

How to make an impact with data

Andy Cotgreave
Technical Evangelist, Tableau



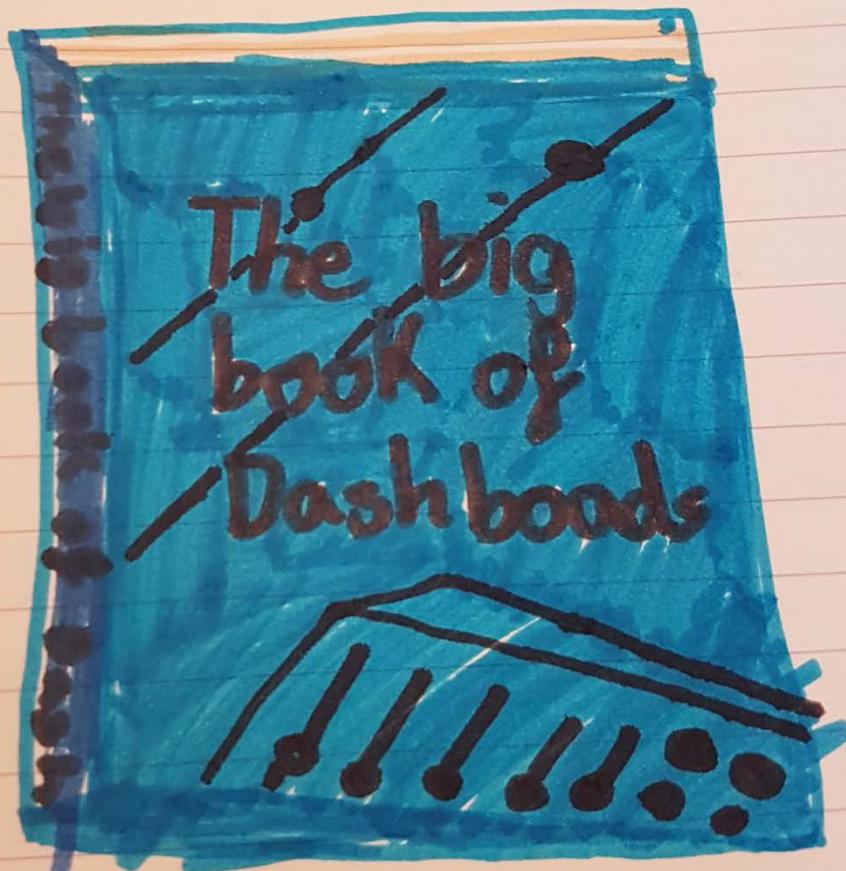
STEVE WEXLER | JEFFREY SHAFFER | ANDY COTGREAVE

THE
BIG BOOK
OF
DASHBOARDS

Visualizing Your Data
Using Real-World
Business Scenarios

WILEY

This is my Dad's book.
And I think it's really
boring because it's -
about Dashboards!!!!!!



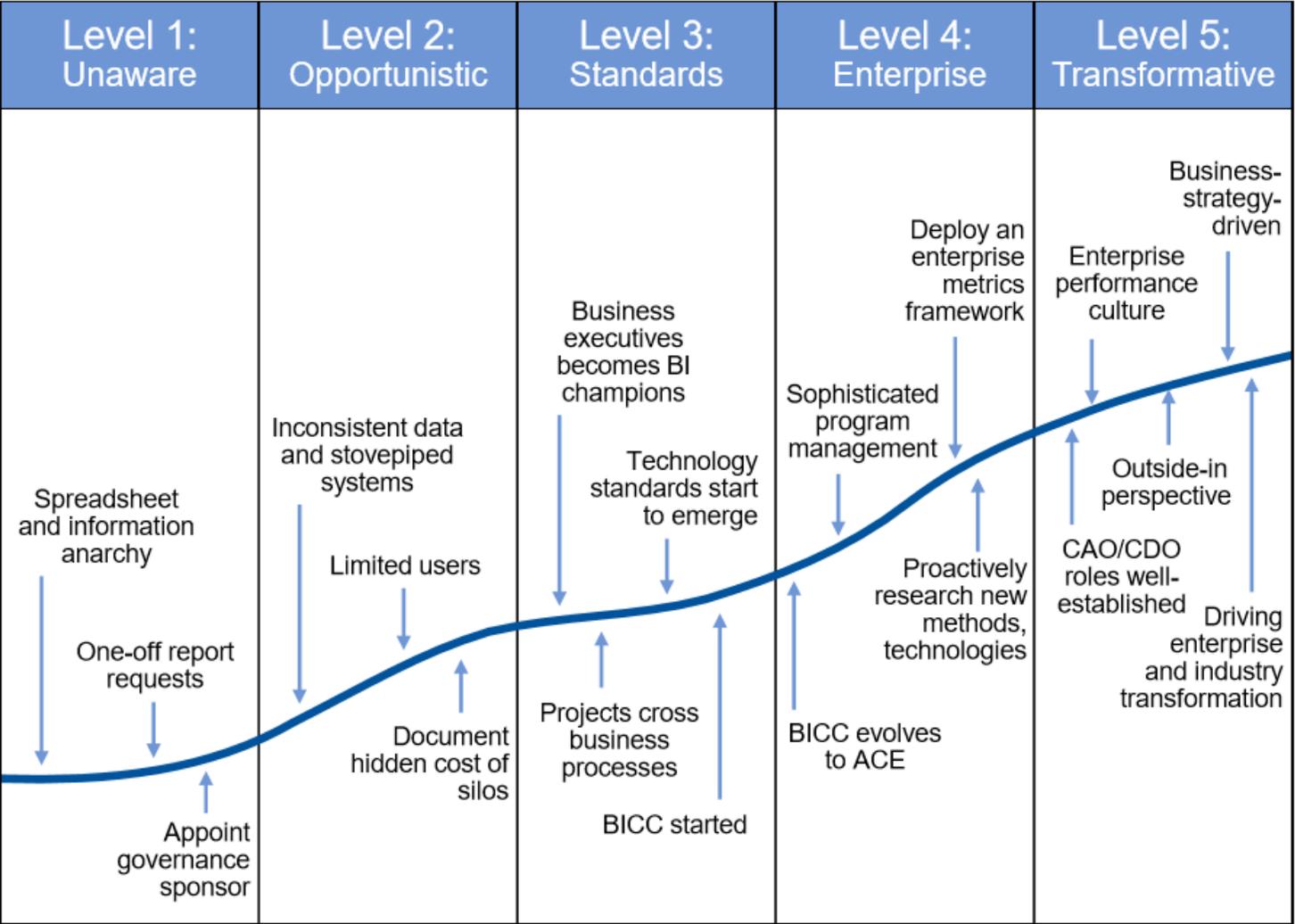
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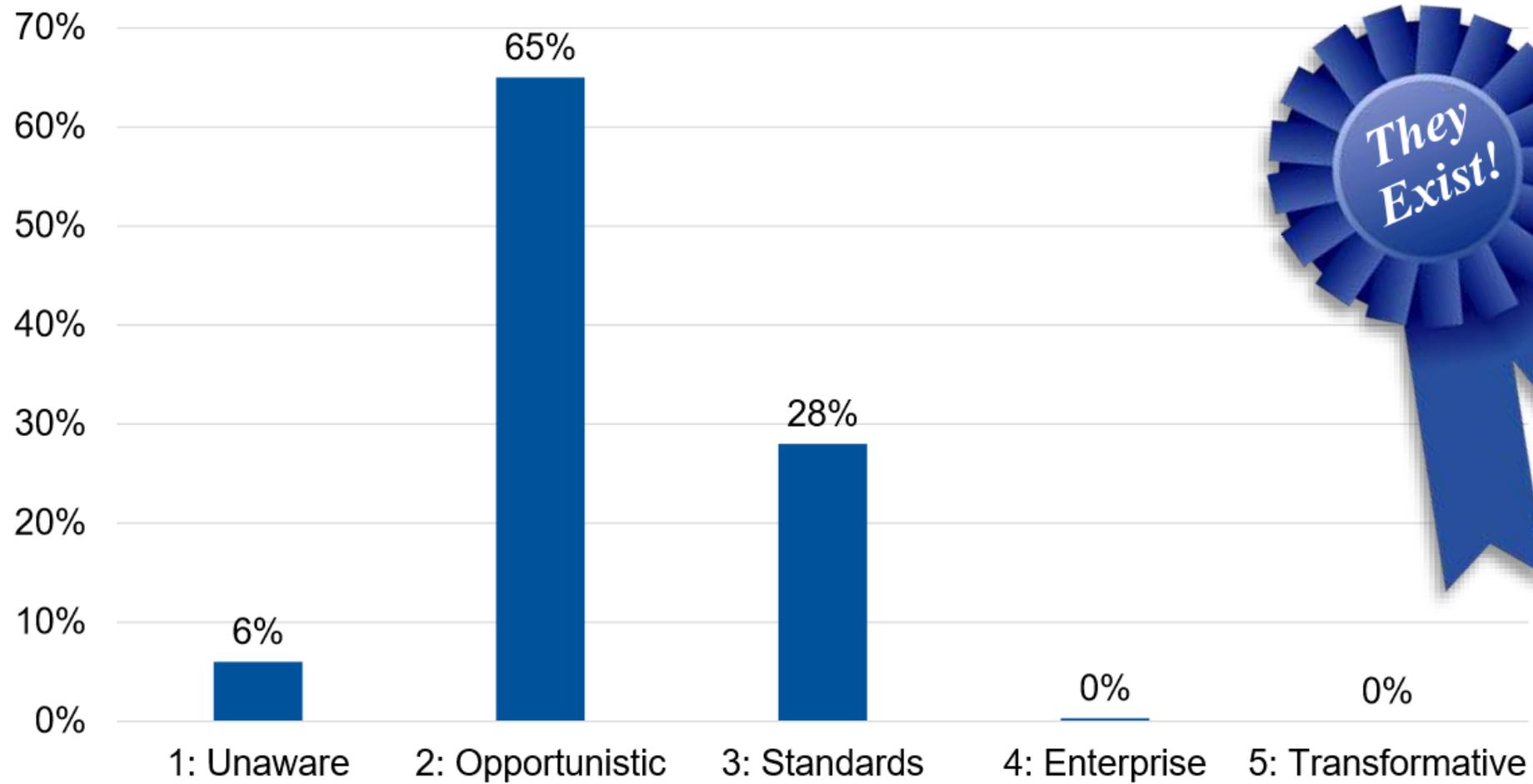


IMPACT?

ITScore for BI and Analytics: Levels of BI and Analytics Maturity



BI and Analytics Maturity From ITScore Assessments

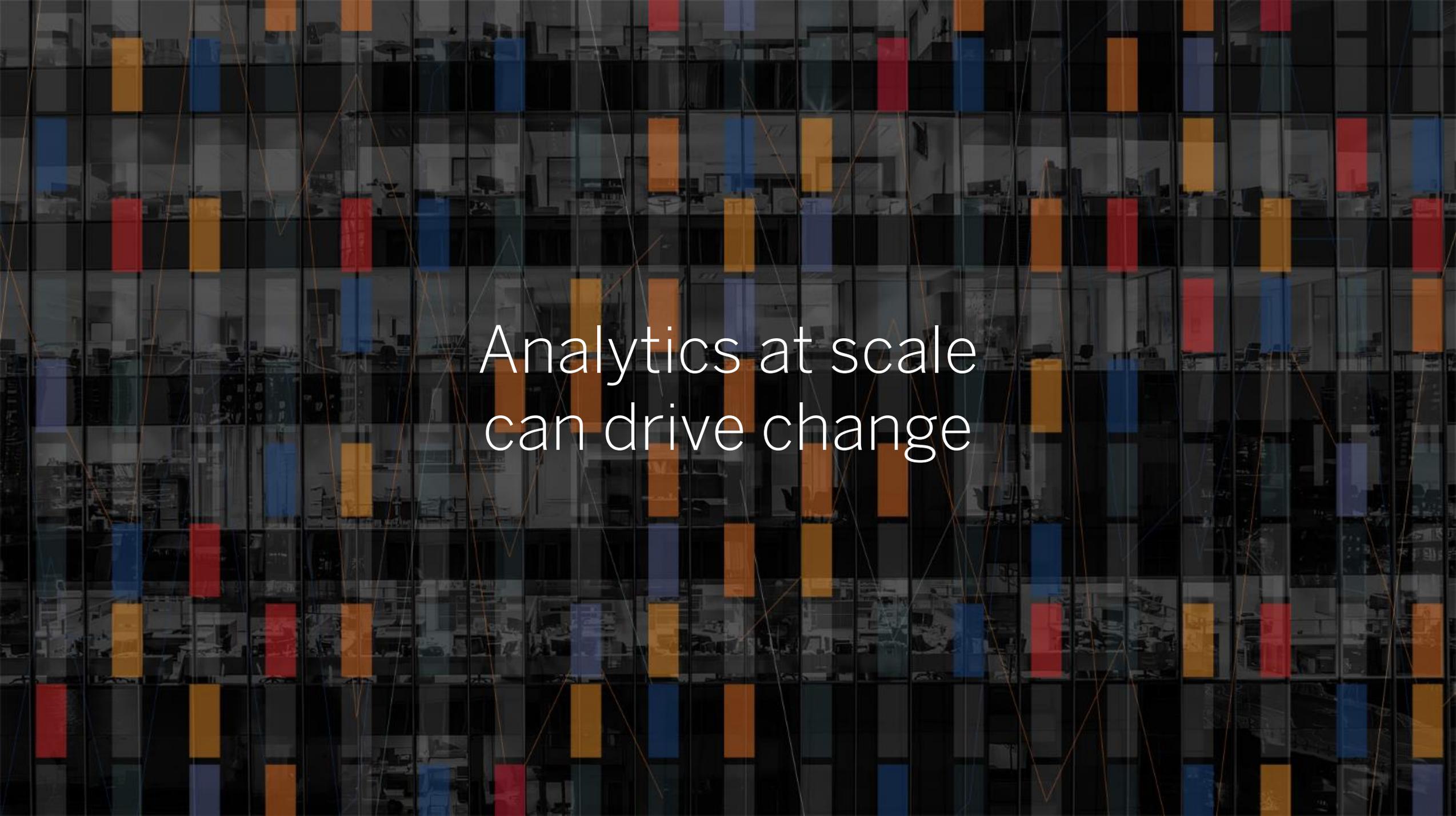


TECHNOLOGY
IS NOT THE PROBLEM

BUSINESS CULTURE IS THE PROBLEM

A woman in a white lab coat is looking at a laptop screen in a data center. The background is filled with server racks and data. A bar chart with blue, orange, and red bars is overlaid at the bottom of the image. The text "People who know the data should ask the questions" is centered in white.

People who know the data
should ask the questions

The background features a grid of small, semi-transparent office photographs. Overlaid on this grid are vertical bars in various colors (red, orange, yellow, blue, purple) and thin, light-colored lines that connect different points across the grid, creating a network-like pattern.

