Three possible readings — and what separates them

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One confirmed, one weakened, one that belongs to the field · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **Each reading comes with the test that would confirm or rule it out**, and what that test has already returned. **The final attribution belongs to management**: it is a reading, not a calculation.

The three readings

Reading	Test applied	Result	Status
1 — The local construction market is contracting	**Control group of 40 comparable construction customers, other regions**	**+2.8 % over the same period**	**Weakened — if the market carried the gap, it would show elsewhere**

Reading	Test applied	Result	Status
2 — Product availability	**Stock-out rate by branch on the family concerned**	**11.4 % in the East against 3.1 % elsewhere**	**Confirmed — it explains precisely the 21 % pocket**
3 — Sales coverage	Salesperson's leaving date, cross-checked with the drop in frequency	Left on 14 June, drop from July, **portfolio split between two already-loaded colleagues**	**Open — coincidence is not causation**

The stock-out rate is the share of ordered lines that could not be delivered for lack of stock. It is the only one of the three tests that can be read entirely in the data: the other two need information that is not there — **competitors' sales, and the visits that did not happen**.

What management has in front of it

Pocket	Status	Decision expected
21 % — product family	**Measured, verified explanation**	**Fix replenishment at the East branch**
62 % — the 9 customers	**Two readings still open**	**Sales management decision, informed by the re-contact**
17 % — diffuse	No identified pattern	None at this stage

The re-contact, prepared customer by customer

Element provided for each of the 9	Why it is useful in the meeting
Last order, date and contents	Opens the conversation on a fact, not on a reproach
Families bought and dropped	Shows precisely what was lost

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Element provided for each of the 9	Why it is useful in the meeting
Stock-outs suffered over 12 months	**The customer knows what he went through; ignoring it costs the meeting**
Your share of his purchases in the family	Says whether there is a competitor to win back or a need that has disappeared

> **Three questions are enough to separate readings 1 and 3, and they can be asked in one afternoon.** The meeting belongs to the salespeople; the file is ready.

For sales management to settle

Reading retained for the 62 % pocket, after re-contact: _____

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