

The Total Economic Impact™ Of Tableau

A FORRESTER TOTAL ECONOMIC IMPACT STUDY COMMISSIONED BY
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COST SAVINGS AND BUSINESS BENEFITS ENABLED BY TABLEAU

The Forrester logo is displayed in white, serif, all-caps font within a black rectangular box. The box is positioned on the left side of a large, abstract graphic that features flowing, organic shapes in various shades of green and teal, set against a black background.

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Executive Summary

The aspirational goal for an enterprise is no longer just to be data-driven. Using data, AI, and analytics to drive better decisions, which in turn deliver better business outcomes, requires organizations to grow their capabilities. Artificial intelligence (AI) is not displacing business intelligence (BI). Just the opposite: More data means more opportunities to uncover insights and an increasing need for BI to help data, AI, and analytics teams catalyze better decision-making across the business. Tableau enables organizations to prepare and analyze data, uncover insights, and leverage AI within its platform to accelerate data-driven actions.¹

Tableau is a business intelligence platform that offers a suite of analytics and AI-powered tools to help organizations transform data into actionable insights through proactive alerts, automated workflows, and natural language querying capabilities.

Tableau's visualization, exploration, reporting, and dashboarding features enable organizations to deliver proactive insights for consistently defined KPIs and accelerate insight creation, access, and actionability. With built-in security, data governance, and compliance capabilities, organizations can maintain agility as their BI needs evolve.

Tableau commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Tableau.² The purpose of this study is to provide readers with a framework to evaluate the potential financial impact of Tableau on their organizations.

275%

Return on investment (ROI)

\$33.0M

Net present value (NPV)

To better understand the benefits, costs, and risks associated with this investment, Forrester interviewed four decision-makers with experience using Tableau. For the purposes of this study, Forrester aggregated the experiences of the interviewees and combined the results into a single composite organization, which is a global company with annual revenue of \$10 billion.

Interviewees said that prior to using Tableau, their organizations relied on fragmented BI ecosystems comprising multiple legacy tools and manual BI workflows. These prior environments led to delayed decision-making, operational inefficiencies, and an inability to scale analytics effectively across their organizations.

Interviewees said their organizations adopted Tableau as their primary platform for delivering insights and supporting decision-making for users across their organizations. With Tableau, the interviewees' organizations developed reusable, interactive dashboards for data visualization, exploration, real-time analytics, and reporting for a variety of use cases. Key results from the investment include increased sales, increased business user productivity, and expanded BI developer capacity.

Key Findings

Quantified benefits. Three-year, risk-adjusted present value (PV) quantified benefits for the composite organization include:

- **A 0.75% increase in annual revenue.** Tableau helps the composite organization drive revenue by enabling faster, more informed decision-making, resulting in increased incremental sales, reduced customer churn, and improved time to market for new products. Over three years, this results in \$150 million in incremental, top-line revenue and profit of \$12.5 million.
- **Business user productivity improvements of 3 hours per week.** Business users gain access to self-serve analytics and insights for forecasts and correlated metrics, reducing manual reporting and analysis work that previously delayed time to insight. Business users save time with capabilities that monitor metric changes and provide meaningful insights in real time. Over three years, the productivity improvement is worth \$14.0 million in labor for the composite organization.

- **Additional BI developer capacity of 6 hours per week.** Tableau improves capacity for the organization's BI developers by reducing manual analytics workflows and automating data preparation and modeling tasks, eliminating repetitive, ad hoc requests, and streamlining dashboard and report delivery. They shift from low-value tasks like pulling data into spreadsheets and hand-building one-off reports for stakeholders to building reusable dashboard and analytics products. Over three years, the additional capacity is worth \$15.4 million in labor for the composite organization.
- **Total cost of ownership (TCO) savings from legacy BI tool consolidation.** The composite organization decommissions three legacy BI tools, resulting in \$3.1 million in TCO savings over three years.

Unquantified benefits. Benefits that provide value for the composite organization but are not quantified for this study include:

- **A unified analytics platform.** The composite organization standardizes analytics efforts that were previously siloed across different tools and business functions, creating a common foundation for decision-making across the organization.
- **Tableau community.** The composite organization benefits from a broad network of experts, content, and events through Tableau's user community. Many of the composite's partners and peer organizations also use Tableau, enabling easier collaboration.
- **Integration with Salesforce.** Tableau offers integration with Salesforce, reducing the effort required to integrate and deliver insights from its Salesforce data.
- **Improved data consumption governance.** Tableau improves governance of data consumption by enabling improved visibility into data lineage, standardizing access controls, and increasing visibility into how data is used across teams.
- **Improved employee experience (EX).** Tableau eliminates BI and reporting workflows that were previously manual, freeing up time for BI developers and business users to focus on more enjoyable, higher-value activities.
- **Zero-copy data access.** Zero-copy integration between Tableau and underlying data sources reduces data duplication and extract, transform, and load (ETL) complexity while supporting governance and near-real-time data analysis.

Costs. Three-year, risk-adjusted PV costs for the composite organization include:

- **Licensing costs totaling \$8.3 million.** The composite organization incurs user licensing fees for BI developers and general business users.
- **Implementation and ongoing management costs totaling \$558,000.** The composite dedicates internal team members to deploy Tableau and manage the platform over time.
- **Training costs of \$3.2 million.** The composite incurs internal labor hours for training new BI developers and general business users.

The financial analysis that is based on the interviews found that a composite organization experiences benefits of \$45.0 million over three years versus costs of \$12.0 million, adding up to a net present value (NPV) of \$33.0 million and an ROI of 275%.

Weekly time savings per BI developer

6 hours

“Tableau helps us drive better decision-making, react faster to market and competitive changes, and improve productivity by moving work from manual effort to automated processes.”

Chief data and AI officer, HVAC

“Our goal has always been to let data drive decisions and to make insights accessible to as many analysts as possible, which we have a lot of. Tableau supports that objective. It aligns with our focus on being a data-driven, numbers-driven organization and helps us make more objective, fact-based decisions.”

