5/1/27
Tooling	4 mo (122 d)	4.7 mo (144 d)	+22 d (1.2x)	Tooling Development Complete 9/22/27
Validation	2 mo (61 d)	4.4 mo (134 d)	+73 d (2.2x)	Manufacturing and Supply Readiness Confirmed - PSR 2/3/28
Inventory	2 mo (61 d)	0.3 mo (8 d)	-53 d (0.1x)	Makalu: Product Commercialized and Shipped 2/11/28
Total	12 mo (365 d)	20.4 mo (620 d)	+255 d (1.7x)	Ship 2/11/28 from a 6/1/26 start

Five differences from the metric

1. Define takes 8.8 months against 1, and that is 93 percent of the whole gap.

Time 0 is 6/1/26 and Product Defined lands 2/23/27, after concept selection, the PP gate, hardware and software feasibility with five test assessments, three 3D ID learning cycles (2/1/27) and a conjoint study. 27 tasks are already started or complete, including the Lhotse module sourcing. The plan misses its TARGET for Product Defined by 17 days.

2. Design is inside the metric at 2.2 months because tooling starts before the DP gate.

Tooling DFM runs 4/9 to 4/30/27 and fabrication starts 5/1/27, two months before the functional prototype is proven at DP (6/28/27). Tooling committed in development cuts Design to 67 days.

3. Tooling runs 4.7 months against 4 with one recut built in.

T0 parts (75 d), untextured prototype build, test and validation (49), textured recut and T1 samples (14) and approval (7) run to tooling complete on 9/22/27.

4. Validation runs 4.4 months against 2 and inventory is built before production release.

Beta V&V; (11/12/27), pilot build (12/12/27), engineering release with certification (1/28/28) and PSR (2/3/28) run in series; saleable inventory is built 12/13/27 to 1/11/28, before ER. Inventory therefore measures 8 days from PSR to ship. The plan beats its window by 49 days this way.

5. The PSR TARGET sits 4.7 months after the plan's PSR.

TARGET: Manufacturing and Supply Readiness Confirmed is 6/23/28 against a plan PSR of 2/3/28, and the same 6/23/28 date appears in the Annapurna file. A target later than the plan it governs is either stale or a copy; it should be re-set before the wigglechart reads it as 141 days of margin.

Reading the table

The Makalu plan is the Annapurna schedule with a 28-day shorter front end: concept selection 11/9/26, PP 11/23/26, technical feasibility 1/14/27, Product Defined 2/23/27. Every downstream phase matches the Annapurna plan to the day. It is the earliest-shipping product plan in the set after the Hallasan.

The arithmetic. Hold every downstream phase at its planned duration and bring Define to the schedule's own TARGET of 2/6/27: shipment moves 17 days earlier, from 2/11/28 to 1/25/28. Bring Define to the metric's 1 month and shipment lands 6/19/27, which no program with feasibility open can reach. This plan is already inside its window; the question it raises for the metric is whether a 2-month validation is credible when the gated programs plan 4.4.

Project Everest against the 12-month metric

Everest macro schedule v1.4, saved 10/8/26, day 558 of an 836-day plan from a 3/30/25 start, NA ship 7/14/27 against a 12-month metric

836 days

start to NA ship in the plan: 27.5 months against the 365-day metric, 2.3 times the metric length; EMEA ships 12/22/27

+471 days

beyond the metric, 15.5 months. Define alone is +563; Design, Inventory and a tooling phase at the metric give 125 back

19.5 months

to Product Defined (the DP gate, 11/13/26) against the metric's 1 month; the DP TARGET (10/9/26) is missed by 35 days

6/9/27

NA ship date with Define held at its own TARGET and every downstream phase at plan duration: 25 days ahead of the 7/4/27 launch TARGET

