

Commercial Reporting Map

Where do the numbers disagree, who owns the definition and what decision is delayed?

WHAT THIS GIVES YOU

Convert recurring reporting friction into a prioritised map of decisions, metrics, sources, owners and unresolved controls.

- 01 Make conflicts visible
- 02 Assign metric ownership
- 03 Prioritise fixes by decision value

WORKED EXAMPLE - THREE DECISIONS, THREE DIFFERENT CONTROL STATES

LINE	VALUE	WHAT IT MEANS
Scale paid social	Contribution by channel	Conflict: platform vs finance
Reorder a core SKU	Return-adjusted contribution	Manual: Shopify plus returns
Approve the quarterly plan	13-week cash headroom	Trusted: finance-owned
Set promotion depth	Contribution per order	Missing: no agreed definition
Report to the board	Net revenue and margin	Delayed: monthly reconciliation

TURN THE RESULT INTO A DECISION

- PROTECT**

Finance-owned metrics with one definition, refresh standard and control.
- FIX FIRST**

A weekly high-value decision blocked by a definition conflict or manual join.
- DEFER**

A low-frequency metric with no current decision attached to it.

Commercial Reporting Map

Run it on your brand

Use one consistent cut-off. The workbook performs the calculations; this page keeps the review disciplined.

1. COLLECT ONE COMPLETE PERIOD

RECURRING DECISION	DECISION OWNER	METRIC
DEFINITION	CURRENT SOURCE	REFRESH FREQUENCY
DATA OWNER	STATUS	CONSEQUENCE OF FAILURE

2. CALCULATE THE DECISION NUMBERS

- 01 Priority rises with decision value and decision frequency
- 02 Priority rises when the current control is missing, disputed or manual
- 03 Every metric needs one definition owner and one data owner
- 04 A reporting output without a decision should not lead the backlog

3. APPLY A DECISION RULE

High-value weekly decision is blocked	Correct this before polishing lower-value reporting.
Definition is disputed	Name one owner and record the approved calculation.
Source is manual but controlled	Automate only when the saved time or reduced risk justifies it.
Metric has no decision	Challenge whether it belongs in the core reporting layer.

BEFORE YOU ACT

- ☐ Decision and metric are not being confused
- ☐ Each definition has an accountable owner
- ☐ Refresh timing matches the decision cadence
- ☐ The failure consequence is explicit