Director of data analytics, electronics

Key Statistics

275%

Return on investment (ROI)

\$45.0M

Benefits PV

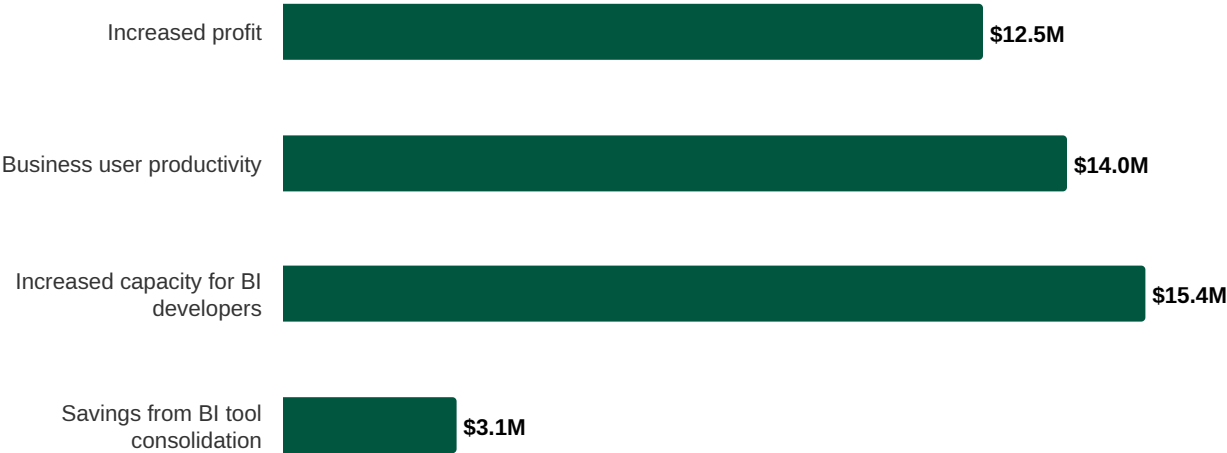
\$33.0M

Net present value (NPV)

<6 months

Payback

Benefits (Three-Year)



The Tableau Customer Journey

Drivers leading to the Tableau investment

Interviews			
Role	Industry	Region	Annual Revenue
Executive vice president of data democratization	Telecommunications	EMEA HQ, national operations	\$14 billion
Associate director of data science	Pharmaceutical	US HQ, global operations	\$5 billion
Chief data and AI officer	Heating, ventilation, and air conditioning (HVAC)	US HQ, global operations	\$25 billion
Director of data analytics	Electronics	US HQ, national operations	\$1 billion to \$5 billion

Key Challenges

Prior to adopting Tableau, the interviewees' organizations utilized a combination of BI platforms and spreadsheets to analyze data and drive decision-making. Interviewees noted how their organizations struggled with common challenges, including:

- Fragmented tools to drive BI.** The interviewees' organizations relied on disjointed ecosystems to drive BI and reporting, leveraging multiple legacy tools, SQL analytics, spreadsheets, and slide decks. Insight generation required heavy manual effort from data and analytics teams, including repetitive data pulls and multistep transformations. Tool proliferation across business units created inconsistent processes and prevented a unified analytics approach. The executive vice president of data democratization at a telecommunications company shared that they leveraged 12 BI tools across business units, with data analysts serving ad hoc requests from business stakeholders. Each request typically required data analysts to write queries, put data into spreadsheets, and then move information into slide decks for visualization and reporting.
- Heavy dependence on specialized teams led to bottlenecks.** Interviewees shared that only specialized analysts or BI developers could effectively extract and prepare relevant data to fulfill requests. Many legacy tools were too technical and/or lacked self-service capabilities, preventing analysts and other business users from accessing or exploring data independently. These constraints reduced efficiency for analytics teams who were overwhelmed by repetitive requests and data consumers who waited extended periods for even basic insights. The executive vice president of data democratization at a telecommunications company described an environment in which access to data was tightly controlled by a small group of employees, creating bottlenecks for decision-making across the organization: "We had 16,000 employees and many of them must make quick decisions but could only rely on those that had access to the data. It created a power-hold dynamic that demanded everyone rely on data analysts." The director of data analytics at an electronics company explained that its primary BI tool required coding and statistical knowledge, necessitating specialists to serve each analytics request from nontechnical stakeholders. As the organization grew, its small analytics team could not scale its support without adding headcount.

“We were a very small data analytics team, and only BI developers were able to use the legacy tool. As we started to expand our footprint, we realized that we would need to substantially increase the size of our team at an unsustainable ratio. We needed to start providing people with a self-service analytics model without having a BI developer in the middle of every request.”

Director of data analytics, electronics

“The ability to harmonize data with the BI platforms themselves was a fairly technical task. There were technical teams that needed to be involved in that process that would be a bottleneck due to bandwidth constraints.”

Chief data and AI officer, HVAC

- **Lack of standardization.** Interviewees said their organizations’ legacy analytics environments lacked standardization, which produced conflicting metrics and data quality issues. For example, the executive vice president of data democratization at a telecommunications company said revenue metrics differed across finance and commercial teams because each group used its own BI tools and definitions. The chief data and AI officer at an HVAC company described how static dashboards further contributed to inconsistencies: “Standardization was a key constraint. People across teams, geographies, and business units wanted to view their data differently. There was a lack of standardization that led to a proliferation of reports. At one point, we had over 10,000 reports floating around.”
- **Delayed time to insight.** Interviewees shared that legacy tooling slowed time to insight and limited their ability to adapt quickly. The associate director of data science at a pharmaceutical company said: “It was critical that sharing data and insights would be seamless, yet our original tools could not support that need. They slowed down our transition from traditional pharma to digital pharma and created a bottleneck that prevented truly data-driven decision-making.” The director of data analytics at an electronics company said BI developers needed to sit with stakeholders to translate business questions into structured technical requests, delaying decision-making in areas such as product development. The executive vice president of data democratization at a telecommunications company described the broader impact of these slow, manual cycles, “We would spend weeks or months to come up with a conclusion, when at that point, it was too late.”

Why Tableau?

Interviewees said their organizations chose to adopt Tableau over its existing tooling and other evaluated solutions due to the following factors:

- **Intuitive low code experience and self-service.** Interviewees said Tableau’s UI and drag-and-drop experience made it much easier for nontechnical users to work with data compared with prior tools that were rooted in developer and statistical workflows. Tableau lowered the skill barrier for building and consuming dashboards and enabled self-service and proactive insight delivery, reducing reliance on BI developers and making analytics more scalable and democratized across their organizations. The director of data analytics at an electronics company said, “With Tableau, we aimed to address an adoption hurdle by selecting a tool that was lightweight, easy to navigate, and had drag-and-drop-type features.” The executive vice president of data democratization at a telecommunications company said: “We chose Tableau because it could help us

democratize our data. It brought my technical team and business users on board into a single platform that provides all the capabilities that they need to do what they need to do. Compared to other tools, that was a challenge. Either you serve the business well but you don't serve your technical teams, or you serve your technical teams and make it easier for them, but not enough for the business users."

"[Our prior BI tool] required a lot more expectation of having to know how to code compared to Tableau."

Director of data analytics, electronics

- **Product roadmap and AI.** Several interviewees shared that their organizations selected Tableau because of its product capabilities and roadmap. The executive vice president of data democratization at a telecommunications company said: "When we decided to go for Tableau, a big part of the decision-making there was around the product capability and roadmap. For example, the ability to use AI in the platform through Tableau Pulse was really important."³ The chief data and AI officer at an HVAC company reported that Tableau offered one of the strongest product roadmaps among BI platform providers, including capabilities designed to keep pace with advancements in large language models and natural language querying.
- **Data visualization and exploration features.** The associate director of data science at a pharmaceutical company shared: "[Our previous BI platform] had a lot of weaknesses. When we're talking about visualization, you have very limited functions to choose from compared to Tableau. Also, the power of analyzing and rendering the data in that tool was not comparable with Tableau." The director of data analytics at an electronics company said: "Any time you wanted to change how the data was sliced, you had to take the data out, repivot it, and then define what you were going to use. You could not explore and pivot the data as you uncovered new insights. Tableau took that away, offering us the flexibility to bring the data in and figure it out as we go."

