What I supply to settle the cause

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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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