Everest plan against the metric, by phase

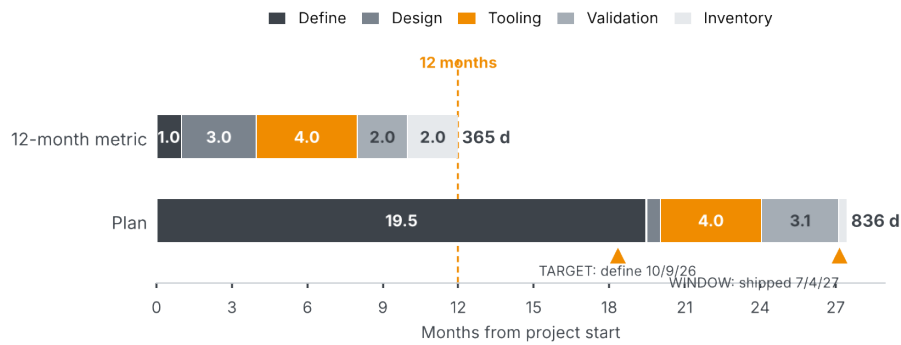


Figure 1. Phases mapped from the schedule: Define = start to Product Defined (the DP gate), Design = to tooling fabrication start, Tooling = to tooling development complete, Validation = to the PSR gate (production release), Inventory = to shipped. Months of 30.44 days, calendar days throughout.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	19.5 mo (593 d)	+563 d (19.8x)	Everest: Product Defined 11/13/26
Design	3 mo (91 d)	0.6 mo (17 d)	-74 d (0.2x)	Tool Design 11/30/26
Tooling	4 mo (122 d)	4.0 mo (122 d)	+0 d (1.0x)	Order and Create Tooling completed 4/1/27
Validation	2 mo (61 d)	3.1 mo (94 d)	+33 d (1.5x)	NA - Manufacturing and supply readiness confirmed - PSR 7/4/27
Inventory	2 mo (61 d)	0.3 mo (10 d)	-51 d (0.2x)	NA: Everest: Product Commercialized and Shipped 7/14/27
Total	12 mo (365 d)	27.5 mo (836 d)	+471 d (2.3x)	Ship 7/14/27 from a 3/30/25 start

Five differences from the metric

1. Define is 19.5 months because Time 0 is 3/30/25.

The program began as a refresh, was asked to define its place in an ecosystem that had no definition, and was then attached to the portfolio program. Market research closed 5/12/26, the PP gate 1/30/26, product direction 7/17/26, scope lock 9/18/26, sensor selection 10/7/26 and the DP gate lands 11/13/26. The plan misses the DP TARGET (10/9/26) by 35 days and the NA launch TARGET (7/4/27) by 10 days.

2. Design is 17 days because tool design starts before mechanical design completes.

Tool design starts 11/30/26, mechanical plastics complete 12/6/26, the TRD locks 12/20/26 and EE/FW design completes 2/2/27 while tool fabrication runs. Tooling in development, deliberately, with T1, T2 and T3 reviews planned (3/5 to 4/1/27).

3. Tooling is at the metric: 122 days to hard-tooling approval on 4/1/27.

Tool design (28 d), fabrication (65), T1 and T2 modifications (17) and T3 approval (9). This is the only schedule in the set that meets the metric's 4 months exactly.

4. Validation runs 3.1 months against 2, with certification in series on the EMEA path.

First articles approved 5/29/27, NA pilot build and calibration (6/13/27), QA spot check, NA ER 6/15/27 and NA PSR 7/4/27. Hazardous-location certification testing of hard-tooled samples at external labs runs 112 days (4/21 to 8/10/27) and puts EMEA ER at 8/24/27 and EMEA ship at 12/22/27, 161 days after NA.

5. Inventory is 10 days from PSR to ship because the build starts before PSR.

Saleable inventory builds 6/20 to 7/7/27 and air-freights to arrive 7/14/27; PSR is 7/4/27. 145 tasks are started or complete and the recompute matches stored dates within a day on every open task, so the downstream plan is current. The metric's 2-month inventory build does not apply to a 17-day build.

Reading the table

From the DP gate forward this is the fastest plan in the set: 17 days to tooling start, tooling at exactly the metric's 122 days, 94 days of validation and 10 days from PSR to ship, 243 days in all against the metric's 335 downstream. The 19.5 months before DP are the program's recorded history of redirection, not a plan; the earlier cycle time study covers that history.

The arithmetic. Hold every downstream phase at its planned duration and bring the DP gate to its own TARGET of 10/9/26: NA shipment moves 35 days earlier, from 7/14/27 to 6/9/27, ahead of the 7/4/27 launch TARGET. Bringing Define to the metric's 1 month would mean a 12/28/25 ship, which only shows that the metric measures a program from a staffed start, not from a refresh request. The lesson for the template plans is downstream: 243 days from DP to ship is what the same organization plans when it is ready to build.