Composite Organization

Based on the interviews, Forrester constructed a TEI framework, a composite company, and an ROI analysis that illustrates the areas financially affected. The composite organization is representative of the interviewees' organizations, and it is used to present the aggregate financial analysis in the next section. The composite organization has the following characteristics:

- **Description of composite.** The composite organization is a global organization with \$10 billion in annual revenue and 30,000 employees. Before adopting Tableau, the composite organization operates in a fragmented analytics environment, relying on multiple BI tools and manual reporting processes. Teams across sales, marketing, finance, and HR depend heavily on a group of 500 BI developers to extract, prepare, and distribute data and analytics. Analytics work is slow and highly manual, with BI developers frequently pulling data into spreadsheets to serve ad hoc requests from stakeholders. This prior environment contributes to delayed insights and operational inefficiencies, making it difficult for the organization to scale analytics and data-driven decision-making.
- **Deployment characteristics.** The composite organization begins using Tableau in Year 1, with 500 BI developers receiving Creator licenses and 2,500 business users receiving Explorer or Viewer licenses. The organization expands its use cases for Tableau each year, increasing the number of business users accessing insights from Tableau by 1,250 annually to reach 3,750 in Year 2 and 5,000 in Year 3. Tableau is integrated with the organization's Salesforce platform in addition to other business systems and data sources.

KEY ASSUMPTIONS

- \$10 billion annual revenue
- 30,000 employees
- 500 BI developers

Analysis Of Benefits

Quantified benefit data as applied to the composite

Total Benefits						
Ref.	Benefit	Year 1	Year 2	Year 3	Total	Present Value
Atr	Increased profit	\$2,600,000	\$5,200,000	\$7,800,000	\$15,600,000	\$12,521,412
Btr	Business user productivity	\$3,839,063	\$5,758,594	\$7,678,125	\$17,275,782	\$14,017,915
Ctr	Increased capacity for BI developers	\$6,176,250	\$6,176,250	\$6,176,250	\$18,528,750	\$15,359,420
Dtr	Savings from BI tool consolidation	\$637,500	\$1,275,000	\$1,912,500	\$3,825,000	\$3,070,154
	Total benefits (risk-adjusted)	\$13,252,813	\$18,409,844	\$23,566,875	\$55,229,532	\$44,968,901

Increased Profit

Evidence and data. Interviewees said Tableau helped their organizations generate revenue by enabling faster, more informed decision-making. As a result, they reported that Tableau contributed to outcomes including increased sales, reduced customer churn, and improved time to market for new products and enhancements, with several interviewees quantifying the resulting impact on revenue. Interviewees shared the following:

- The chief data and AI officer at an HVAC company reported that Tableau contributed to a 1% to 2% sales uplift for the organization. They explained that the team assessed the business value driven with Tableau across several use cases, evaluating how improved visibility and faster decision-making reduced opportunity costs, protected market share, and prevented lost sales. One example involved creating a Tableau dashboard that exposed real-time inventory availability across SKUs. Before Tableau, sales teams lacked timely visibility into stock levels, resulting in rejected orders and customer churn when items were unavailable. With real-time inventory data exposed through Tableau, sales reps could offer substitutes or provide availability timelines at the point of customer engagement, reducing canceled orders and the risk of customers buying from competitors.

“We were able to tease out a number for what that decision-making resulted in, including potential opportunity costs tied to loss of market share, lost sales, and other sales metrics. When we took specific examples and estimates and extrapolated them into the broader context, we attributed 1% to 2% in incremental sales to Tableau.”

Chief data and AI officer, HVAC

- The director of data analytics at an electronics company detailed how their organization leveraged Tableau to visualize operational data and machine learning outputs, accelerating time to insight for R&D teams. Tableau served as the standard interface for visualizing and exploring insights across large volumes of sensor data. These insights helped R&D pinpoint the root causes of device performance issues more quickly and iterate on new features with greater speed. They shared: “This type of analysis used to take us around three months to deliver before. Now, we’re able to provide quick feedback to R&D teams, allowing them to turn around new, revenue-generating features more quickly. These capabilities have resulted in a roughly 10% revenue improvement.”

The Total Economic Impact™ Of Tableau

- The executive vice president of data democratization at a telecommunications company shared that Tableau drove value across 18 domains of the organization. One example involved reversing a decline in the company's mobile business. With Tableau, the organization's data team developed a dashboard to enable its commercial team to pinpoint and address causes of customer churn. They shared: "There was direct recognition to what we did in Tableau and how our team shifted the trajectory. That effort drove millions of pounds in financial impact."
- The associate director of data science at a pharmaceutical company said Tableau played a critical role in accelerating decision-making and improving the success rates of clinical studies, ultimately helping the organization improve time to market for new drugs and therapies. With Tableau, the team unified clinical and operational data, enabling R&D teams to assess site-level risks more easily and select the right patients and hospitals to support trial success rates. The interviewee explained: "We deploy Tableau to different clinical studies and to the contract research organizations that help us run them. It has helped us increase the success rate of the clinical studies and increase the rate of making new drugs and delivering new therapies to patients. As you can see, Tableau helps us not only increase our profit but also enhance our reputation and make a social impact."

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- Before Tableau, the composite organization generates \$10,000,000,000 in annual revenue.
- The incremental revenue uplift attributable to Tableau is 0.25% in Year 1, 0.5% in Year 2, and 0.75% in Year 3, growing over time as the organization builds out additional use cases.
- The organization has a profit margin of 13%.⁴

Risks. Forrester recognizes that these results may not be representative of all experiences and the value of the benefit will vary depending on:

- The rate of adoption for Tableau.
- The pace at which revenue-impacting use cases are developed and operationalized.
- An organization's profit margin.
- Integration with underlying data sources and data quality.

Results. To account for these risks, Forrester adjusted this benefit downward by 20%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$12.5 million.