Analytics at scale
can drive change

Training

Design

Collaboration

Iteration

Training

Design

Collaboration

Iteration

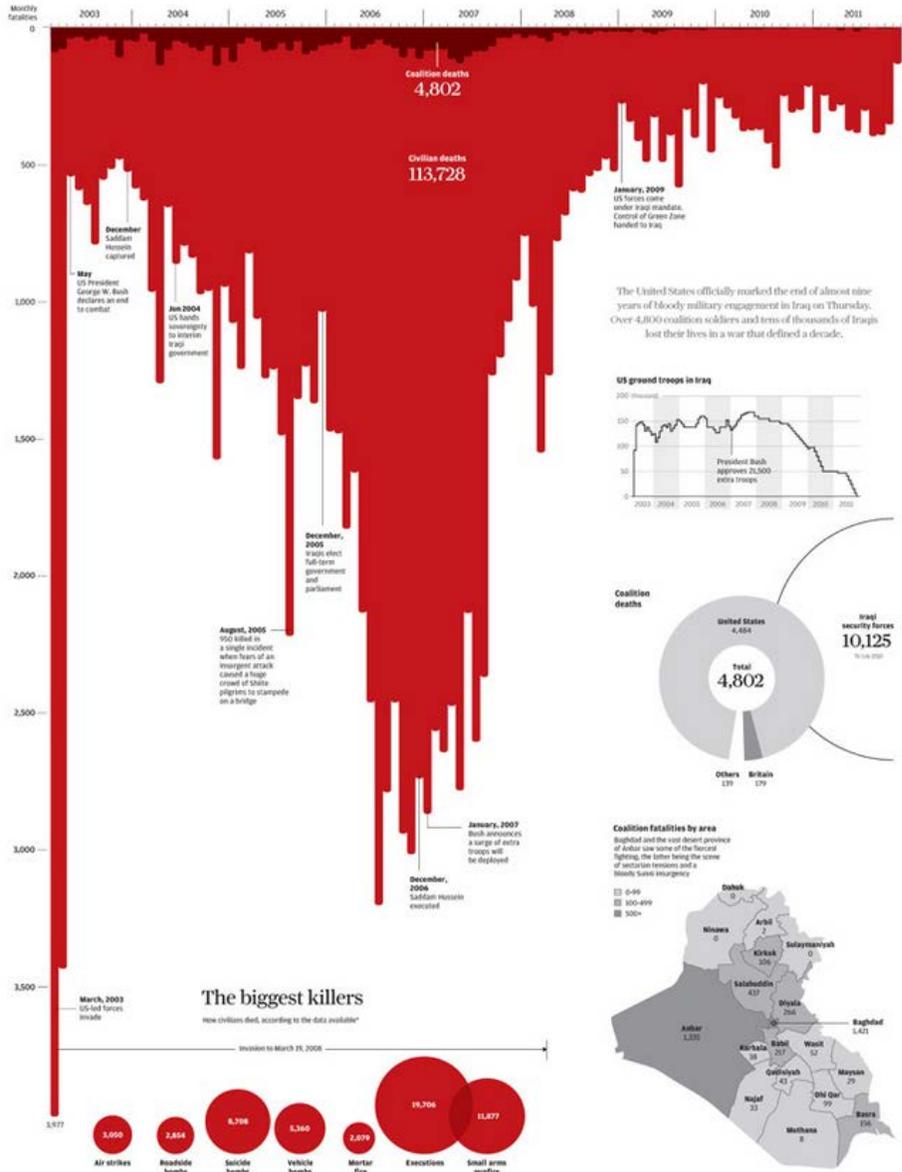
“Data visualisation is a language. It’s a means to convey an opinion, an argument.”

Kim Rees – Founding Partner,
Periscopic

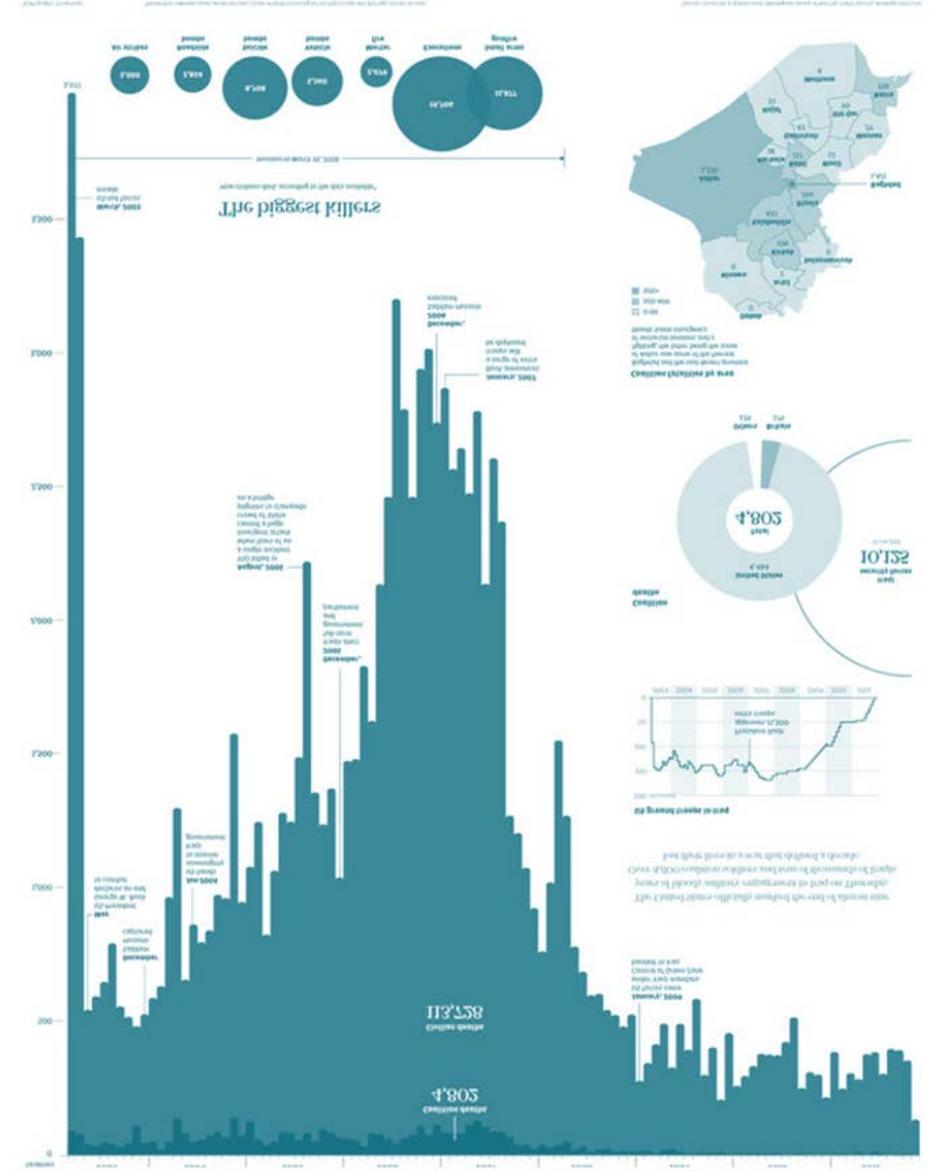
PERISCOPIC
DO GOOD WITH DATA



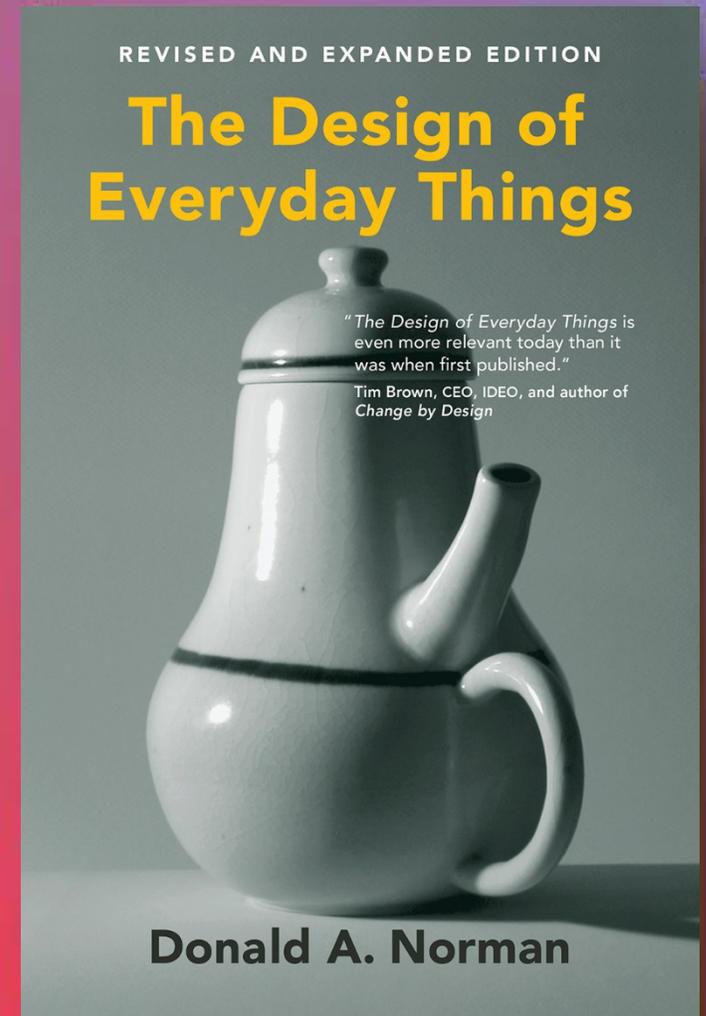
Iraq's bloody toll



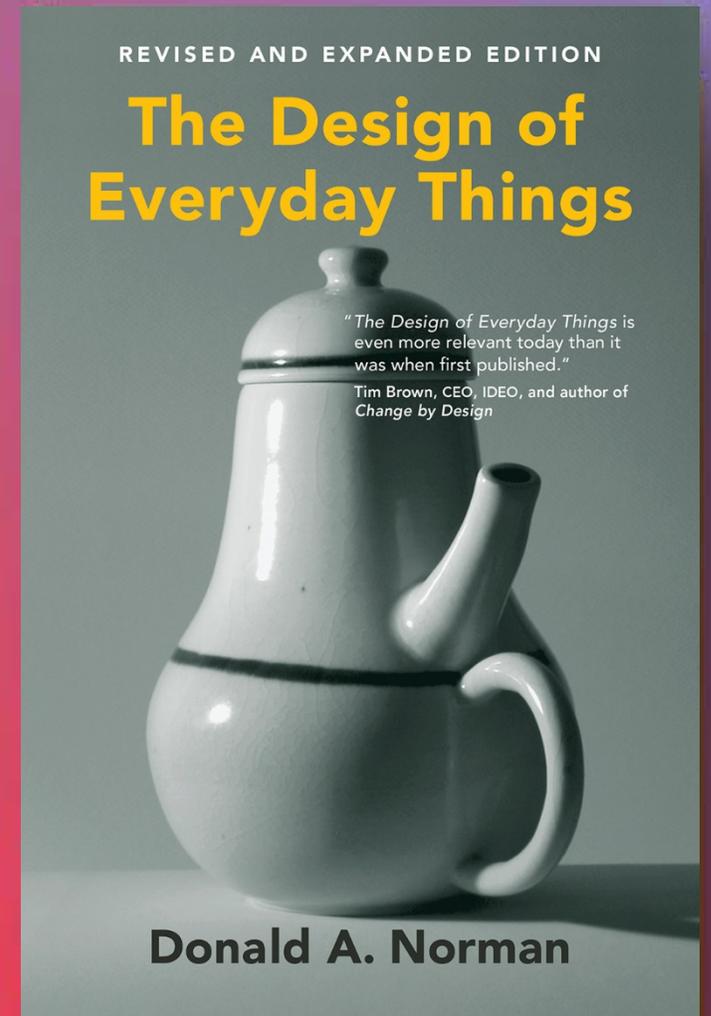
Iraq: Deaths on the decline



“Great designers produce pleasurable experiences.”



“Great designers produce emotional experiences.”

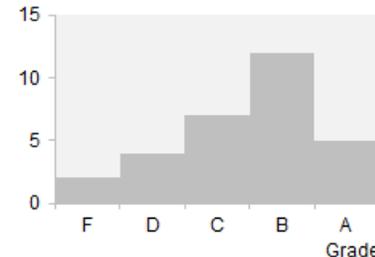


Which do you prefer?

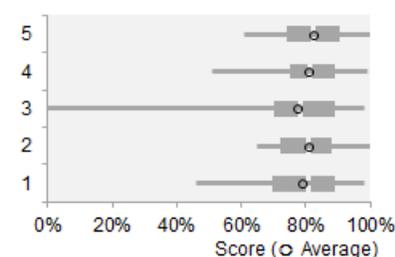
	Course Grades					Class Discipline				Assignment Scores			
	Last Roll	F	D	C	B	A	Current Grade	Tardy	Absent	Referrals	Detentions	Late Assign.	Assignments 1 to 5
Frederick Chandler				○			F	2	0	0	0	2	68%
Bae Kim				○			F	3	2	1	0	3	61%
Fiona Reeves	○						D	3	1	1	0	3	64%
Brian Francis				○			D	2	1	0	0	2	69%
Anthony Harper				○			D	1	0	0	0	1	78%
Christopher Murphy	a	○					D	1	0	0	0	1	78%
Kirsten Holmes				○			C	0	0	0	0	0	72%
Roshawn Dawson				○			C	0	1	0	0	0	71%
Nikolas Mikhailovich	○						C	0	0	0	0	0	79%
James Martin	a			○			C	1	0	0	0	1	75%
Blaine Harper		○					C	0	0	0	0	0	74%
George Smith	t			○			C	1	0	0	0	1	76%
Regan Potrero				○			C	1	0	0	0	1	72%
Britta Jones				○			B	0	0	0	0	0	77%
Scott Ortiz				○			B	1	0	0	0	1	81%
Xu Mei				○			B	0	0	0	0	0	85%
Jaime Goss				○			B	0	1	0	0	0	86%
Samuel Miller				○			B	0	0	0	0	0	84%
Maria Garcia				○			B	0	1	0	0	0	88%
Jose Domingo					○		B	0	0	0	0	0	84%
Lawrence Parker				○			B	0	1	0	0	0	91%
Fariah Jackson				○			B	0	0	0	0	0	88%
Sarah Jameson				○			B	1	1	1	0	1	89%
David Chenowith				○			B	0	1	0	0	0	97%
Alison Perry				○			B	0	0	0	0	0	91%
Amala Singh				○			A	0	0	0	0	0	99%
Hannah Li				○			A	0	0	0	0	0	94%
James Snow				○			A	0	0	0	0	0	97%
Donald Chase				○			A	0	0	0	0	0	95%
Holly Norton				○			A	0	0	0	0	0	100%

Grade and Assignment Score Distribution

Students

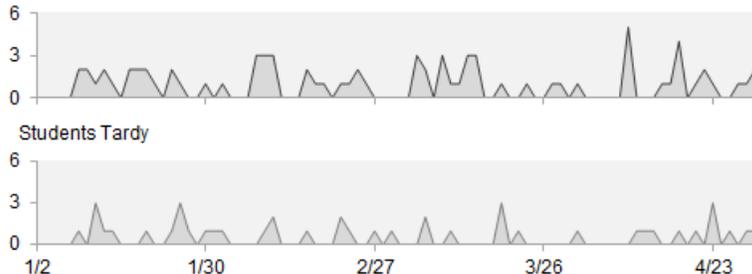


Assignment



Attendance (excluding weekends)

