



What I supply, what I do not explain

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Fictional document

Fictional document — demonstration example

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Fictional document, produced for demonstration. **An explanation produced from correlations would be repeated at board level with the authority of a figure.**

Element supplied	Content
Breakdown of the decline	By scope, customer segment, product
Start date	Established on the series
What is stable over the same period	Supplied
Upstream indicators	Inbound contacts, quotes issued, decision time

What the upstream indicators eliminate

Observation	What it rules out
Inbound contacts and quotes issued stable	The decline does not come from demand
Inbound contacts fell two months earlier	The decline was announced

Where a commercial cause sits

With a competitor, in a frozen customer budget, in a discount somebody stopped granting — none of it is in the data.

The only case where a cause is asserted

When a fall in an indicator **coincides with a change in its calculation rule.**

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