Project K2 against the 12-month metric

K2 macro schedule v1.3, saved 10/8/26, day 220 of a 669-day plan from a 3/2/26 start, NA ship 12/31/27 against a 12-month metric

669 days

start to NA ship in the plan: 22 months against the 365-day metric, 1.8 times the metric length; EMEA ships 5/12/28

+304 days

beyond the metric, 10 months. Define alone is +310, Tooling +50, Validation +58; Design and Inventory give 114 back

11.2 months

to Product Defined (the DP gate, 2/5/27) against the metric's 1 month; the CRD is 36 percent written and the PP gate is 11/6/26

180 days

late against the NA launch TARGET (7/4/27): the plan ships 12/31/27. No TARGET exists for Product Defined, so no define what-if is possible

K2 plan against the metric, by phase

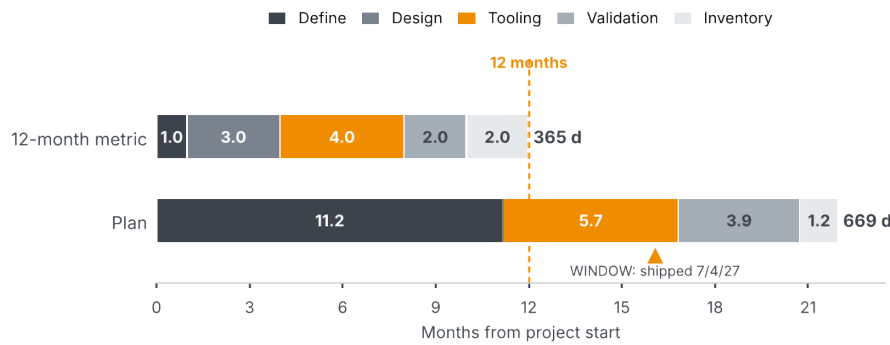


Figure 1. Phases mapped from the schedule: Define = start to Product Defined (the DP gate), Design = to tooling fabrication start, Tooling = to tooling development complete, Validation = to the PSR gate (production release), Inventory = to shipped. Months of 30.44 days, calendar days throughout.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	11.2 mo (340 d)	+310 d (11.3x)	K2: Product Defined 2/5/27
Design	3 mo (91 d)	0.0 mo (0 d)	-91 d (0.0x)	Tool Design 2/5/27
Tooling	4 mo (122 d)	5.7 mo (172 d)	+50 d (1.4x)	Design and Order Tooling completed 7/27/27
Validation	2 mo (61 d)	3.9 mo (119 d)	+58 d (1.9x)	NA: Product Ship Release 11/23/27
Inventory	2 mo (61 d)	1.2 mo (38 d)	-23 d (0.6x)	K2: NA: Product Commercialized and Shipped 12/31/27
Total	12 mo (365 d)	22.0 mo (669 d)	+304 d (1.8x)	Ship 12/31/27 from a 3/2/26 start

Five differences from the metric

1. Define is 11.2 months because Time 0 is 3/2/26 and the DP gate is 2/5/27.

Market research ran to 9/10/26, the feature list closed 9/17/26, the CRD and PRD run to 11/6/26 with the PP gate, then target cost and price (12/9/26), DP financial analysis (1/7/27) and DP preparation (56 d) to 2/5/27. Four derisk tracks (three hardware tracks and an alpha prototype) close by 11/18/26, well before DP.

2. Design measures zero because tool design starts at the DP gate.

Industrial design locks 11/30/26, design for tooling runs 12/28/26 to 1/7/27 and the tooling drawing releases 2/4/27, all before DP. EE/FW design for both both variants runs 1/20 to 5/4/27 inside tool fabrication. The metric's design-locked gate and tooling release are the same event here, which is the metric's own definition taken literally.

3. Tooling runs 5.7 months against 4 because EE/FW design and first articles sit inside it.

Tool design (28 d), fabrication (65), T1 and T2 modifications (17) and T3 approval (9) run to 7/27/27, then first-article samples (28 d) to 9/3/27 under the same summary. Measured to T3 approval alone the phase is the Everest 122 days.

4. Validation runs 3.9 months against 2 and the NA pilot run waits 41 days for first articles.

First articles complete 9/3/27, the NA pilot run starts 10/14/27 and ends 11/23/27 with ship release the same day; ER preparation runs 11/1 to 11/18/27. The EMEA pilot run follows 12/20/27 to 1/26/28 and EMEA inventory builds 56 days to 5/12/28.