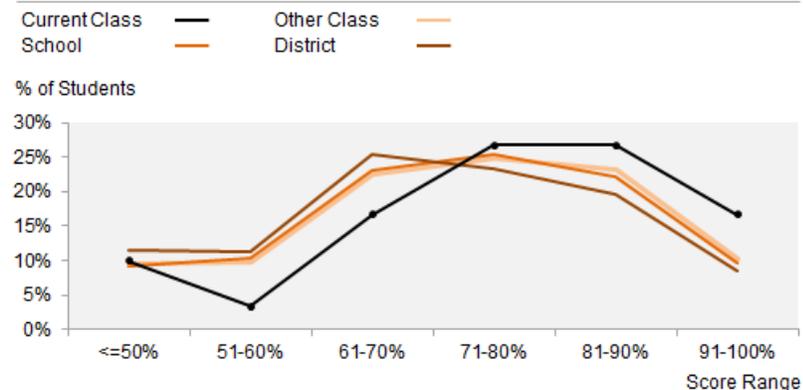
Students Absent



Students Tardy



Standardized Math Assessment Score Distribution



Standardized Math Assessment Median Score

Current Class	Other Class	School	District
79.0%	77.4%	74.2%	71.9%

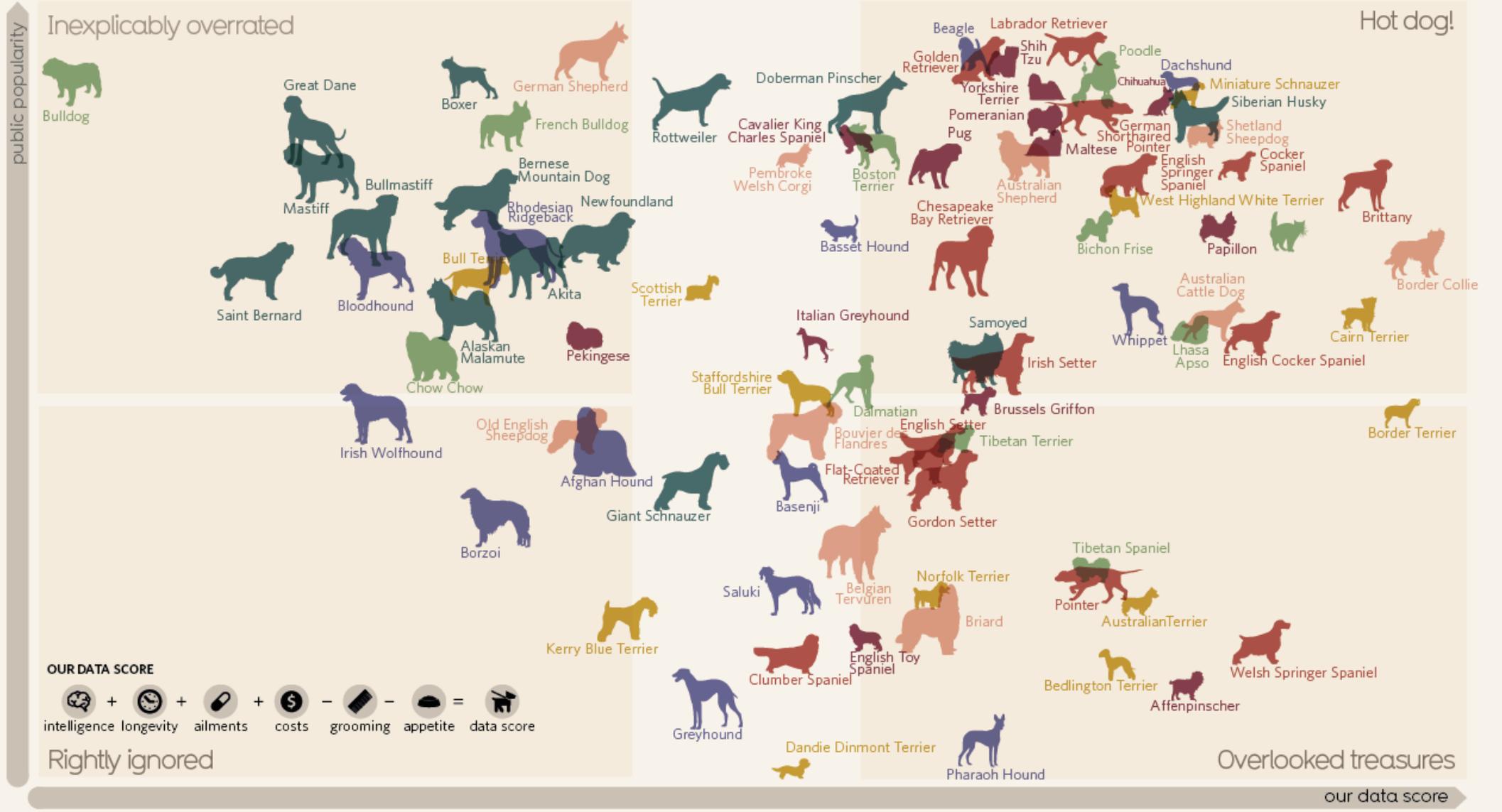
Best in Show

The ultimate data-dog

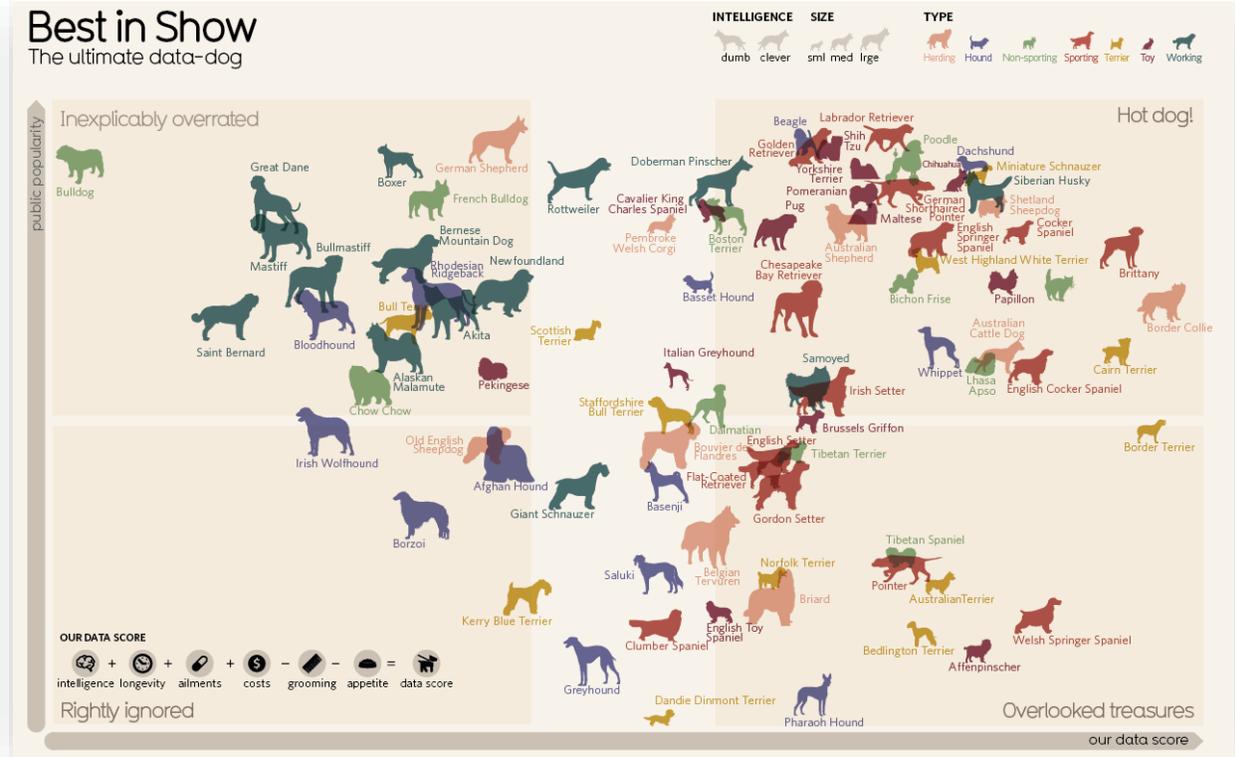
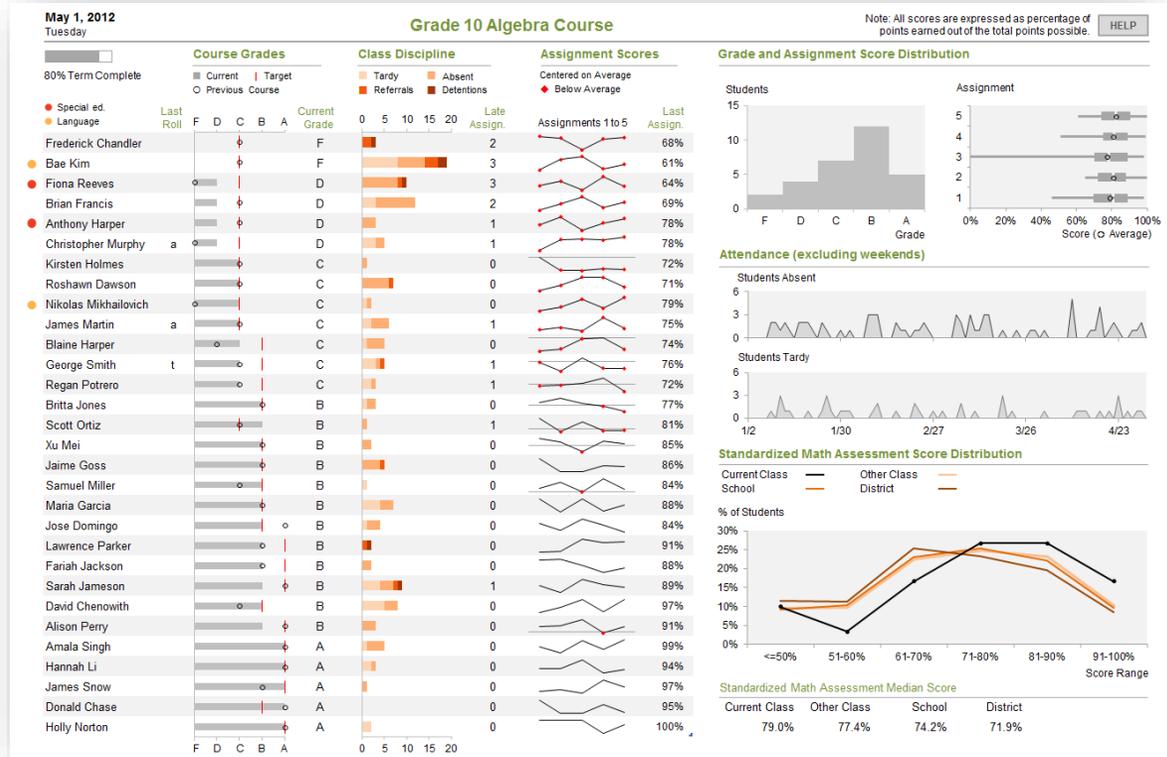
INTELLIGENCE