\$75,000,000

Annual incremental revenue attributable to Tableau

Increased Profit					
Ref.	Metric	Source	Year 1	Year 2	Year 3
A1	Annual revenue before Tableau	Composite	\$10,000,000,000	\$10,000,000,000	\$10,000,000,000
A2	Percentage increase in annual revenue attributable to Tableau	Interviews	0.25%	0.50%	0.75%
A3	Subtotal: Incremental revenue driven with Tableau	A1*A2	\$25,000,000	\$50,000,000	\$75,000,000
A4	Profit margin	Research data	13%	13%	13%
At	Increased profit	A3*A4	\$3,250,000	\$6,500,000	\$9,750,000
	Risk adjustment	↓20%			
Atr	Increased profit (risk-adjusted)		\$2,600,000	\$5,200,000	\$7,800,000
Three-year total: \$15,600,000			Three-year present value: \$12,521,412		

Business User Productivity

Evidence and data. Interviewees said Tableau improved productivity for business users by reducing the manual data gathering and analysis tasks that previously slowed decision-making across their organizations. Business users gained access to self-service dashboards, replacing time-consuming spreadsheet work, slide deck preparation, and repeated back-and-forth cycles with data teams. Interviewees shared the following:

- The executive vice president of data democratization at a telecommunications company reported that Tableau improved business user productivity by an estimated 20% to 50% by replacing manual reporting workflows with self-service reporting and insights access through Tableau dashboards. For example, they shared that Tableau significantly improved productivity for field operations managers who previously spent 3 to 4 hours per day compiling performance data from spreadsheets for 2,500 field technicians. By adopting Tableau, managers gained access to real-time reporting and visualizations, eliminating thousands of hours of manual effort.
- The chief data and AI officer at an HVAC company shared that Tableau improved productivity for analytics consumers across their organization by an estimated 2 to 4 hours per week. Prior to Tableau, users relied on the organization's data team to pull requested data into spreadsheets, then spent additional time interpreting the data and assembling insights into slide decks for downstream reporting. With Tableau, these users gained direct access to interactive dashboards that eliminated manual reporting cycles. As the interviewee explained: "Before, these consumers would have a question and then get all that data back in spreadsheets that they would have to understand and interpret. Now, they do not have to work through [spreadsheet solution] and put it into a slide deck. That's saved them 2 to 4 hours per week."
- The director of data analytics at an electronics company said Tableau improved productivity for business analysts by an estimated 30%. Before Tableau, these users often needed to sit with BI developers to translate business questions into technical requirements and spent additional time manually analyzing data, delaying time to insight. By adopting Tableau, the organization's analysts could access and explore data independently through reusable dashboards. As the interviewee explained: "When we did not have this program in place with Tableau, we were hiring just so that people could analyze the data manually. Since we started to go down this path, that linear growth that we were seeing stopped. We measured about 30% to 33% efficiency gains that we brought in immediately as a result of moving to Tableau."
- The associate director of data science at a pharmaceutical company said Tableau improved productivity for clinical and operational teams, saving an estimated 3 hours per month per user. They explained: "Before Tableau, we had to manually monitor years of emails, calls, site visits, and notes to understand what was happening in each clinical study. It was very time-

consuming and often too late to make adjustments because decision-makers could not easily digest the highly dimensional information. We built a solution that used AI to process all of these communications and then used Tableau to convert the insights into an intuitive, interactive dashboard. With Tableau, decision-makers can see site-level risks, common themes, and performance indicators in a simple 2D view, helping them choose the right patients, hospitals, and investigators much faster.”

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- The organization has 2,500, 3,750, and 5,000 employees using Tableau under Explorer and Viewer licenses in Year 1, Year 2, and Year 3, respectively.
- Each business user saves 3 hours per week with Tableau, totaling 156 hours annually.
- Twenty-five percent of time savings are recaptured toward productive activities.
- The average fully burdened annual salary for a business user is \$91,000.

Risks. Forrester recognizes that these results may not be representative of all experiences and the value of the benefit will vary depending on:

- The number of business users actively leveraging Tableau.
- The frequency of Tableau interaction.
- The maturity of an organization’s analytics environment prior to adopting Tableau.
- Variation in salaries, which will depend on factors including role, location, and seniority.
- The degree to which time savings are recaptured productively.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$14.0 million.

3 hours

Weekly time savings per business user

“Field managers used to spend 3 to 4 hours a day pulling performance numbers into spreadsheets. Tableau automated that work and gave them real-time dashboards, which removed thousands of hours of manual effort.”

Executive vice president of data democratization, telecommunications

“Before Tableau, consumers would get data back in spreadsheets that they had to interpret and then move into slide decks. Now they go straight to interactive dashboards.”

Chief data and AI officer, HVAC

Business User Productivity					
Ref.	Metric	Source	Year 1	Year 2	Year 3
B1	Business users (Explorer and Viewer license)	Composite	2,500	3,750	5,000
B2	Time saved per business user due to Tableau (hours)	Interviews	156	156	156
B3	Productivity recapture rate	Composite	25%	25%	25%
B4	Fully burdened annual salary for a business user	Research data	\$91,000	\$91,000	\$91,000
Bt	Business user productivity	$B1 \times B2 \times B3 \times B4 / 2,080$	\$4,265,625	\$6,398,438	\$8,531,250
	Risk adjustment	↓10%			
Btr	Business user productivity (risk-adjusted)		\$3,839,063	\$5,758,594	\$7,678,125
Three-year total: \$17,275,782			Three-year present value: \$14,017,915		

Increased Capacity For BI Developers

Evidence and data. Interviewees reported that BI developers at their organizations shifted from low-value tasks like pulling spreadsheets, pivoting data, and hand-building one-off reports to creating self-service dashboards and analytics products that could serve multiple stakeholders with real-time insights. They shared the following experiences:

- The associate director of data science at a pharmaceutical company shared that Tableau improved productivity for BI developers by streamlining dashboard creation, saving an estimated 7.5 hours per month per user. Prior to Tableau, BI developers typically built dashboards through open source programming frameworks, such as R Shiny and Python. With Tableau, developers could generate dashboards without writing code, enabling faster delivery of insights to clinical and operational stakeholders. As the interviewee explained, these changes created a “Tableau ecosystem” that made dashboard generation and insight sharing “much faster than before.”
- The executive vice president of data democratization at a telecommunications company said Tableau significantly improved productivity for their organization’s data team by eliminating manual, ad hoc analytics requests that previously consumed their workloads. Before Tableau, analysts handled a constant stream of stakeholder questions through manual SQL-to-spreadsheet workflows that required repeated data pulls and back-and-forth iterations. With Tableau, the organization introduced reusable dashboards that gave stakeholders self-service access to real-time insights, reducing one-off requests and freeing analysts from repetitive, low-value reporting tasks. They shared: “What they were doing before could be easily automated. Now they are delivering business intelligence and storytelling based on product and value.”

“If in a week they were able to do three things that delivered maybe 10% of value, now they can do one thing that delivers 50% of the value. Previously, their role was to answer one-off questions as fast as they could and hand the output back to the requester. Now they are building products that do not answer just one question, but multiple questions for multiple users.”

Executive vice president of data democratization, telecommunications

- Similarly, the chief data and AI officer at an HVAC company noted that Tableau improved productivity for BI developers by reducing the volume of manual, ad hoc requests they previously handled. Before Tableau, BI developers regularly fielded repeat inquiries, and it took up to 7 minutes per inquiry to extract data to be delivered through spreadsheets. The interviewee also said these resources spent significant time refreshing and maintaining reports through manual ETL and data preparation workflows. With Tableau, the organization shifted to delivering analytics and insights through self-service dashboards, allowing BI developers to reclaim an estimated 2 hours per day, or roughly 25% of their bandwidth.
- The director of data analytics at an electronics company reported that Tableau significantly improved productivity for BI developers, helping the organization avoid increasing its headcount. They shared: “We haven’t had to expand our BI resources, even as our analytics portfolio has grown. Without Tableau, that team would need to be at least about 80% larger to support the current workload that we deliver today.”