5. The plan misses the NA launch TARGET by 180 days and the EMEA TARGET is later than the plan.

NA: 7/4/27 TARGET against 12/31/27 plan. EMEA: 7/17/28 TARGET against a 5/12/28 plan, so the EMEA target reads as 66 days of margin on a program six months late in its first market. The two targets were set at different times and should be reconciled.

Reading the table

This is the schedule the September challenge workshop worked on. Tool design starts the day the DP gate closes, so Design measures zero and the EE/FW design work (to 5/4/27) sits inside the Tooling phase. The file runs a working-day calendar, the only one in the set; phase lengths here are still calendar days because they are measured between dates.

The arithmetic. There is no TARGET for Product Defined in this file, so the define what-if cannot be run; the workshop's own accelerated schedule is the comparison that matters. Against the metric, the downstream plan from DP (2/5/27) to NA ship (12/31/27) is 329 days against the metric's 335: at the metric from DP forward. The 180-day miss on the launch TARGET sits entirely in the 11 months before DP.

Project Lhotse against the 12-month metric

Lhotse macro schedule v1.6, saved 10/8/26, day 106 of a 314-day plan from a 6/24/26 start, module released for ODM purchase 5/4/27

314 days

start to release for ODM purchase: 10.3 months, the only plan in the set inside the 365-day metric

-51 days

under the metric. Define is +81; Design, Tooling, Validation and Inventory are all under their allocations, together -132

3.6 months

to module design and requirements complete (10/13/26) against the metric's 1 month; prototypes were received 8/20/26, before definition closed

92 days

late against the TARGET for release to ODM purchase (2/1/27): the plan releases 5/4/27. ODM Ready (12/10/26) beats its TARGET by 21 days

Lhotse module plan against the metric, by phase

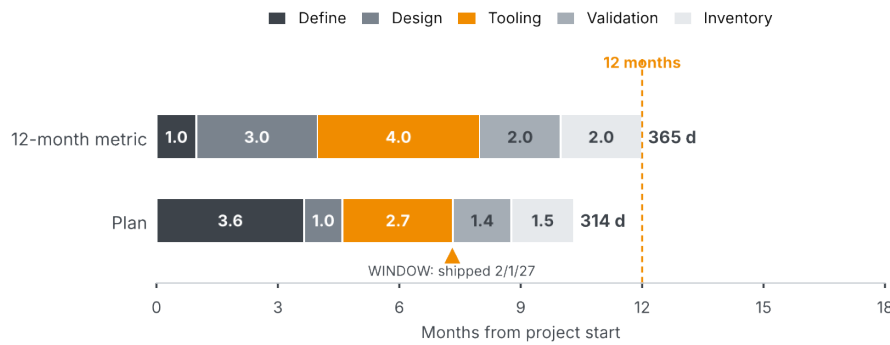


Figure 1. Phases mapped from the schedule: Define = start to Product Defined (the DP gate), Design = to tooling fabrication start, Tooling = to tooling development complete, Validation = to the PSR gate (production release), Inventory = to shipped. Months of 30.44 days, calendar days throughout.

Where the plan departs from the metric

Phase	Metric	Plan	Difference	Plan boundary in the schedule
Define	1 mo (30 d)	3.6 mo (111 d)	+81 d (3.7x)	Module Design and Requirements Complete 10/13/26
Design	3 mo (91 d)	1.0 mo (29 d)	-62 d (0.3x)	Product Design Finalized 11/11/26
Tooling	4 mo (122 d)	2.7 mo (83 d)	-39 d (0.7x)	Design verified and validated (DVV) - ER 2/2/27
Validation	2 mo (61 d)	1.4 mo (44 d)	-17 d (0.7x)	Manufacturing and supply readiness confirmed - PSR 3/18/27
Inventory	2 mo (61 d)	1.5 mo (47 d)	-14 d (0.8x)	Lhotse module Released for ODM Purchase 5/4/27
Total	12 mo (365 d)	10.3 mo (314 d)	-51 d (0.9x)	Ship 5/4/27 from a 6/24/26 start

Five differences from the metric

1. Define takes 3.6 months against 1, with prototypes in hand before requirements closed.

Design and prototype with the ODM completed 8/20/26 and prototypes were received the same day; module design and requirements complete on 10/13/26 at the modified engineering release gate, with the FW release for certification testing (10/14/26) alongside. 33 tasks are started or complete.