SIZE

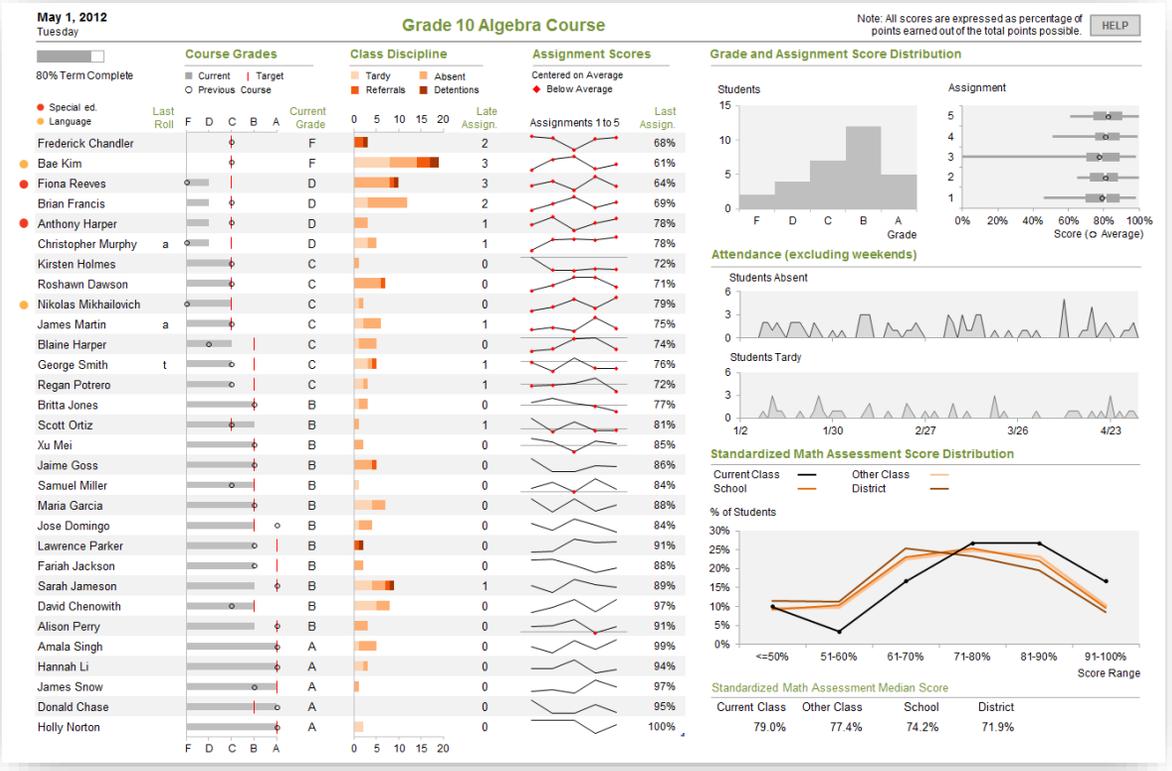
TYPE



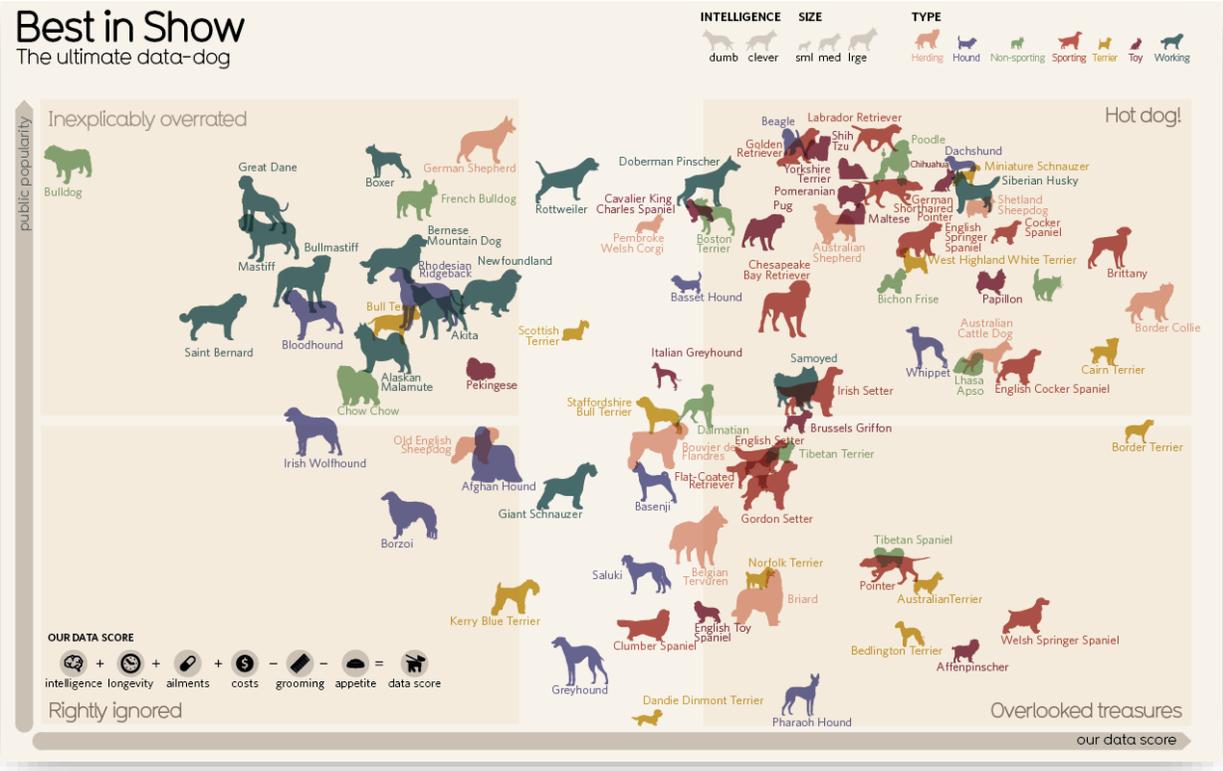
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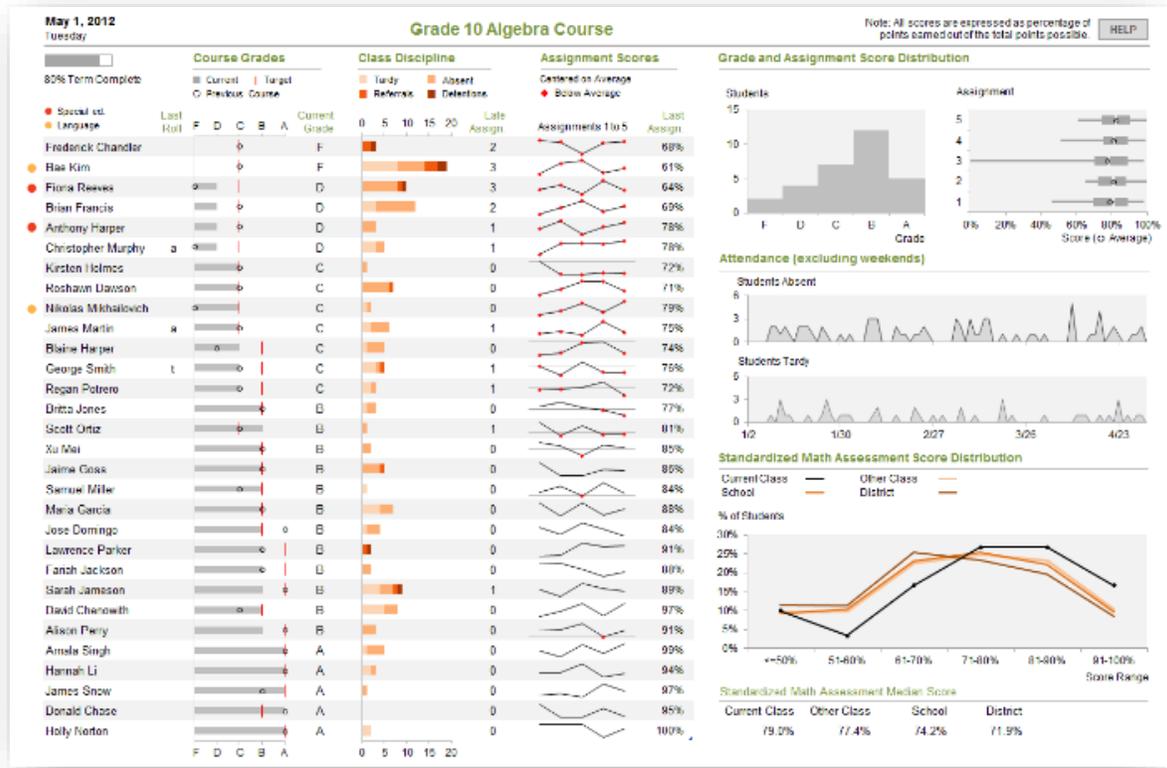
Function



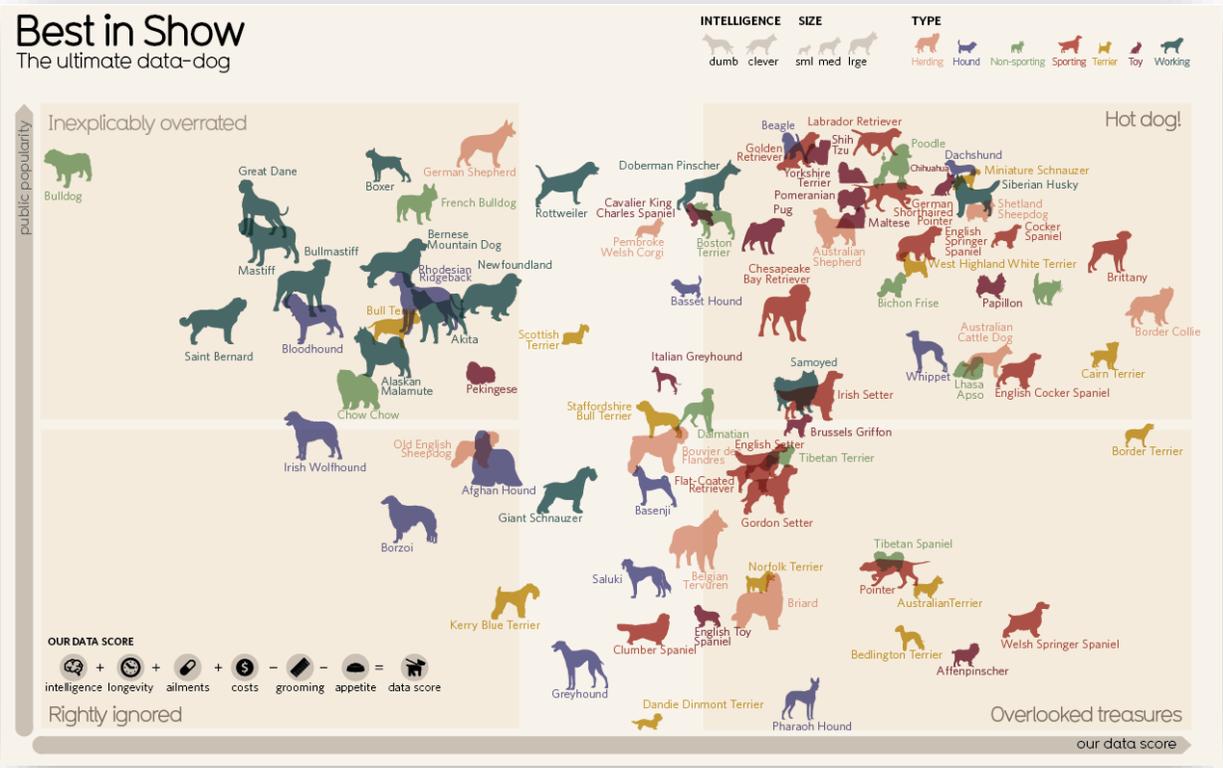
Beauty



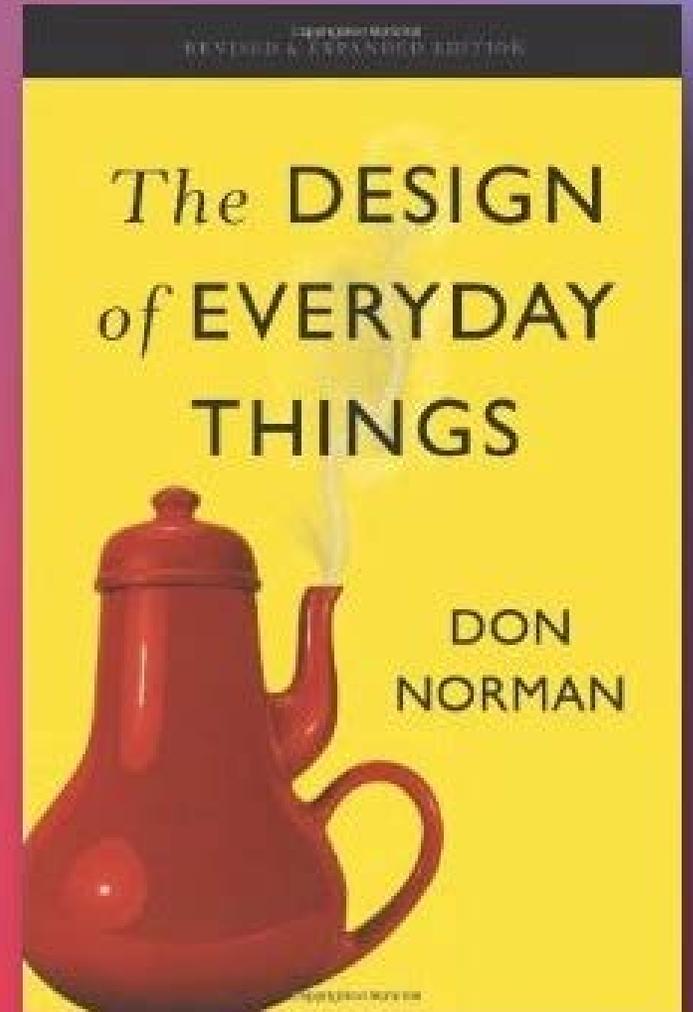
Operational



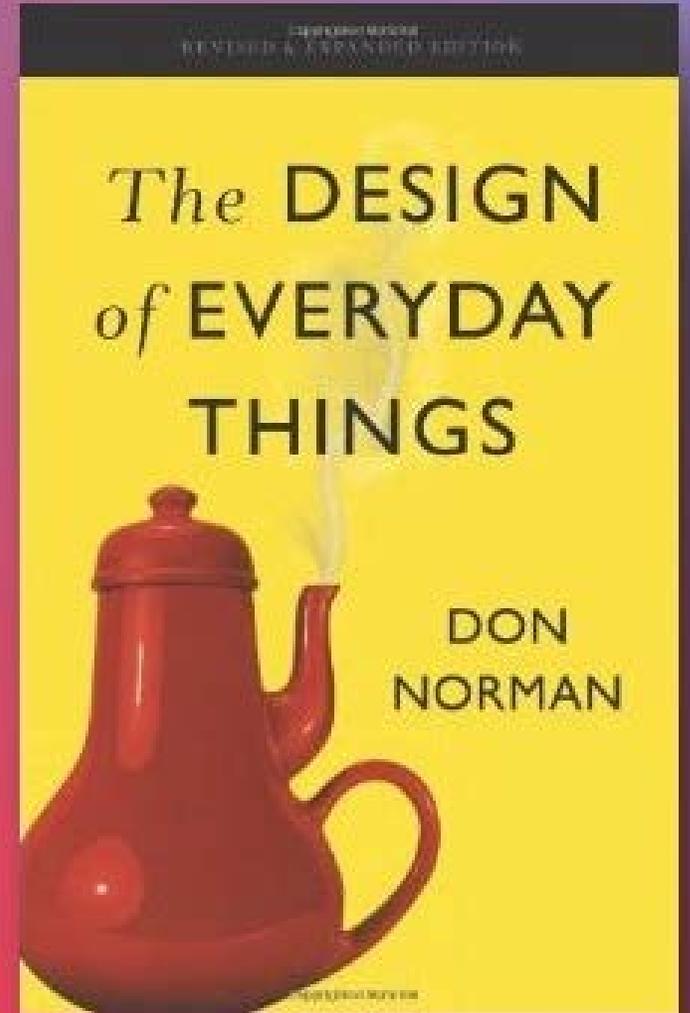
Engagement



Pleasurable experiences:
The three levels of processing



Pleasurable experiences:
The three levels of processing
(*“How we use things”*)

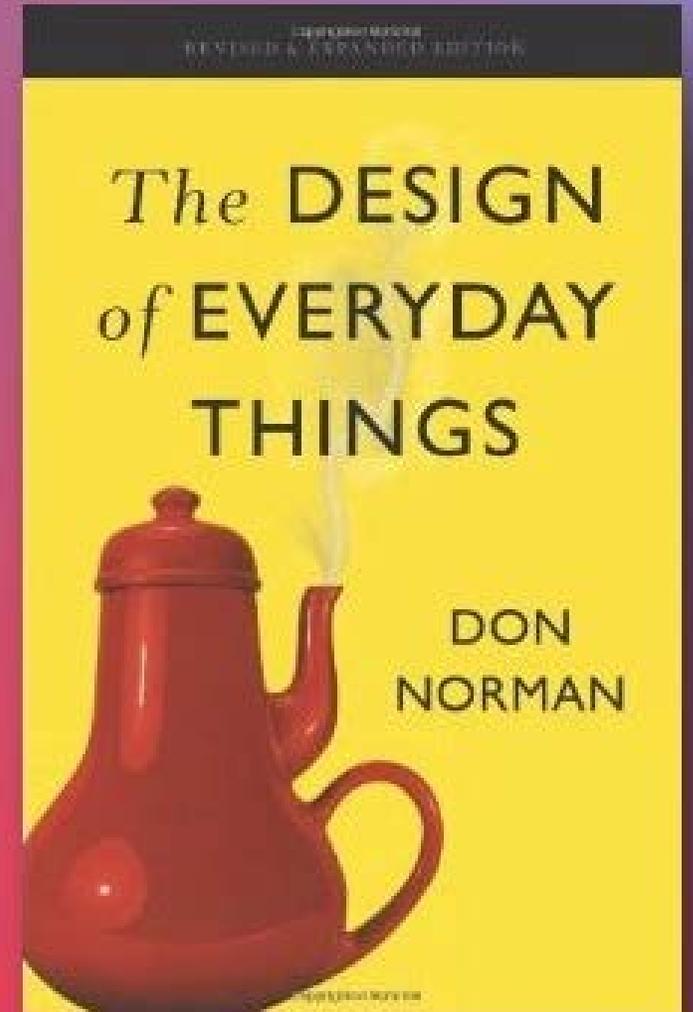


Pleasurable experiences:
The three levels of processing
(*“How we use things”*)

Visceral

Behavioural

Reflective



Don Norman's Pleasurable experiences: *The three levels of processing*

- Visceral

Behavioural

Reflective

Visceral

“Do I like it?”

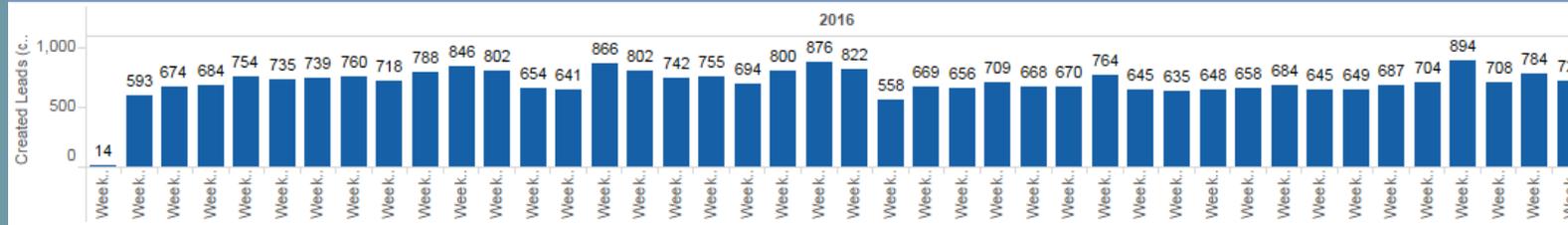
UK Key Metrics for 2016

How are we doing in 2016?

