

SEO Trial Report

Northwind · Q3 2026 · Prepared for the Leadership Team

This report compares Northwind's Q3 2026 results with Q2 2026 on three leadership KPIs — revenue, gross margin and churn — and sets out the investigations requested for the coming weeks. Only the values supplied are used, and the changes shown are derived from them.

KPI Summary

Metric	Q2 2026	Q3 2026	Change
Revenue	\$4.30M	\$4.82M	+12%
Gross margin	71%	69%	-2 percentage points
Churn	4.1%	6.3%	+2.2 percentage points

Revenue rose 12% quarter over quarter on a rounded basis; gross margin fell 2 percentage points and churn rose 2.2 percentage points. The three movements share a quarter, not a cause — no cost, pricing, product or market data was reviewed for this report, and everything under the next heading is a hypothesis, not a finding.

Hypotheses — Untested

- **Internal.** Churn reflects something inside Northwind — onboarding, product or support.
- **External.** Churn reflects conditions outside Northwind — competition or the wider economy.
- **Price.** The margin decline reflects realized pricing rather than mix or cost.
- **Mix or cost.** The margin decline reflects what was sold, or the cost to deliver it.
- **Independent.** The three movements are separate and need separate explanations.

Recommended Actions

Action	Owner	Due
Investigate the rise in churn	Customer Success	October 31, 2026
Review pricing	Pricing	November 14, 2026

Owners report findings in writing, with the figures behind them.

Appendix A: Source Data

Original KPI values as supplied, and the arithmetic behind every change shown on page 1. No other data was used in this report.

Metric	Q2 2026 source value	Q3 2026 source value	Change shown	Derivation
Revenue	\$4.30M	\$4.82M	+12%	$(\$4.82\text{M} - \$4.30\text{M}) / \$4.30\text{M} = 12.09\%$, rounded to +12%
Gross margin	71%	69%	-2 percentage points	$69\% - 71\% = -2$ percentage points
Churn	4.1%	6.3%	+2.2 percentage points	$6.3\% - 4.1\% = +2.2$ percentage points

Basis of Preparation

- **Source.** The KPI values supplied for this report — revenue, gross margin and churn for Q2 2026 and Q3 2026. No other figures were provided or used.
- **Change calculation.** The revenue change is the percentage change between the two source values, rounded to the nearest whole percent (+12%). Margin and churn changes are differences in percentage points, not percent changes.
- **Hypotheses.** The explanations in this report are questions to test, not findings. Nothing here should be repeated as a cause unless an investigation supports it.
- **Basis.** Unaudited, in US dollars, for the quarters stated. Northwind is a fictional company and all values in this report are illustrative.

Appendix A is the authoritative record of source values for this report.