2. Design is 1 month: design finalized at the ODM design review on 11/11/26.

Beta prototypes validate 11/27/26 and certification completes 12/10/26, the same day the module is declared ODM Ready, 21 days ahead of its 12/31/26 TARGET. This is the milestone the template plans consume as "Lhotse ODM Ready".

3. Tooling is mapped to DVV at engineering release, 2/2/27, 2.7 months.

There is no tooling. The phase covers the FAI corrective actions (1/7 to 1/26/27) and the FW release to ODMs for end products (2/2/27). The template plans show the pilot-run modules available 2/17/27 and the module released for ODM purchase 5/4/27 as external milestones with 170 to 275 days of slack, so this schedule does not drive any product date.

4. Validation is 1.4 months from DVV to PSR on 3/18/27; the pilot run came first.

The 42-day pilot run of production material ran 1/7 to 2/17/27, before DVV, with supplier quality and CoC approval 2/27/27, the final phase gate review 3/12/27 and PSR 3/18/27.

5. Inventory is 1.5 months and the release for ODM purchase misses its TARGET by 92 days.

The first production run builds module inventory for ODM production 3/24 to 5/4/27 and release for ODM purchase lands 5/4/27 against a 2/1/27 TARGET. The template plans carry the 5/4/27 date already, so the miss is priced into every product schedule; what it costs is the three months of product inventory that cannot start before modules exist.

Reading the table

Lhotse is a wireless module built by a contract manufacturer and supplied to every other program in the set, not a product with tooling of its own. The phases are mapped to its gates (requirements complete, design finalized, DVV at engineering release, PSR, release for ODM purchase) so it sits on the same axis, but the metric was written for a tooled product and the comparison is indicative only.

The arithmetic. A module program has no define TARGET and no tooling, so the define what-if does not apply. What the plan says about the metric: with no tooling and a contract manufacturer already engaged, 10.3 months from a mid-program start is the floor the organization has demonstrated on paper. The 92-day miss on the ODM purchase TARGET is the one number here that reaches the product plans, and all six template schedules already carry it.

The portfolio against the 12-month metric

Eleven schedules analyzed: six template plans started 10/2/26 and five gated programs in flight, all against the same 12-month metric

11 of 11

schedules analyzed: Fuji, Kailash, Hallasan, Yushan, Kinabalu, Damavand, Annapurna, Makalu, Everest, K2 and the Lhotse module

365 days

the 12-month metric: Define 1, Design 3, Tooling 4, Validation 2, Inventory 2 months from Time 0

562 days

portfolio average start to ship (314 to 836), 18.5 months, 1.5 times the metric; the six template plans average 515

Define

the largest departure in all eleven schedules: 2.7 to 4.8 months in the template plans, 8.8 to 19.5 in the gated programs, against 1