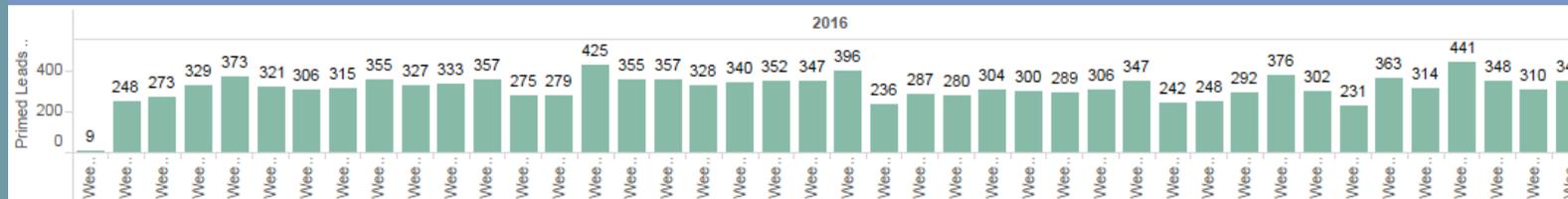


Leads left to go	AVG Weekly Leads	Weeks Left	Opps Created	Opps Won
10,480	702.3	11	4,880	2,467
Primed this Year	AVG Leads x Weeks Left	Weeks we need to hit 40,000	Conversion (Opps Won/Primed Leads)	
13,163	36,522	14.56	6.93%	

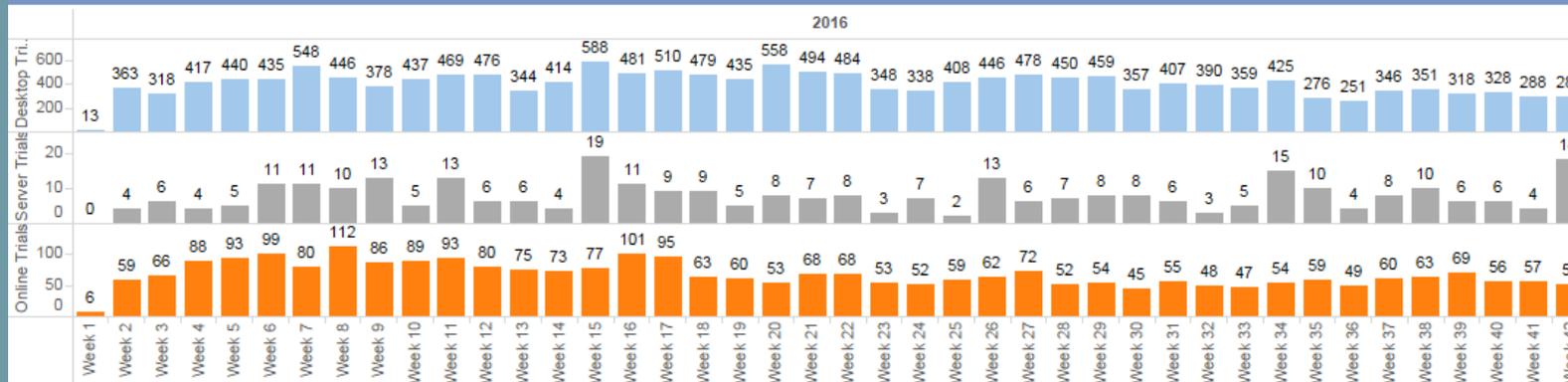
Weekly Progress



Primed Leads



Trials



Note: this is fake data

What would you change?

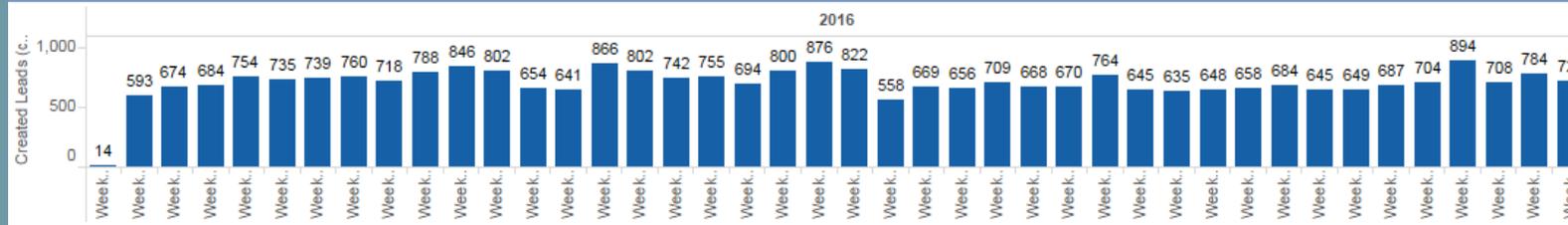
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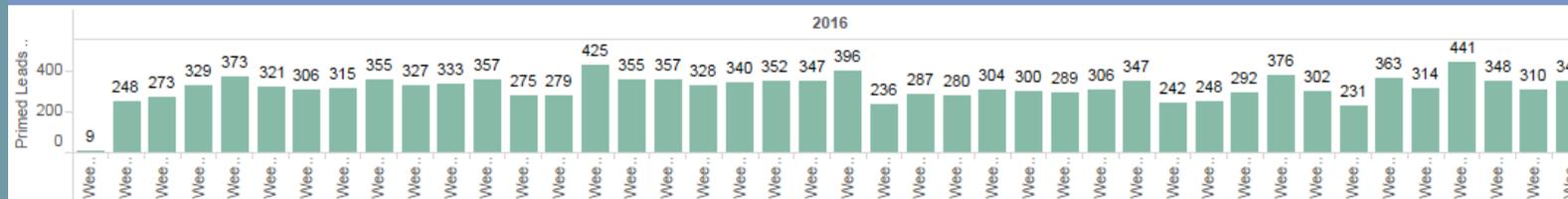


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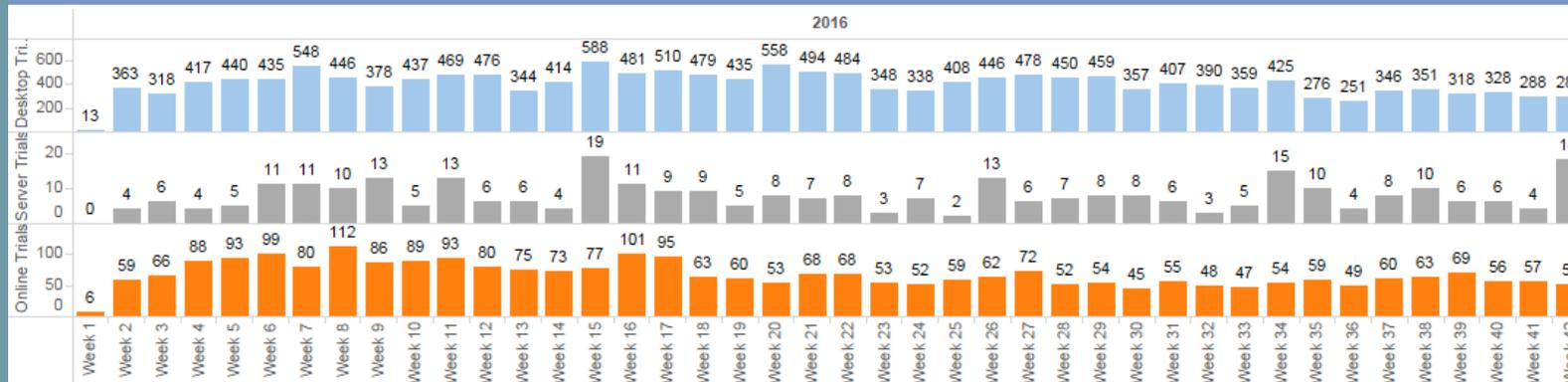
Weekly Progress



Primed Leads



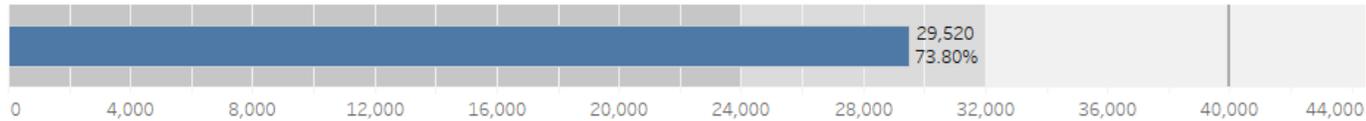
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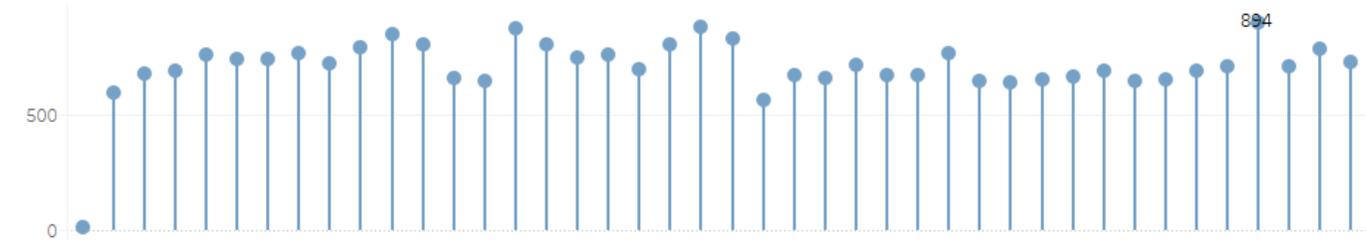
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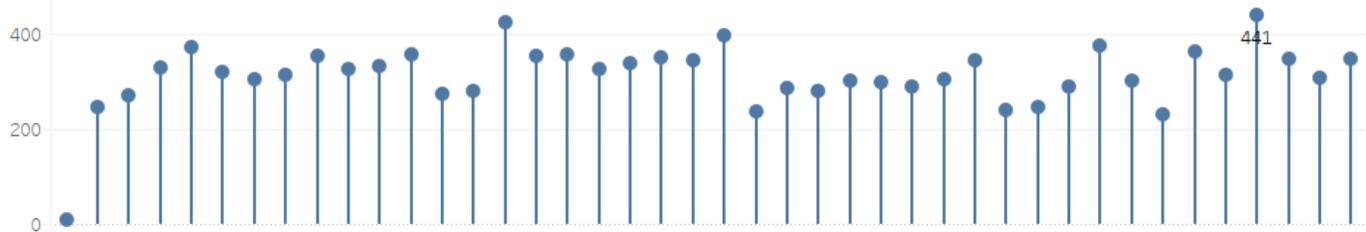


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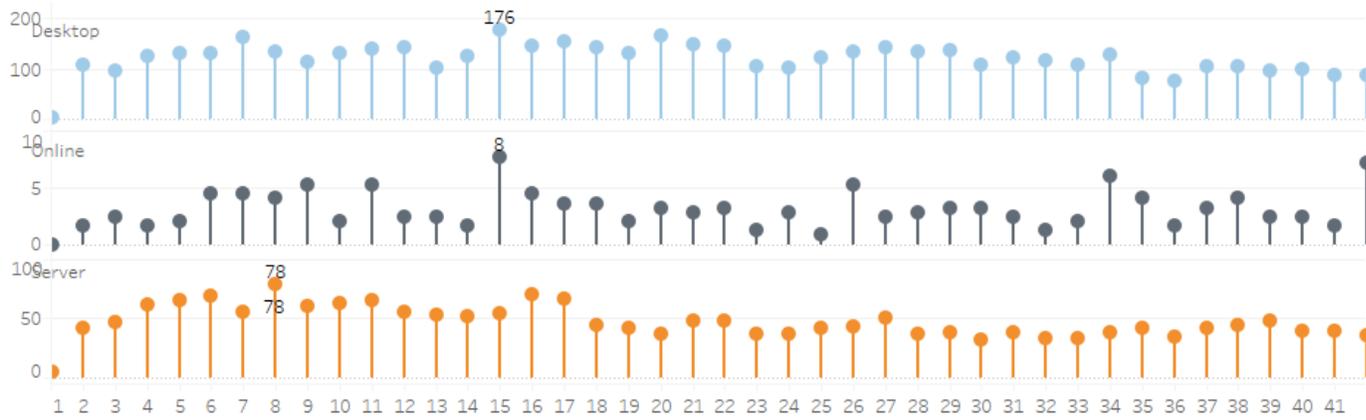
Weekly Progress
(Created Leads)



Primed Leads



Trials



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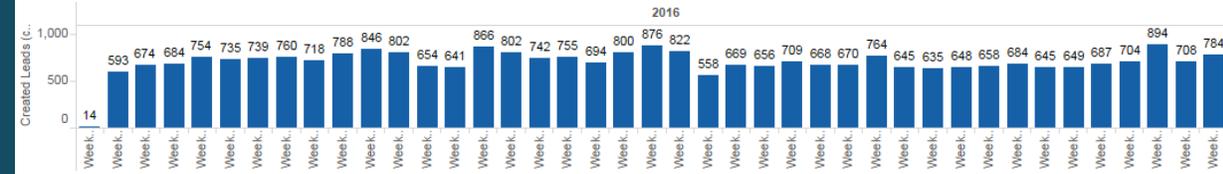
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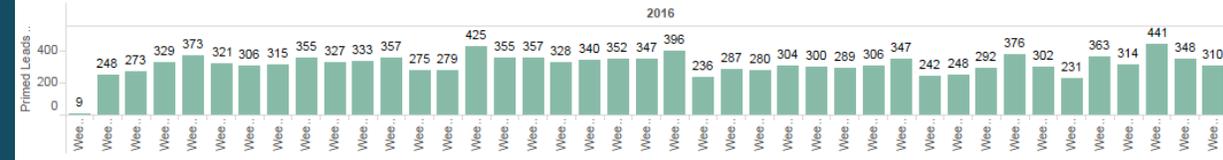


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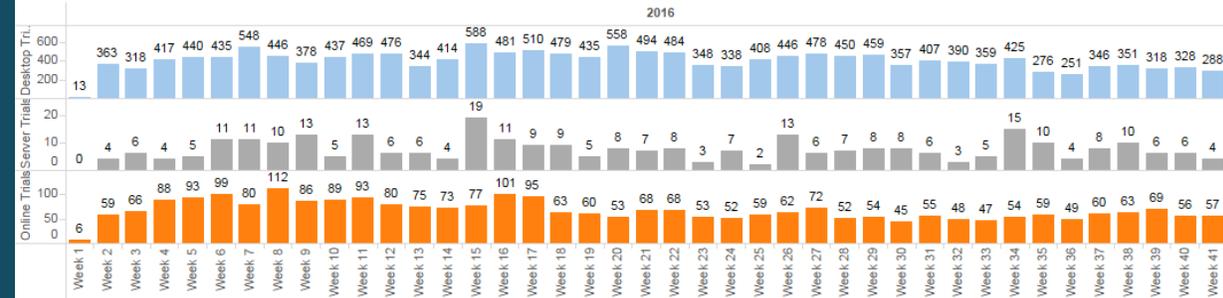
Weekly Progress