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- The composite organization has 500 BI developers using Creator licenses for Tableau each year.
- Each BI developer saves 6 hours per week following the adoption of Tableau, totaling 312 hours annually.
- Seventy-five percent of time savings are recaptured productively.
- The average fully burdened annual salary for a BI developer is \$122,000.

Risks. Forrester recognizes that these results may not be representative of all experiences and the value of the benefit will vary depending on:

- The number of BI developers at an organization.
- The maturity of an organization’s analytics approach prior to Tableau.
- Expansion of use cases for Tableau.
- The likelihood that time savings are recaptured productively.
- Variation in salaries, which can vary based on role, industry, geography, and seniority.

Results. To account for these risks, Forrester adjusted this benefit downward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$15.4 million.

6

Hours saved per week per BI developer

Increased Capacity For BI Developers					
Ref.	Metric	Source	Year 1	Year 2	Year 3
C1	BI developers (creators)	Composite	500	500	500
C2	Time saved per BI developer due to Tableau (hours)	Interviews	312	312	312
C3	Productivity recapture rate	Composite	75%	75%	75%
C4	Fully burdened annual salary for a BI developer	Composite	\$122,000	\$122,000	\$122,000
Ct	Increased capacity for BI developers	$C1 \times C2 \times C3 \times C4 / 2,080$	\$6,862,500	\$6,862,500	\$6,862,500
	Risk adjustment	↓10%			
Ctr	Increased capacity for BI developers (risk-adjusted)		\$6,176,250	\$6,176,250	\$6,176,250
Three-year total: \$18,528,750			Three-year present value: \$15,359,420		

Savings From BI Tool Consolidation

Evidence and data. Two of the interviewees reported that their organizations retired legacy BI solutions after adopting Tableau. The executive vice president of data democratization at a telecommunications company said adopting Tableau as its primary BI platform allowed the organization to decommission 10 legacy BI solutions, reducing TCO by approximately £10 million per year. Additionally, the chief data and AI officer at an HVAC company said their organization decommissioned two legacy tools, avoiding associated licensing costs of more than \$1 million per year.

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- The composite organization decommissions one legacy BI tool each year following the adoption of Tableau, resulting in three cumulative tools decommissioned by Year 3.
- The average TCO savings per tool is \$750,000, consisting of avoided licensing and labor required for ongoing management.

Risks. Forrester recognizes that these results may not be representative of all experiences and the value of the benefit will vary depending on:

- The number of BI tools an organization is using before Tableau.
- The rate at which an organization decommissions legacy BI tools.
- Variation in TCO avoidance per tool, which may differ based on factors such as licensing costs, deployment models, and internal labor costs.

Results. To account for these risks, Forrester adjusted this benefit downward by 15%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$3.1 million.

“We had nearly a dozen BI tools across the organization and have now decommissioned the majority of them. That consolidation delivered more than £10 million in annual TCO savings.”

Executive vice president of data democratization, telecommunications

Savings From BI Tool Consolidation

Ref.	Metric	Source	Year 1	Year 2	Year 3
D1	Cumulative tools decommissioned	Interviews	1	2	3
D2	TCO savings per tool	Interviews	\$750,000	\$750,000	\$750,000
Dt	Savings from BI tool consolidation	D1*D2	\$750,000	\$1,500,000	\$2,250,000
	Risk adjustment	↓15%			
Dtr	Savings from BI tool consolidation (risk-adjusted)		\$637,500	\$1,275,000	\$1,912,500
Three-year total: \$3,825,000			Three-year present value: \$3,070,154		

Unquantified Benefits

Interviewees mentioned the following additional benefits that their organizations experienced but were not able to quantify:

- A unified analytics platform.** Interviewees reported that adopting Tableau unified analytics efforts at their organizations, improving cross-functional alignment and reducing data inconsistencies. The executive vice president of data democratization at a telecommunications company shared that prior to Tableau, business units used different BI tools and metric definitions, which often resulted in teams working with conflicting numbers. Tableau helped unify the organization around a single source of truth, creating a common foundation for decision-making across business domains. The associate director of data science at a pharmaceutical company highlighted how Tableau reduced data inconsistencies. They explained that teams previously had to move data across multiple tools to generate insights and visualizations, which introduced errors and risk for human bias. They shared: “Tableau acts as a one-stop solution that really enhances the accuracy of our insights. It reduces the human error and bias that used to occur when we processed data in one tool and then moved it into another for visualization. Now what we see and extract from the data is exactly what the data intends to tell us.”

“Before Tableau, finance and commercial teams looked at different numbers in different tools. Now they look at the same product, with the same definitions. We removed the ‘my tool, my number’ problem, and it stopped being political. Tableau gives us a common ground and a shared source of truth across business domains.”

Executive vice president of data democratization, telecommunications

- Tableau community.** Two interviewees highlighted the benefits of Tableau’s broad user community. The executive vice president of data democratization at a telecommunications company said the user community offered a wide network of

experts, content, and events that teams could tap into, noting that it also supported hiring and skill development by providing access to a strong external talent pool. The associate director of data science at a pharmaceutical company similarly emphasized the value of Tableau's large user base, explaining that many of their partners and peer organizations also use Tableau, which made sharing insights and collaborating across companies easier.

- **Integration with Salesforce.** The chief data and AI officer at the HVAC company described benefits of using Tableau alongside the organization's existing Salesforce environment. They said: "With Tableau, you have deep integration with the Salesforce ecosystem, so there is very minimal context engineering required when source systems already sit within Salesforce. This reduces the developer and engineering effort needed to create and publish new reports."
- **Improved data consumption governance.** The director of data analytics at an electronics company described improvements to data consumption governance when they deployed Tableau on top of the organization's common data lake. This centralization increased confidence in data quality by making lineage transparent and allowing teams to track where data came from and how it was used. They added that Tableau enabled stronger governance practices, including user access controls and improved visibility into when and how data was accessed.
- **Improved EX.** Interviewees said Tableau improved EX by reducing manual and repetitive analytics work and enabling greater self-service access to insights. By eliminating time-consuming tasks such as compiling spreadsheets and responding to ad hoc reporting requests, Tableau allowed business users and frontline managers to focus on higher-value activities. For example, the executive vice president of data democratization at a telecommunications company said field operations managers appreciated having self-service analytics that freed them from spending hours preparing reports.
- **Zero-copy data access.** Several interviewees described Tableau operating directly on centralized cloud data warehouses, enabling teams to analyze data on data stores rather than relying on duplicated extracts. Forrester's research finds that zero-copy data integration eliminates unnecessary data duplication and movement by enabling systems and applications to read data directly from cloud data warehouses and lakehouses without creating redundant copies. This approach can reduce operational complexity while accelerating access to fresh, actionable data and preserving data integrity and governance at the source, supporting data-driven decision-making for organizations.⁵

"Tableau lifted the employee satisfaction for our field teams. Managers no longer have to spend hours assembling spreadsheets each day. They finally have time back to focus on more valuable work."