Every schedule against the metric, by phase

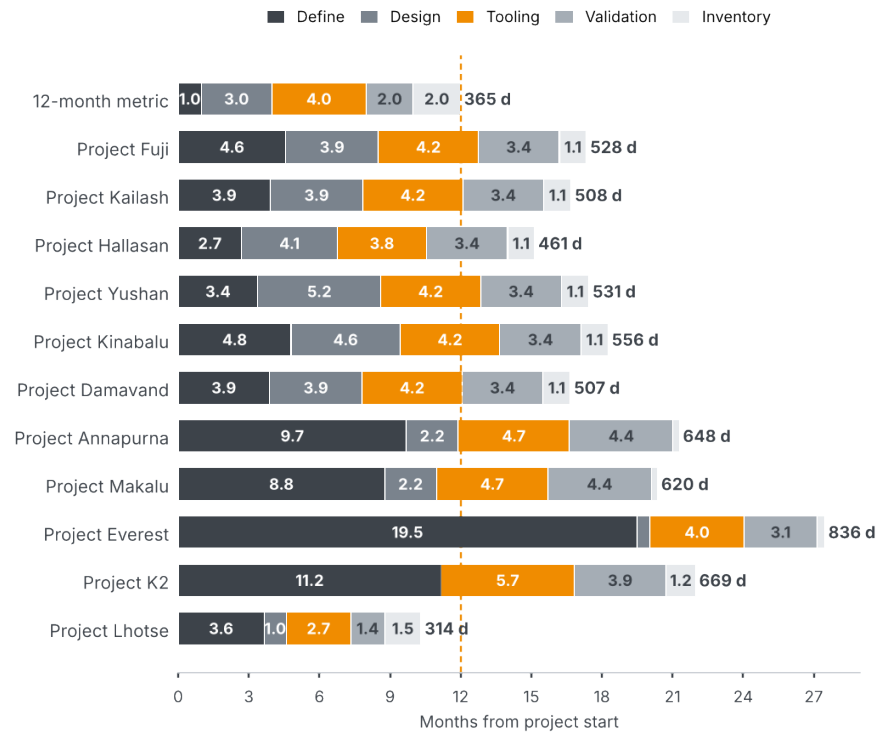


Figure 2. Each bar is one project's schedule on the same months-from-start axis. Template plans run from 10/2/26; gated programs run from their own project start, so their Define phase includes feasibility. Everest and K2 are measured to NA ship; Lhotse to release for ODM purchase.

Phase durations, metric and plan

Project	Define	Design	Tooling	Validation	Inventory	Total	vs metric
12-month metric	1 mo	3 mo	4 mo	2 mo	2 mo	365 d	1.0x
Project Fuji	4.6 mo	3.9 mo	4.2 mo	3.4 mo	1.1 mo	528 d	+163 d (1.4x)
Project Kailash	3.9 mo	3.9 mo	4.2 mo	3.4 mo	1.1 mo	508 d	+143 d (1.4x)
Project Hallasan	2.7 mo	4.1 mo	3.8 mo	3.4 mo	1.1 mo	461 d	+96 d (1.3x)
Project Yushan	3.4 mo	5.2 mo	4.2 mo	3.4 mo	1.1 mo	531 d	+166 d (1.5x)
Project Kinabalu	4.8 mo	4.6 mo	4.2 mo	3.4 mo	1.1 mo	556 d	+191 d (1.5x)
Project Damavand	3.9 mo	3.9 mo	4.2 mo	3.4 mo	1.1 mo	507 d	+142 d (1.4x)
Project Annapurna	9.7 mo	2.2 mo	4.7 mo	4.4 mo	0.3 mo	648 d	+283 d (1.8x)
Project Makalu	8.8 mo	2.2 mo	4.7 mo	4.4 mo	0.3 mo	620 d	+255 d (1.7x)
Project Everest	19.5 mo	0.6 mo	4.0 mo	3.1 mo	0.3 mo	836 d	+471 d (2.3x)
Project K2	11.2 mo	0.0 mo	5.7 mo	3.9 mo	1.2 mo	669 d	+304 d (1.8x)
Project Lhotse	3.6 mo	1.0 mo	2.7 mo	1.4 mo	1.5 mo	314 d	-51 d (0.9x)

Read down the columns. Tooling: 129 days in five template plans, 115 in one, 144 in both gated products, 122 in Everest, so the metric's 4 months is what the organization plans everywhere. Validation: 105 days in all six template plans and 94 to 134 in the gated programs against 61; nobody plans a 2-month validation. Inventory: 35 days in every template plan against 61, and 8 to 10 days in the gated programs because they build inventory before PSR. Define is where the plans differ and where every gap concentrates.

What eleven schedules say. Every plan in the set holds Tooling at or near the metric's 4 months and plans Validation at 3 to 4 months against 2, and every plan spends its calendar in Define. The template plans are drifting there (Fuji +14 days since 10/5, Hallasan -54) while their downstream blocks stay fixed, which says the downstream block is a template and the front end is where planning is happening. The gated programs show the other half: once DP closes, Everest and K2 run 243 and 329 days to ship against the metric's 335. The organization already plans the metric's back end. It has not yet planned its front end.

Method and validation

How eleven schedules were mapped onto one metric, and what was checked before this study was delivered

How the phases are mapped

Time 0 is each schedule's project start. Template plans (six, all started 10/2/26): Define ends at Product Defined, Design at the MP tooling order, Tooling at tooling complete, Validation at pilot production V&V; complete, Inventory at shipped. Gated programs: Define ends at Product Defined (the DP gate), Design at tooling fabrication or tool design start, Tooling at tooling development complete or T3 approval, Validation at the PSR gate or product ship release, Inventory at shipped. Everest and K2 are measured to NA ship; EMEA follows 161 and 133 days later. Lhotse is mapped to requirements complete, design finalized, DVV at engineering release, PSR and release for ODM purchase.