Primed Leads



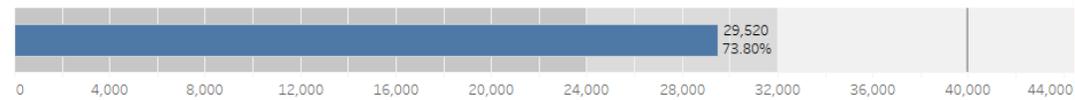
Trials



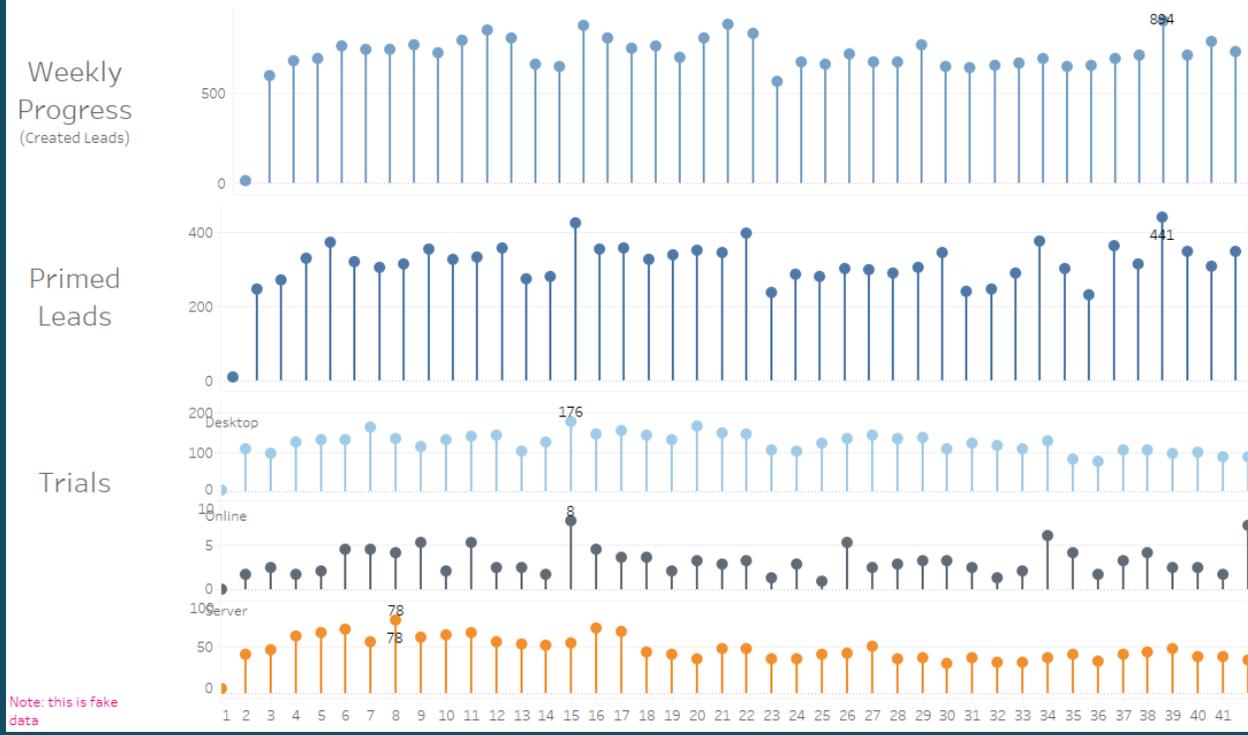
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UK Key Metrics for 2016

How are we doing in 2016? (Leads created)



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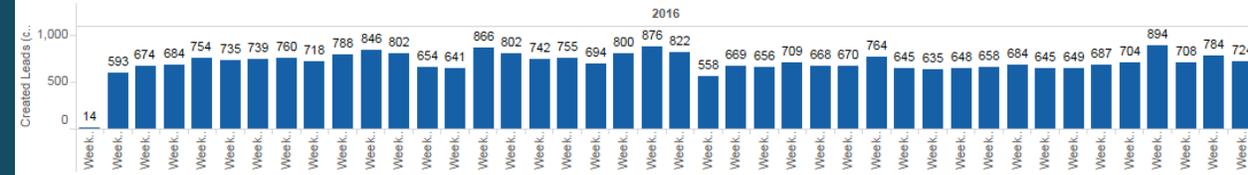
How are we doing in 2016?

29,520
73.80%

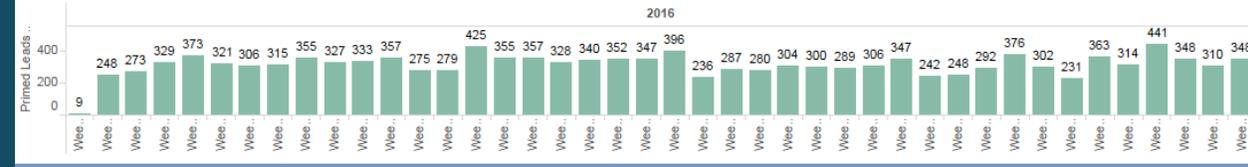


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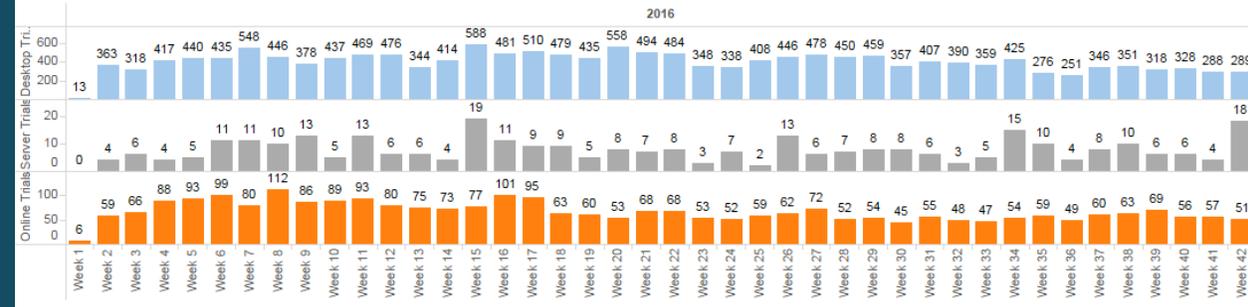
Weekly Progress



Primed Leads



Trials



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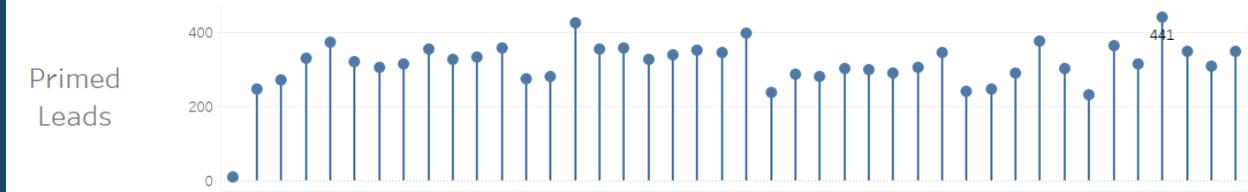
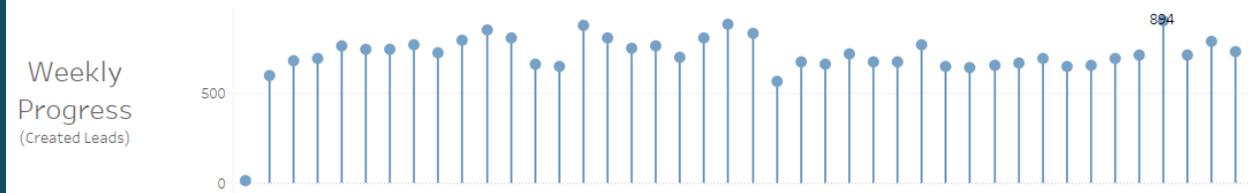
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UK Key Metrics for 2016

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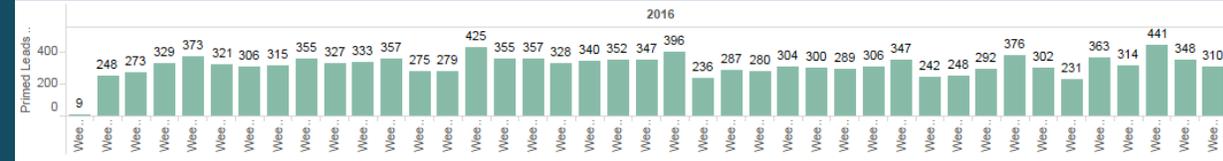


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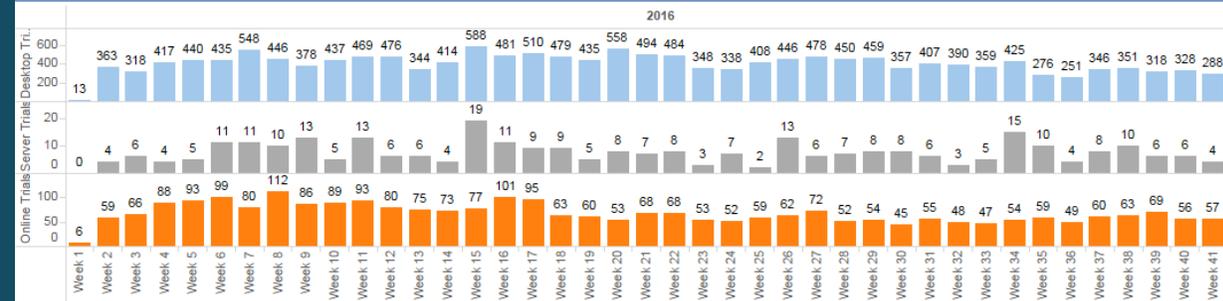
Weekly Progress



Primed Leads



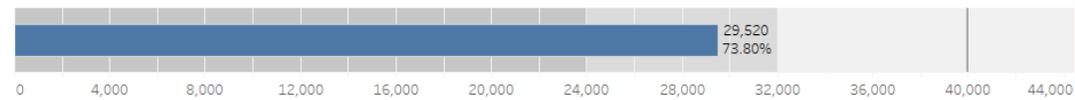
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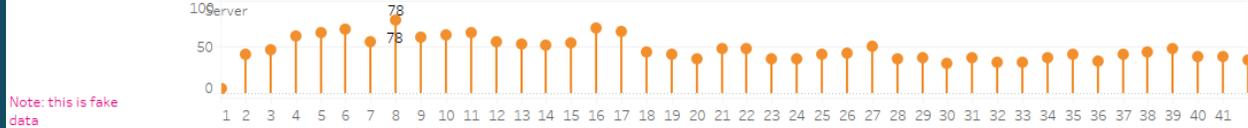
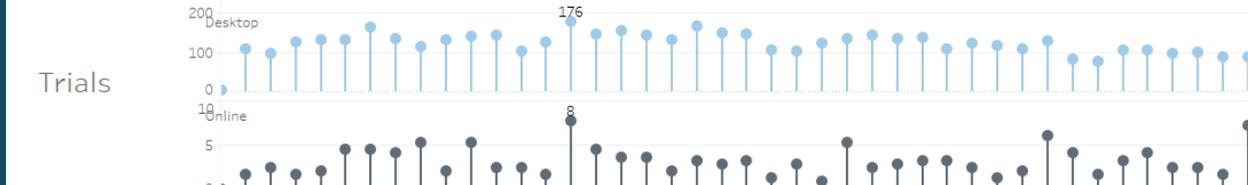
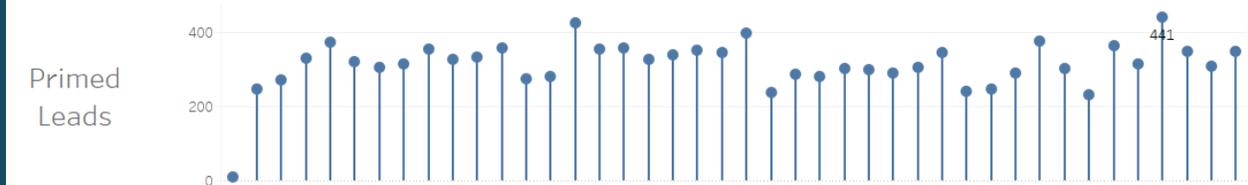
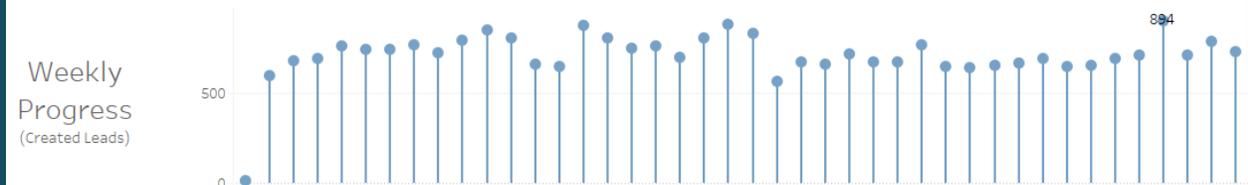
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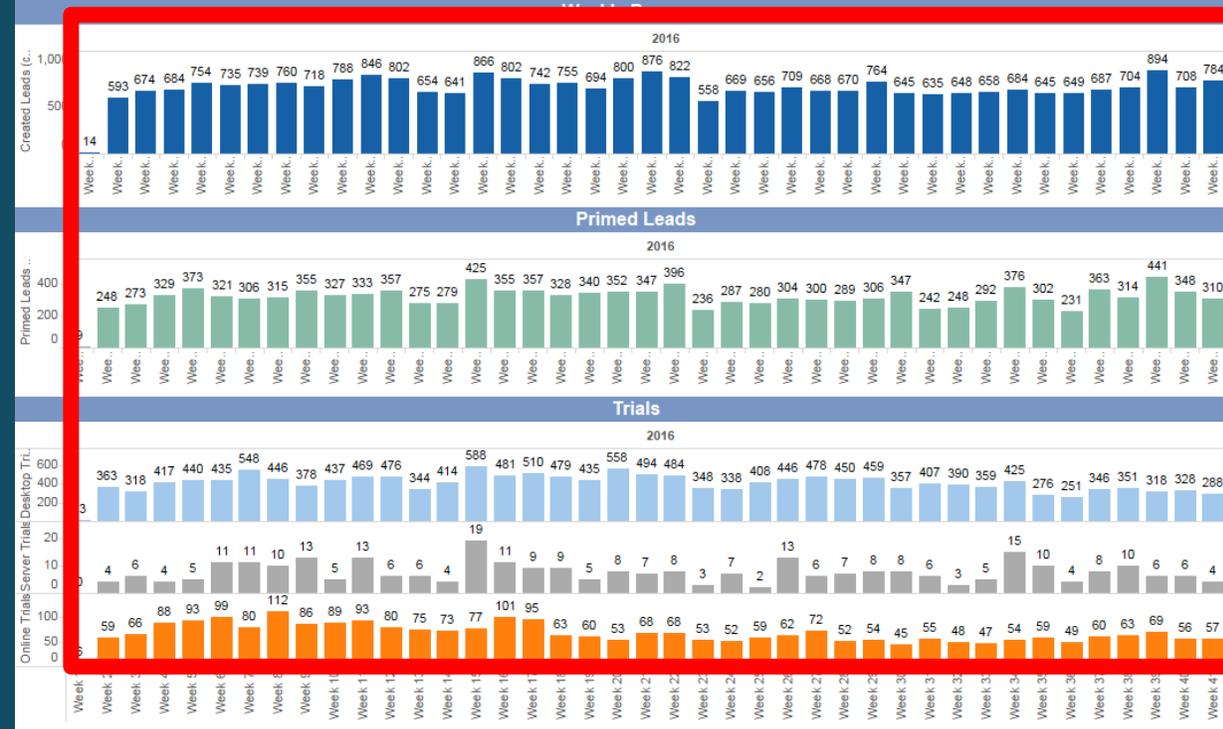
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UK Key Metrics for 2016

How are we doing in 2016?