Executive vice president of data democratization, telecommunications

Flexibility

The value of flexibility is unique to each customer. There are multiple scenarios in which a customer might implement Tableau and later realize additional uses and business opportunities, including:

- **Improved working capital efficiency.** The chief data and AI officer at an HVAC company shared that Tableau supported scenario planning and demand forecasting, leading to reduced working capital for the organization. The interviewee explained that their team leveraged data science models and Tableau to forecast how shifting economic variables, such as unemployment rates and housing construction starts, would impact sales. These insights helped the organization proactively adjust inventory levels against expected demand, ultimately reducing holding costs and improving working capital efficiency. The interviewee noted that they had also used this same approach at a prior organization, highlighting that the improved visibility helped reduce average inventory on hand from 45 days to 36 days.

- **Fraud prevention.** The executive vice president of data democratization at a telecommunications company said Tableau played a central role in strengthening fraud prevention capabilities. The organization built a set of dashboards that helped teams track fraud trends and vulnerabilities across finance, supply chain, and device activity. Additionally, the organization leveraged Tableau Pulse to provide real-time alerting, enabling teams to detect and address shifting fraud patterns proactively. Overall, the interviewee reported that Tableau helped the organization prevent an estimated £250 million in fraud by enabling faster detection and response.
- **AI.** In addition to utilizing Tableau to visualize machine learning outputs and leveraging AI-powered features such as Tableau Pulse, many interviewees saw additional opportunities to expand their organization's use of AI within Tableau. The executive vice president of data democratization at a telecommunications company noted that their organization was in the process of exploring Tableau Next features such as Tableau Concierge for conversational analytics. Additionally, when asked about their organization's plans for Tableau, the chief data and AI officer at an HVAC company said: "One of our key roadmap items is to deliver curated, persona-based insights so each role receives AI-driven recommendations tailored to them. Another priority is using AI for alerts and outlier detection, combining rule-based logic with generative capabilities. We also plan to expose this data to [AI] agents to improve how people access insights across the organization."

Flexibility would also be quantified when evaluated as part of a specific project (described in more detail in [Total Economic Impact Approach](#)).

"Tableau has had, I would say, for the longest time, one of the strongest product roadmaps for BI tooling with all of the various modules. I think they have a strong roadmap from a product perspective feature, a roadmap perspective, as well as how that's evolving over time to keep pace with some of the more technological developments that are taking shape, like LLMs and natural language processing and so on."

Chief data and AI officer, HVAC

Analysis Of Costs

Quantified cost data as applied to the composite

Total Costs							
Ref.	Cost	Initial	Year 1	Year 2	Year 3	Total	Present Value
Etr	Tableau user licenses	\$0	\$2,508,000	\$3,382,500	\$4,257,000	\$10,147,500	\$8,273,802
Ftr	Implementation and ongoing management labor	\$134,063	\$170,500	\$170,500	\$170,500	\$645,563	\$558,071
Gtr	Training labor	\$2,150,481	\$107,524	\$566,899	\$590,052	\$3,414,956	\$3,160,056
	Total costs (risk-adjusted)	\$2,284,544	\$2,786,024	\$4,119,899	\$5,017,552	\$14,208,019	\$11,991,929

Tableau User Licenses

Evidence and data. Interviewees reported that their organizations primarily used Tableau Cloud. Licensing costs for Tableau depend on the Tableau product selected, such as Tableau Cloud, Tableau Server, or Tableau Next, as well as the edition (Standard or Enterprise) and the number of Creator, Explorer, and Viewer licenses provisioned. Pricing may vary. Contact a Tableau representative for more information.

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- The composite organization has 500 users with Creator licenses.
- The monthly licensing fee for a Creator license is \$115.
- The composite organization has 2,500, 3,750, and 5,000 users with Explorer or Viewer licenses in Year 1, Year 2, and Year 3, respectively.
- The blended licensing fee for an Explorer or Viewer license is \$53.

Risks. Forrester recognizes that these results may not be representative of all experiences and that the value of this cost will vary depending on:

- The number of Tableau users at an organization and licensing types.
- The specific Tableau solution chosen and the licensing edition.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$8.3 million.

Tableau User Licenses						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
E1	Creator licenses	Composite		500	500	500
E2	Monthly Tableau licensing fee per Creator	List pricing		\$115	\$115	\$115
E3	Explorer and Viewer licenses	Composite		2,500	3,750	5,000
E4	Blended monthly Tableau licensing fee per Explorer or Viewer	List pricing		\$53	\$53	\$53
Et	Tableau user licenses	$(E1 \times E2 + E3 \times E4) \times 12$	\$0	\$2,280,000	\$3,075,000	\$3,870,000
	Risk adjustment	↑10%				
Etr	Tableau user licenses (risk-adjusted)		\$0	\$2,508,000	\$3,382,500	\$4,257,000
Three-year total: \$10,147,500			Three-year present value: \$8,273,802			

Implementation And Ongoing Management Labor

Evidence and data. Interviewees reported the following related to implementation and ongoing management:

- Implementation timelines at the interviewees' organizations ranged from three to six months, with total internal labor effort dedicated to the implementation ranging from 600 to 2,800 hours across data and analytics teams with support from security, IT, and platform engineering resources. Key activities included integrating data sources such as data lakes, data lakehouses, and/or core business systems like enterprise resource planning and Salesforce; establishing governance; implementing security requirements; and developing initial use cases and dashboards.
- Ongoing management of Tableau at the interviewees' organizations typically required between 0.25 to 1.2 FTEs across IT, platform engineering, or data teams. Ongoing management activities included user and license administration, performance monitoring, managing security and access controls, and coordinating updates or maintenance.

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- A team comprising data, IT, security, and platform engineering resources dedicates 1,500 hours to implementing Tableau.
- The blended fully burdened annual salary for a resource dedicated to the implementation process is \$169,000.
- The composite organization has one FTE responsible for ongoing management of Tableau.
- The average fully burdened annual salary for a resource responsible for ongoing management is \$155,000.

Risks. Forrester recognizes that these results may not be representative of all experiences and that the value of this cost will vary depending on:

- An organization's data environment prior to Tableau, including the existence of semantic layer and integrations.
- The complexity of an organization's security, compliance, and IT requirements.
- Variation in salaries, which will depend on role, region, and seniority.
- The scope of an organization's Tableau deployment, which will depend on use cases, data sources, the number of users and business units onboarded, and dashboards built as part of the initial deployment.

Results. To account for these risks, Forrester adjusted this cost upward by 10%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$558,000.

