Table 4.10 Computation of the variance for client 1

	Days to pay invoice	Mean days ($\bar{x}$)	Deviation about the mean ($x_i - \bar{x}$)	Squared deviation about the mean $(x_i - \bar{x})^2$
	7	9.9	–2.9	8.41
	7	9.9	–2.9	8.41
	8	9.9	–1.9	3.61
	9	9.9	–0.9	0.81
	9	9.9	–0.9	0.81
	9	9.9	–0.9	0.81
	11	9.9	1.1	1.21
	11	9.9	1.1	1.21
	12	9.9	2.1	4.41
	16	9.9	6.1	37.21
Totals			***0***	***66.9***