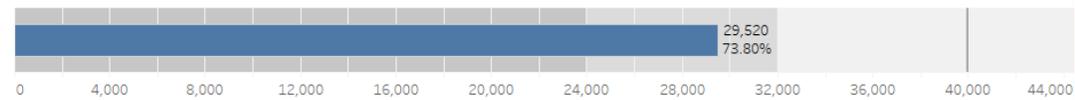
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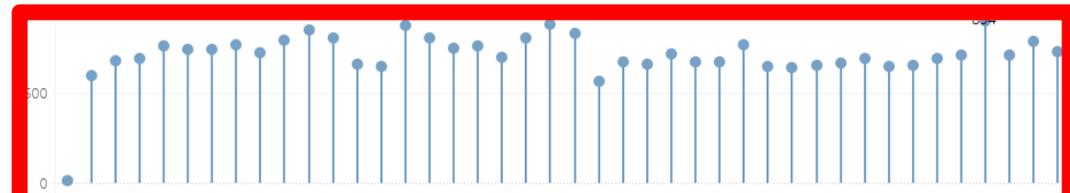
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How are we doing in 2016? (Leads created)

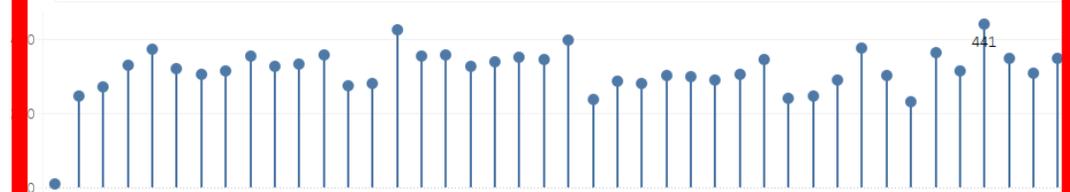


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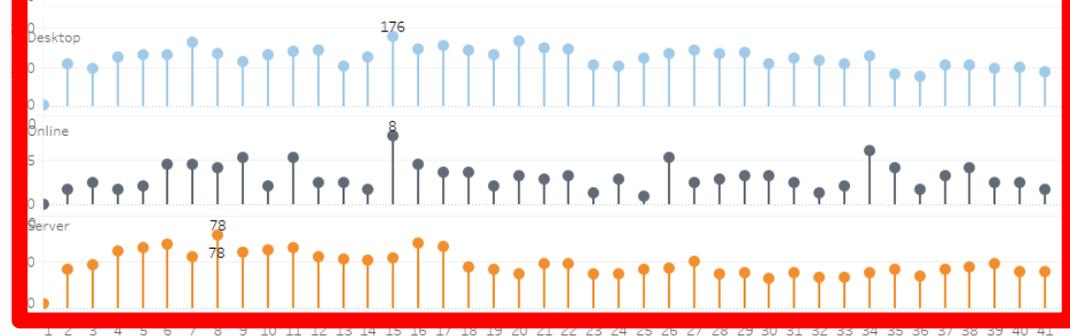
Weekly Progress (Created Leads)



Primed Leads



Trials



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UK Key Metrics for 2016

How are we doing in 2016?

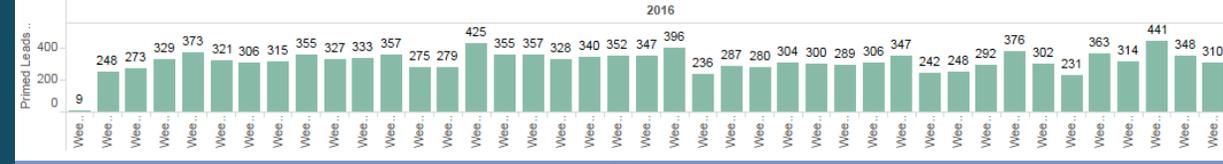


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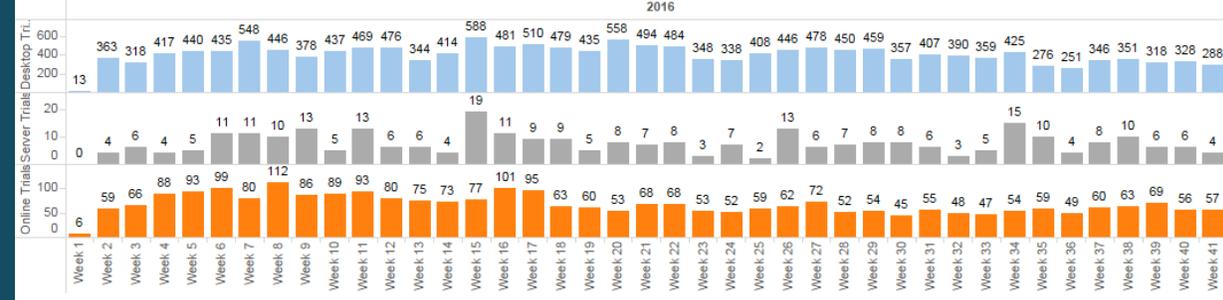
Weekly Progress



Primed Leads



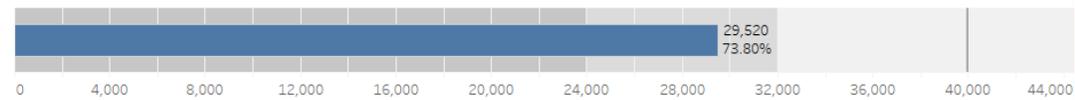
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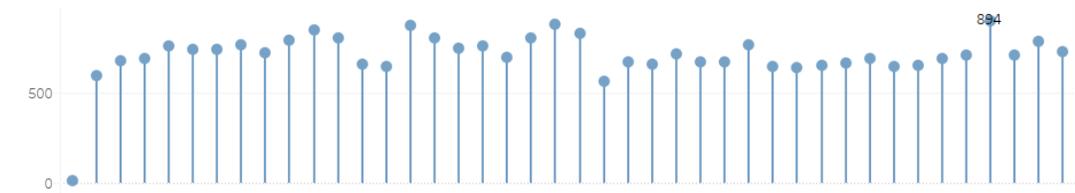
UK Key Metrics for 2016

How are we doing in 2016? (Leads created)



Leads left to go	AVG Weekly Leads	Weeks Left	Opps Created	Opps Won
10,480	702.3	11	4,880	2,467
Primed this Year	AVG Leads x Weeks Left	Weeks we need to hit 100k	Conversion (Opps Won/Primed Leads)	
13,163	36,522	14.56	6.93%	

Weekly Progress (Created Leads)



Primed Leads



Trials



Note: this is fake data

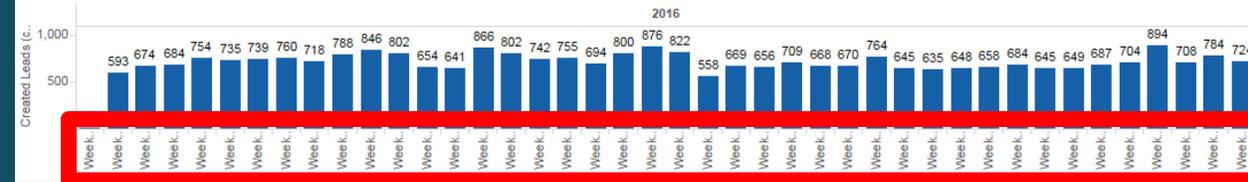
UK Key Metrics for 2016

How are we doing in 2016?

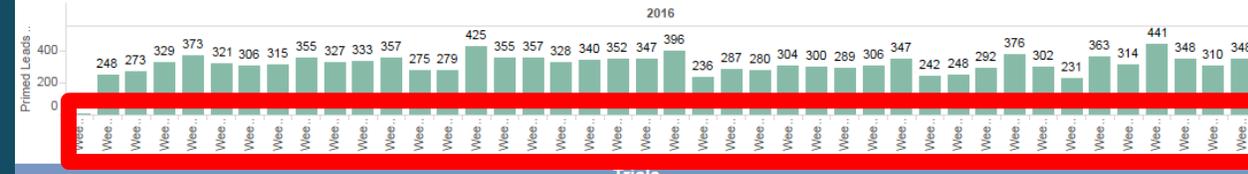


Leads left to go	AVG Weekly Leads	Weeks Left	Opps Created	Opps Won
10,480	702.3	11	4,880	2,467
Primed this Year	AVG Leads x Weeks Left	Weeks we need to hit 40,000	Conversion (Opps Won/Primed Leads)	
13,163	36,522	14.56	6.93%	

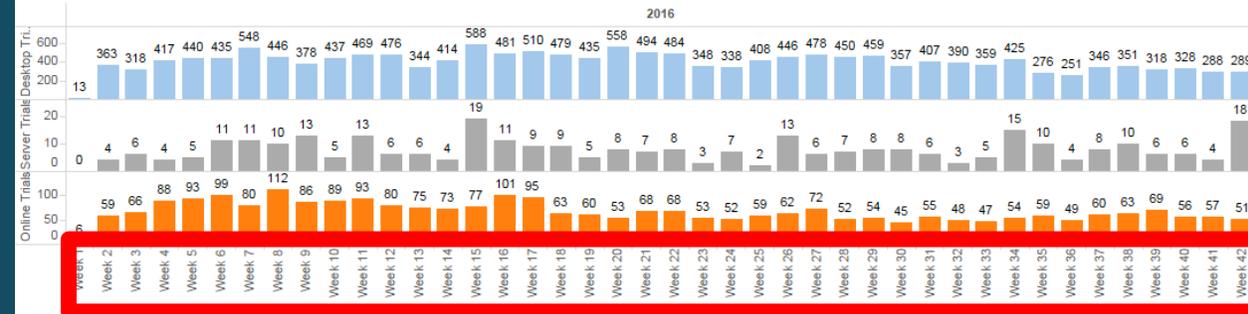
Weekly Progress



Primed Leads

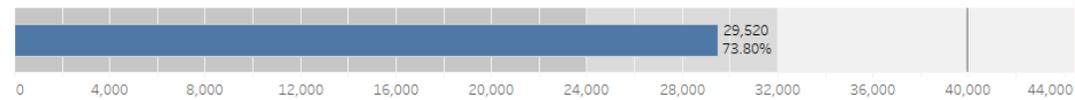


Trials



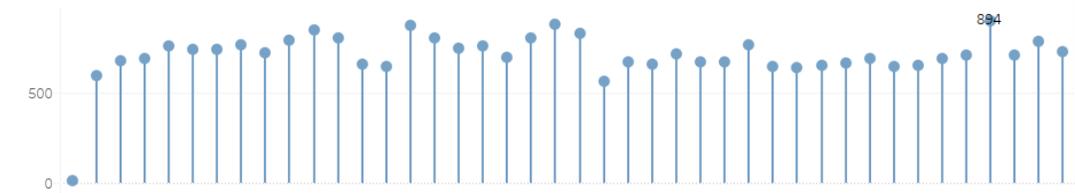
UK Key Metrics for 2016

How are we doing in 2016? (Leads created)



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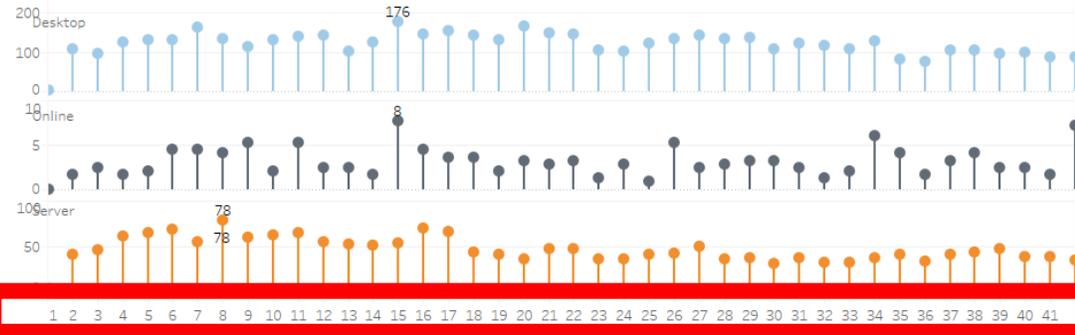
Weekly Progress



Primed Leads



Trials



Note: this is fake data

Don Norman's Pleasurable experiences: *The three levels of processing*

Visceral

- Behavioural

Reflective

Behavioural

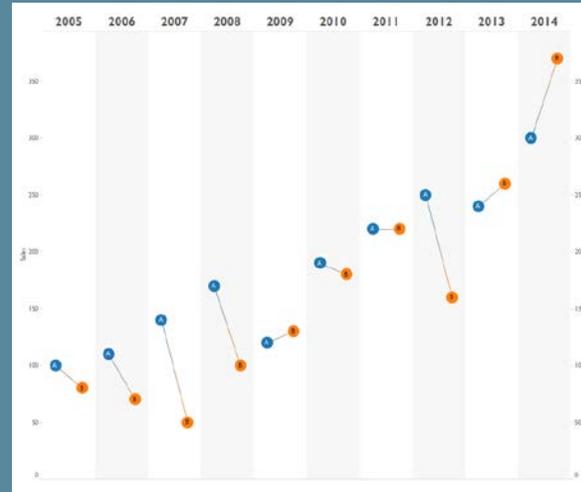
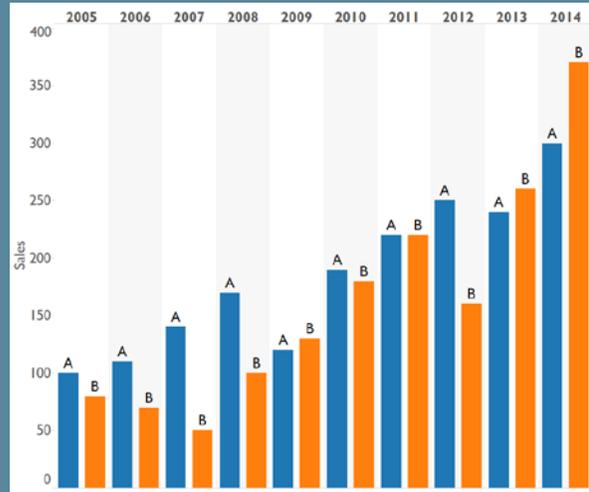
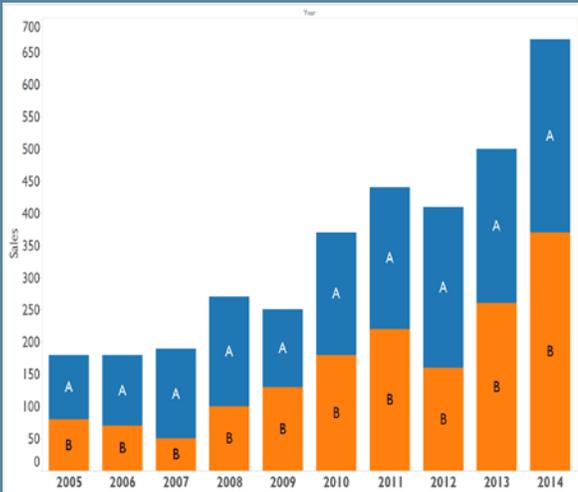
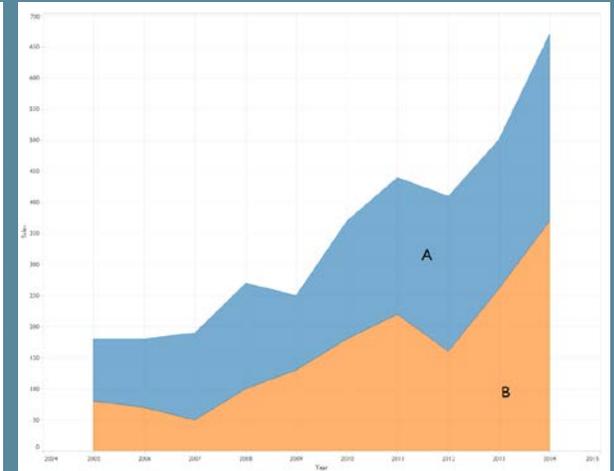
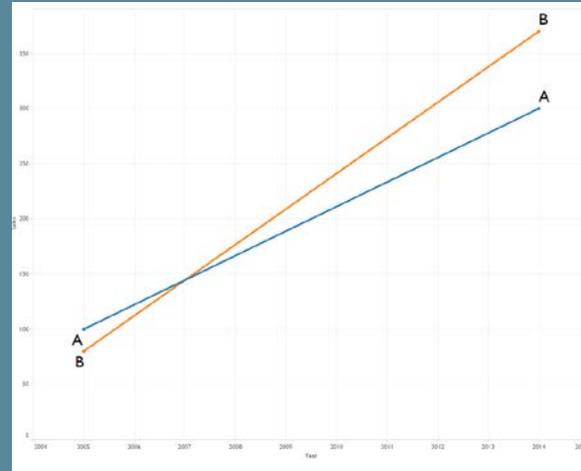
“Can I use it?”