Implementation And Ongoing Management Labor						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
F1	Labor time incurred for implementation (hours)	Interviews	1,500			
F2	Blended fully burdened annual salary for a resource dedicated to implementation	Composite	\$169,000			
F3	Implementation labor cost	F1*F2/2,080	\$121,875			
F4	FTEs dedicated to ongoing management	Interviews		1	1	1
F5	Fully burdened annual salary for a resource dedicated to ongoing management	Composite		\$155,000	\$155,000	\$155,000
F6	Ongoing management labor cost	F4*F5		\$155,000	\$155,000	\$155,000
Ft	Implementation and ongoing management labor	F3+F6	\$121,875	\$155,000	\$155,000	\$155,000
	Risk adjustment	↑10%				
Ftr	Implementation and ongoing management labor (risk-adjusted)		\$134,063	\$170,500	\$170,500	\$170,500
Three-year total: \$645,563			Three-year present value: \$558,071			

Training Labor

Evidence and data. Interviewees shared that many BI analysts and developers at their organizations typically had prior experience using Tableau and therefore did not require the same level of training as a new Tableau user. They reported that Creator-level users typically participated in hands-on training sessions ranging between 1 and 4 hours, while Explorer and Viewer users required approximately 1 hour of training. Some organizations supplemented initial training with brief annual refreshers to introduce new features.

Modeling and assumptions. Based on the interviews, Forrester assumes the following about the composite organization:

- Forrester modeled training costs conservatively, assuming users do not have prior Tableau experience and therefore require higher levels of training than interviewees reported.
- In the initial period, 2,500 business users under Viewer or Explorer licenses participate in 8 hours of training. In Year 1, 125 new business users participate in training, accounting for 5% turnover. In Year 2, 1,375 new users participate in training, accounting for 1,250 additional users due to expanded Tableau use in the organization and 5% turnover of the user population from Year 1. In Year 3, 1,438 new users participate in training, accounting for 1,250 additional users due to expanded Tableau usage in the organization and 5% turnover of the user population from Year 2.
- The average fully burdened annual salary for a business user is \$91,000.
- In the initial year, 500 BI developers with creator licenses participate in 40 hours of training. Each following year, 25 new BI developers participate in training, accounting for 5% turnover.
- The average fully burdened annual salary for a BI developer is \$122,000.

Risks. Forrester recognizes that these results may not be representative of all experiences and the value of the cost will vary depending on:

The Total Economic Impact™ Of Tableau

- Existing skillsets within an organization. Training requirements may be lower if users have prior experience with Tableau.
- The number of users adopting Tableau over time.

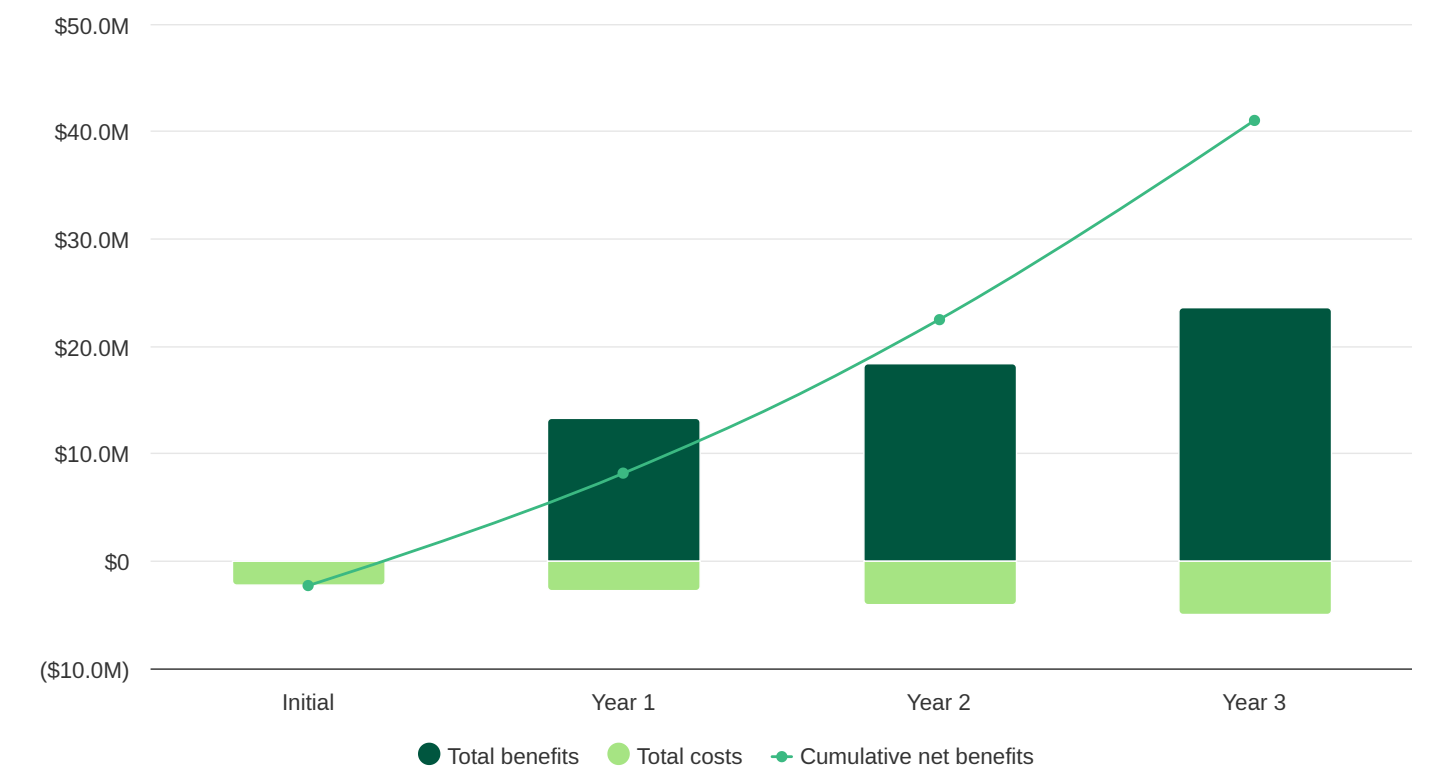
Results. To account for these risks, Forrester adjusted this cost upward by 5%, yielding a three-year, risk-adjusted total PV (discounted at 10%) of \$3.2 million.

Training Labor						
Ref.	Metric	Source	Initial	Year 1	Year 2	Year 3
G1	Business users (Viewers and Explorers) receiving training	Initial: E3 Year 1 Y1: E3*.05 Y2 & Y3: (E3 previous year*.05) + (E3 - E3previous year)	2,500	125	1,375	1,438
G2	Training time per user (hours)	Interviews	8	8	8	8
G3	Fully burdened annual salary for a business user	Composite	\$91,000	\$91,000	\$91,000	\$91,000
G4	Subtotal: Training costs for general business users	$G1 \cdot G2 \cdot (G3 / 2,080)$	\$875,000	\$43,750	\$481,250	\$503,300
G5	BI developers (Creators) receiving training	Initial: E1 Year 1 Y1-3: G5 initial * .05 turnover	500	25	25	25
G6	Training time per BI developer (hours)	Interviews	40	40	40	40
G7	Fully burdened annual salary for a BI developer	Composite	\$122,000	\$122,000	\$122,000	\$122,000
G8	Subtotal: Training costs for BI developers	$G5 \cdot G6 \cdot (G7 / 2,080)$	\$1,173,077	\$58,654	\$58,654	\$58,654
Gt	Training labor	$G4 + G8$	\$2,048,077	\$102,404	\$539,904	\$561,954
	Risk adjustment	†5%				
Gtr	Training labor (risk-adjusted)		\$2,150,481	\$107,524	\$566,899	\$590,052
Three-year total: \$3,414,956			Three-year present value: \$3,160,056			