TARGET and WINDOW milestones are read from each file and plotted on the plan bar. Months convert at 30.44 days. Ten schedules run a 7-day calendar; K2 runs a working-day calendar. Phase lengths are measured between dates, so both compare directly with the metric.

Validation of this run

Each .mpp was extracted with mpxj and an independent forward and backward pass was run from its dependency network. Across all eleven files every open task's recomputed finish is within one day of the stored date (Everest carries 153 tasks at exactly one day, a rounding of its 08:00 start times), so the stored dates are current and are the ones quoted. Each template file carries one slack disagreement at its WINDOW milestone, which is the window miss showing through the must-finish constraint. Five files carry saved baselines (Annapurna, Makalu, Everest, K2, Lhotse); the six template files carry none. Phase days sum to each project total exactly and the metric phases sum to 365.

Items for the team: the Annapurna file names its milestones Makalu; the PSR TARGET of 6/23/28 appears in both gated product files, later than either plan; every template plan titles its inventory task "(2 mo)" and gives it 28 days; Product Defined carries float in the Hallasan, Yushan and Kinabalu plans because the Lhotse ODM Ready milestone or a staffing task gates it; the K2 EMEA TARGET (7/17/28) is later than its plan.

Boundary task behind each phase, by project

Project	Define	Design	Tooling	Validation	Inventory
Project Fuji	Product Defined 2/18/27	Order & Fabricate MP Tooling (start) 6/18/27	Order & Fabricate MP Tooling 10/25/27	Complete Pilot Production and V&V; 2/7/28	Product Commercialized and Shipped 3/13/28
Project Kailash	Product Defined 1/29/27	Order & Fabricate MP Tooling (start) 5/29/27	Order & Fabricate MP Tooling 10/5/27	Complete Pilot Production V&V; 1/18/28	Product Commercialized and Shipped 2/22/28
Project Hallasan	Product Defined 12/23/26	Order & Fabricate MP Tooling (start) 4/26/27	Order & Fabricate MP Tooling 8/19/27	Complete Pilot Production V&V; 12/2/27	Product Commercialized and Shipped 1/6/28
Project Yushan	Product Defined 1/13/27	Order & Fabricate MP Tooling (start) 6/21/27	Order & Fabricate MP Tooling 10/28/27	Complete Pilot Production and V&V; 2/10/28	Product Commercialized and Shipped 3/16/28
Project Kinabalu	Product Defined 2/25/27	Order & Fabricate MP Tooling (start) 7/16/27	Order & Fabricate MP Tooling 11/22/27	Complete Pilot Production and V&V; 3/6/28	Product Commercialized and Shipped 4/10/28
Project Damavand	Product Defined 1/28/27	Order & Fabricate MP Tooling (start) 5/28/27	Order & Fabricate MP Tooling 10/4/27	Complete Pilot Production and V&V; 1/17/28	Product Commercialized and Shipped 2/21/28
Project Annapurna	Product Defined 3/23/27	Fabricate tooling and T0 parts (start) 5/29/27	Tooling Development Complete 10/20/27	Manufacturing and Supply Readiness Confirmed - PSR 3/2/28	Product Commercialized and Shipped 3/10/28
Project Makalu	Product Defined 2/23/27	Fabricate tooling and T0 parts (start) 5/1/27	Tooling Development Complete 9/22/27	Manufacturing and Supply Readiness Confirmed - PSR 2/3/28	Product Commercialized and Shipped 2/11/28
Project Everest	Product Defined 11/13/26	Tool Design (start) 11/30/26	Order and Create Tooling completed 4/1/27	NA - Manufacturing and supply readiness confirmed - PSR 7/4/27	Product Commercialized and Shipped 7/14/27
Project K2	Product Defined 2/5/27	Tool Design (start) 2/5/27	Design and Order Tooling completed 7/27/27	Product Ship Release 11/23/27	Product Commercialized and Shipped 12/31/27
Project Lhotse	Module Design and Requirements Complete 10/13/26	Product Design Finalized 11/11/26	Design verified and validated (DVV) - ER 2/2/27	Manufacturing and supply readiness confirmed - PSR 3/18/27	Lhotse module Released for ODM Purchase 5/4/27

Source. The 12-month metric: the client's NPD leadership, email of, 5 Oct 2026, reply to the lateralworks metric question. Schedules: eleven current macro .mpp files as of 9 Oct 2026, extracted with mpxj; superseded versions (Yushan v0.0) excluded.