

Six months of schedule data, and the six questions it raises

Meridian Technologies · 13 milestones · 210 forecast points · 1 Apr · 25 Sep 2026 · the data says what happened; these six say what it means

13 milestones · 4 programs

48 refreshes · 210 forecast points

analysis by lateralworks

727 d

net schedule lost since tracking began

1 of 13

milestones better off than when they started

3.98 d/wk

schedule lost per calendar week

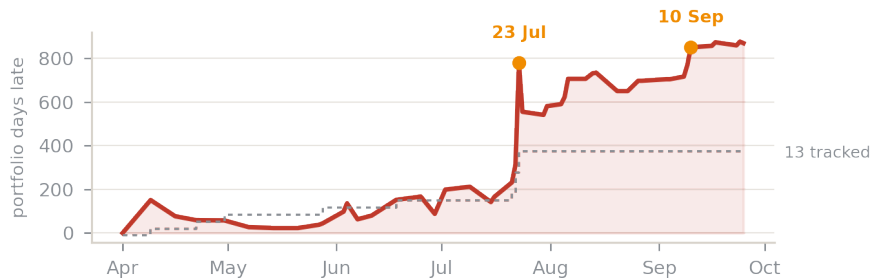
49 d

how early a forecast runs 4+ months out

0 of 2

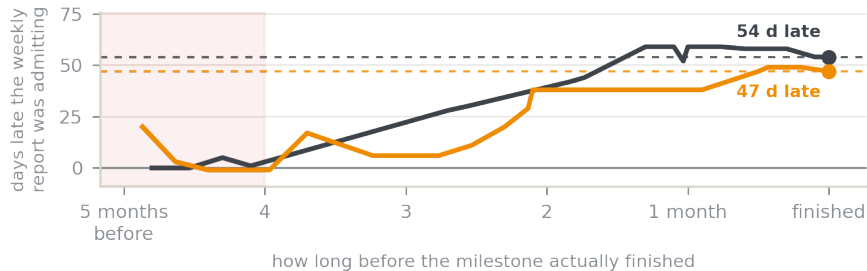
completed milestones delivered on time

Exposure is compounding



Every tracked milestone's days-late, summed. The dashed line is how many were in tracking, so part of the early rise is the portfolio growing to thirteen.

The report only tells the truth at the end



The two milestones that have since finished · Vega in slate, Altair in orange. Both hugged zero for months, then climbed to their true value only at the end. Altair forecast one day EARLY four months out; it finished 47 days late.

THE ONE THING THAT HAS WORKED

7 So what else is gated on a dependency nobody has retested?

In six months, exactly one thing has given schedule back. Tessa removed an over-conservative dependency on Vega POR4. It returned 20 days in a single refresh, and it is the only net gain anywhere in the portfolio.

ONE ASSUMPTION

The dollar figure treats a day of milestone slip as a day of ramp delay. The cost-of-delay model prices program delay, and never claims that. Question 1 settles it.

THIN EVIDENCE

The early-warning curve rests on the only two milestones that have finished — 41 readings, both of them sample shipments. Question 2 settles whether it transfers.

A GAP IN THE SOURCE

Four milestones carry no named owner: Vega POR4 Qual Complete, Vega MP released, Procyon POR 4 Production Release, Lyra POR 1 B0 Qual Complete. Up from two a week ago.

1 Does a milestone day cost a ramp day?

Altair prices a day of delay at \$2M. POR1 MP release is 121 days late. Read one-for-one that is \$242M against the 2027 ramp.

ASK the PM or the GM · one sentence. Every dollar figure here rests on it.

2 Do qualification gates forecast like sample shipments?

The bias curve rests on the only two milestones that have finished, and both are sample shipments. Ten of the eleven still open are qual completes and MP releases.

ASK The PMs — if qual gates behave differently the curve does not transfer.

3 Are we forecasting, or recording?

Both finished milestones ran 49 days optimistic at 120 days out and landed true inside 30. 41% of refreshes leave the forecast untouched; 10 of 13 causes read "no change".

ASK The PMs — re-derived each week, or carried until something forces it to move?

4 Was 10 September one event or eleven?

Eleven of thirteen milestones slipped that day across all four programs, 266 days combined. 23 July did the same: eight milestones, 294 days.

ASK The PDT leads — a shared constraint moved, or four teams replanned together.

5 Who owns OSAT A?

Seven of thirteen milestones name OSAT A in their cause field, spanning Altair, Procyon and Lyra. Three programs escalate to the same supplier separately.

ASK Portfolio management — is anyone holding this above program level?

6 What did 307 days of target movement buy?

Nine moves, 443 days of motion, 307 outward. On 10 Sep all three Lyra milestones slipped 24 days each while targets moved 95, 42 and 47. Gaps fell 112→41, 43→25, 47→24.

ASK the PM · schedule decisions, or reporting ones?