Financial Summary

Consolidated Three-Year, Risk-Adjusted Metrics

Cash Flow Chart (Risk-Adjusted)



Cash Flow Analysis (Risk-Adjusted)						
	Initial	Year 1	Year 2	Year 3	Total	Present Value
Total costs	(\$2,284,544)	(\$2,786,024)	(\$4,119,899)	(\$5,017,552)	(\$14,208,019)	(\$11,991,929)
Total benefits	\$0	\$13,252,813	\$18,409,844	\$23,566,875	\$55,229,532	\$44,968,901
Net benefits	(\$2,284,544)	\$10,466,789	\$14,289,945	\$18,549,323	\$41,021,513	\$32,976,972
ROI						275%
Payback						<6 months

Please Note

The financial results calculated in the Benefits and Costs sections can be used to determine the ROI, NPV, and payback period for the composite organization's investment. Forrester assumes a yearly discount rate of 10% for this analysis.

These risk-adjusted ROI, NPV, and payback period values are determined by applying risk-adjustment factors to the unadjusted results in each Benefit and Cost section.

The initial investment column contains costs incurred at "time 0" or at the beginning of Year 1 that are not discounted. All other cash flows are discounted using the discount rate at the end of the year. PV calculations are calculated for each total cost and benefit estimate. NPV calculations in the summary tables are the sum of the initial investment and the discounted cash flows in each year. Sums and present value calculations of the Total Benefits, Total Costs, and Cash Flow tables may not exactly add up, as some rounding may occur.

TEI Framework And Methodology

From the information provided in the interviews, Forrester constructed a Total Economic Impact™ framework for those organizations considering an investment in Tableau.

The objective of the framework is to identify the cost, benefit, flexibility, and risk factors that affect the investment decision. Forrester took a multistep approach to evaluate the impact that Tableau can have on an organization.

Due Diligence

Interviewed Tableau stakeholders and Forrester analysts to gather data relative to Tableau.

Interviews

Interviewed four decision-makers at organizations using Tableau to obtain data about costs, benefits, and risks.

Composite Organization

Designed a composite organization based on characteristics of the interviewees' organizations.

Financial Model Framework

Constructed a financial model representative of the interviews using the TEI methodology and risk-adjusted the financial model based on issues and concerns of the interviewees.

Case Study

Employed four fundamental elements of TEI in modeling the investment impact: benefits, costs, flexibility, and risks. Given the increasing sophistication of ROI analyses related to IT investments, Forrester's TEI methodology provides a complete picture of the total economic impact of purchase decisions. Please see [Appendix A](#) for additional information on the TEI methodology.

Glossary

Total Economic Impact Approach

Benefits

Benefits represent the value the solution delivers to the business. The TEI methodology places equal weight on the measure of benefits and costs, allowing for a full examination of the solution's effect on the entire organization.

Costs

Costs comprise all expenses necessary to deliver the proposed value, or benefits, of the solution. The methodology captures implementation and ongoing costs associated with the solution.

Flexibility

Flexibility represents the strategic value that can be obtained for some future additional investment building on top of the initial investment already made. The ability to capture that benefit has a PV that can be estimated.

Risks

Risks measure the uncertainty of benefit and cost estimates given: 1) the likelihood that estimates will meet original projections and 2) the likelihood that estimates will be tracked over time. TEI risk factors are based on "triangular distribution."

Financial Terminology

Present value (PV)

The present or current value of (discounted) cost and benefit estimates given at an interest rate (the discount rate). The PVs of costs and benefits feed into the total NPV of cash flows.

Net present value (NPV)

The present or current value of (discounted) future net cash flows given an interest rate (the discount rate). A positive project NPV normally indicates that the investment should be made unless other projects have higher NPVs.

Return on investment (ROI)

A project's expected return in percentage terms. ROI is calculated by dividing net benefits (benefits less costs) by costs.

Discount rate

The interest rate used in cash flow analysis to take into account the time value of money. Organizations typically use discount rates between 8% and 16%.

Payback

The breakeven point for an investment. This is the point in time at which net benefits (benefits minus costs) equal initial investment or cost.

Appendixes

APPENDIX A

Total Economic Impact

Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists solution providers in communicating their value proposition to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of business and technology initiatives to both senior management and other key stakeholders.

APPENDIX B

Endnotes

¹ Source: [Role Profile: Business Intelligence Engineer](#), Forrester Research, Inc., August 27, 2025; [Tune Your Data, Analytics, And AI Operating Model To Your Enterprise](#), Forrester Research, Inc., November 19, 2025.

² Total Economic Impact is a methodology developed by Forrester Research that enhances a company's technology decision-making processes and assists solution providers in communicating their value proposition to clients. The TEI methodology helps companies demonstrate, justify, and realize the tangible value of business and technology initiatives to both senior management and other key stakeholders.

³ Tableau Pulse is a capability within Tableau that surfaces and key metrics and intelligence directly within users' daily workflows through channels such as Slack and email. Tableau Pulse identifies drivers, trends, and outliers, flags notable changes, and summarizes insights using natural language and visual explanations. Currently, the platform includes features such as natural language querying, prediction lines and forecast insights visualized through anchor charts, and insights into correlated metrics.

⁴ Forrester referenced the NYU Stern School of Business "[Margins by Sector \(US\)](#)" dataset to determine a representative operating margin for the composite organization. The dataset finds that the cross-industry, pre-tax, unadjusted operating margin is 12.82%.

⁵ Source: [Key Capabilities Of A Modern Data And AI Platform](#), Forrester Research, Inc., November 4, 2025; [Ten Best Practices To Maximize The Value Of Your Data Lakehouse](#), Forrester Research, Inc., October 28, 2025.

Disclosures

Readers should be aware of the following:

This study is commissioned by Tableau and delivered by Forrester Consulting. It is not meant to be used as a competitive analysis.

Forrester makes no assumptions as to the potential ROI that other organizations will receive. Forrester strongly advises that readers use their own estimates within the framework provided in the study to determine the appropriateness of an investment in Tableau. For any interactive functionality, the intent is for the questions to solicit inputs specific to a prospect's business. Forrester believes that this analysis is representative of what companies may achieve with Tableau based on the inputs provided and any assumptions made. Forrester does not endorse Tableau or its offerings. Although great care has been taken to ensure the accuracy and completeness of this model, Tableau and Forrester Research are unable to accept any legal responsibility for any actions taken on the basis of the information contained herein. The interactive tool is provided 'AS IS,' and Forrester and Tableau make no warranties of any kind.

Tableau reviewed and provided feedback to Forrester, but Forrester maintains editorial control over the study and its findings and does not accept changes to the study that contradict Forrester's findings or obscure the meaning of the study.

Tableau provided the customer names for the interviews but did not participate in the interviews.

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