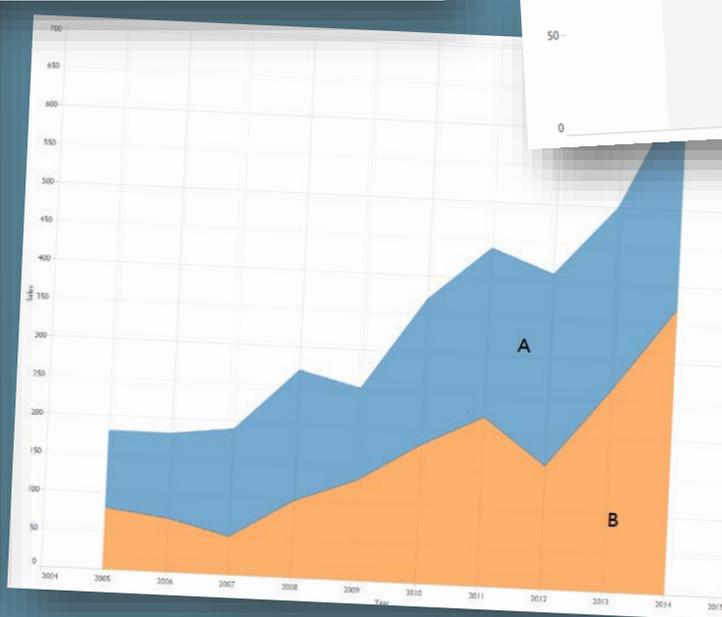
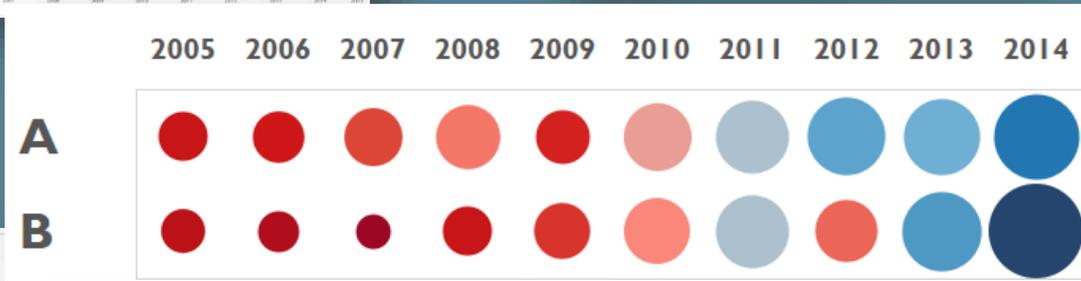
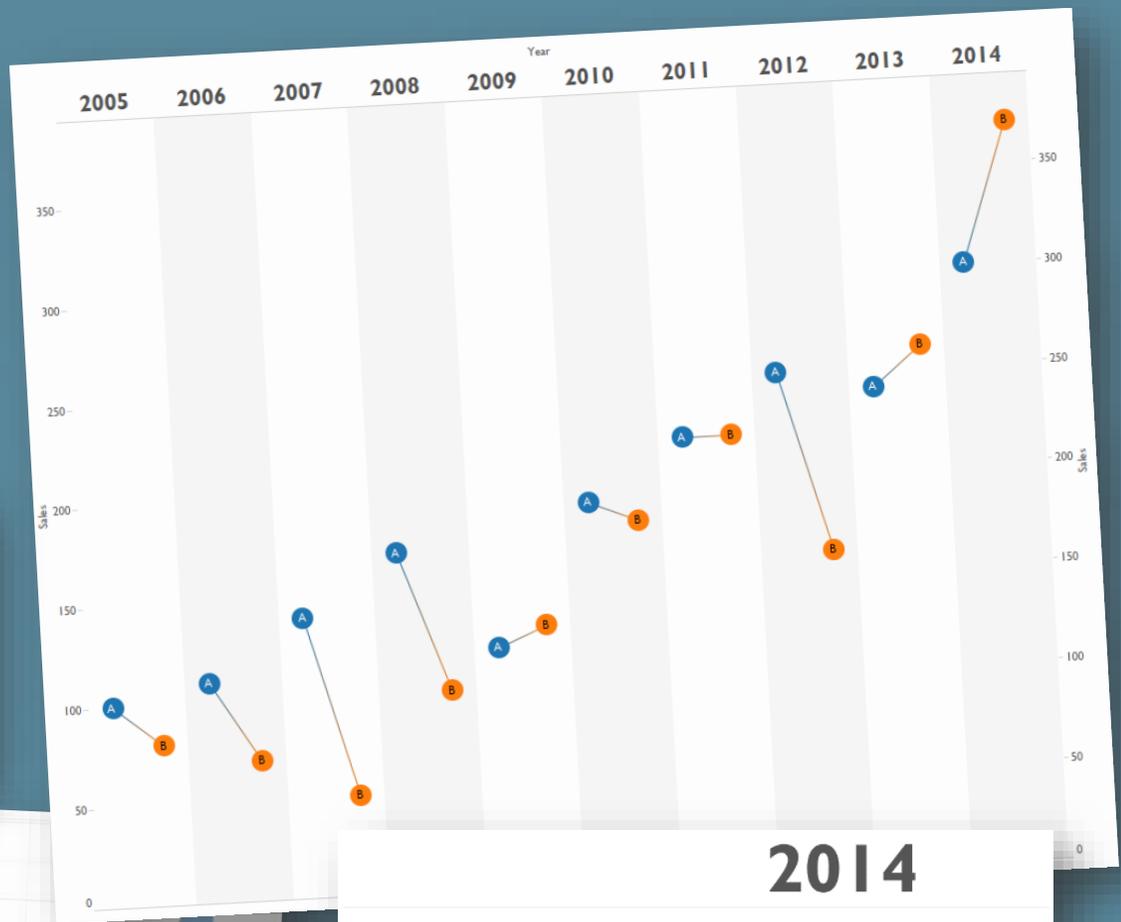
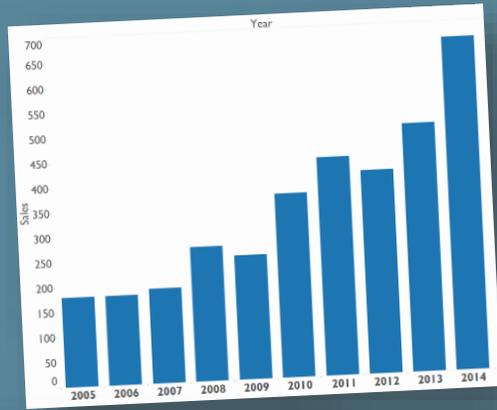
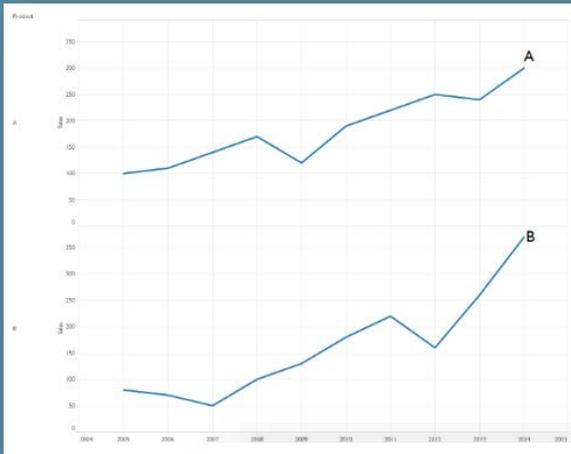
Behavioural(1 of 2): Chart Choice

	Year										
Product	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Total
A	100	110	140	170	120	190	220	250	240	300	1,840
B	80	70	50	100	130	180	220	160	260	370	1,620

What charts would you use to show this data? Why?

Year	A	B
2005	100	80
2006	110	70
2007	140	50
2008	170	100
2009	120	130
2010	190	180
2011	220	220
2012	250	160
2013	240	260
2014	300	370
Total	1,840	1,620





	2014
A	300
B	370
Total	670

Behavioural (2 of 2): Layout

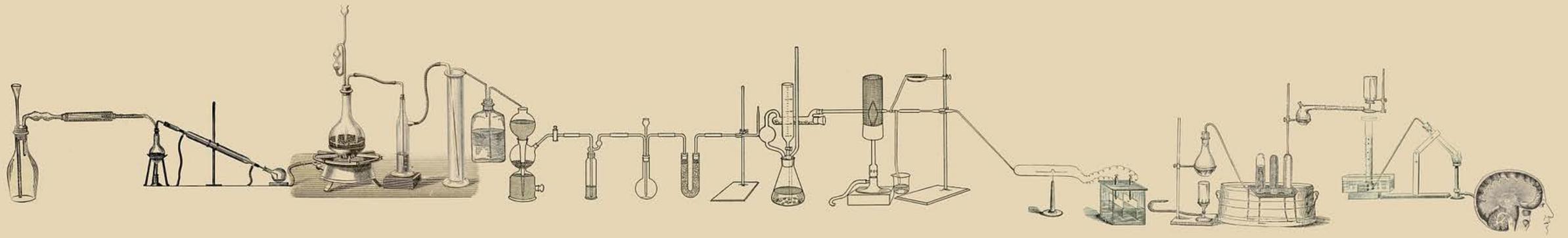


Tableau Research: Eye-tracking



The heatmap shows high engagement (red and yellow) in the main text area of the article, particularly in the first few paragraphs. The navigation menu on the left and the sidebar on the right show lower engagement (blue and green).

The heatmap shows a prominent vertical red bar on the right side of the sidebar, indicating high engagement with a specific element, likely a social media link or a call-to-action button.

The heatmap shows high engagement (red and yellow) in the search results area, particularly in the first few results. The search bar and navigation menu show lower engagement (blue and green).

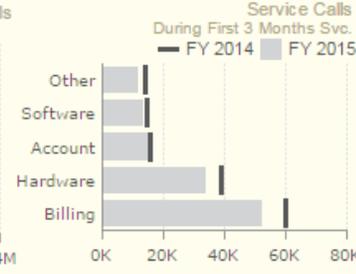
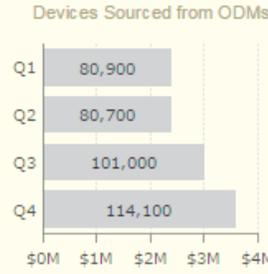
The heatmap shows high engagement (red and yellow) in the search results area, particularly in the first few results. The search bar and navigation menu show lower engagement (blue and green).

F pattern





Goal 1: Reduce Subscriber Acquisition Cost

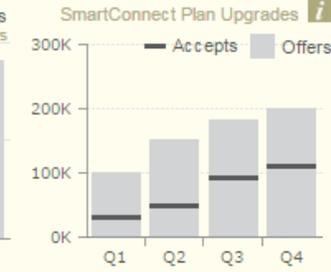
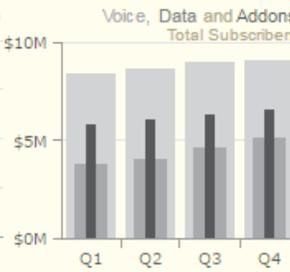
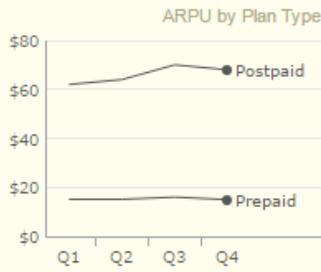
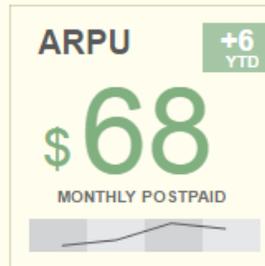


Executive Summary

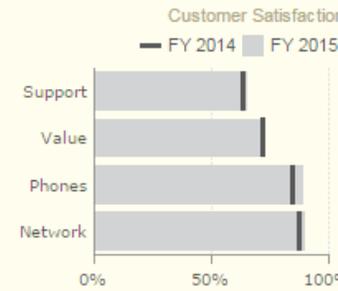
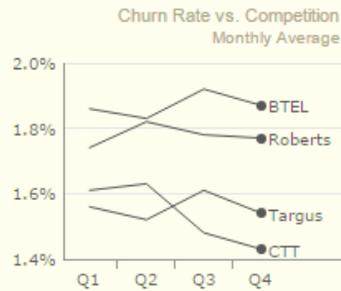
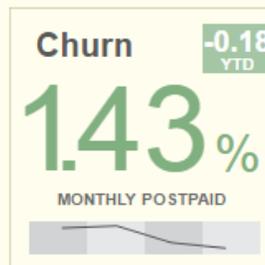
	FY 2014	FY 2015
Revenue:	\$6.82B	\$7.28B
OPEX:	\$4.29B	\$4.54B
EBITDA:	\$2.54B	\$2.74B



Goal 2: Increase Average Revenue Per User



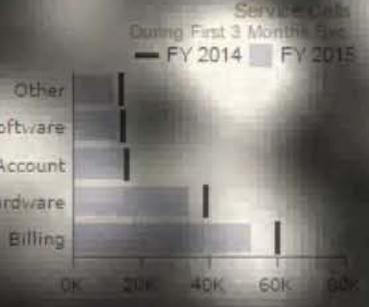
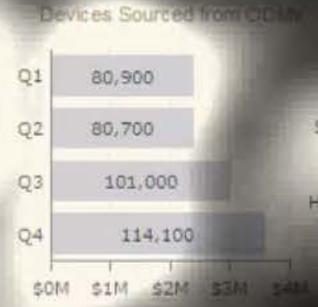
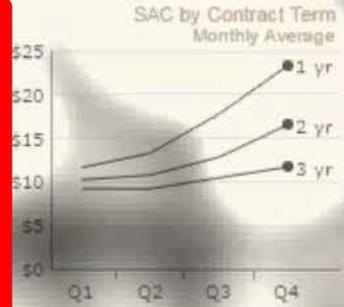
Goal 3: Reduce Churn







Goal 1: Reduce Subscriber Acquisition Cost

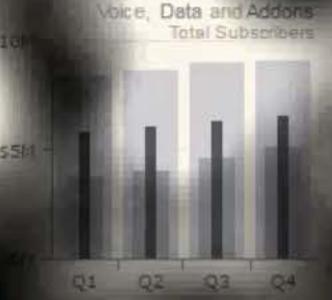
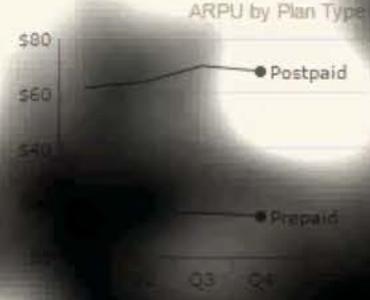


Executive Summary

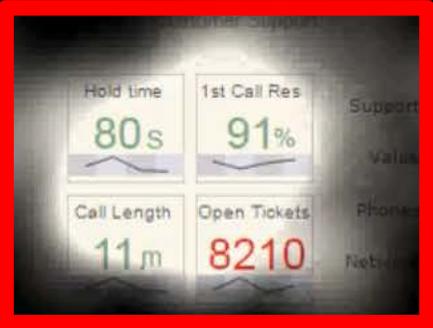
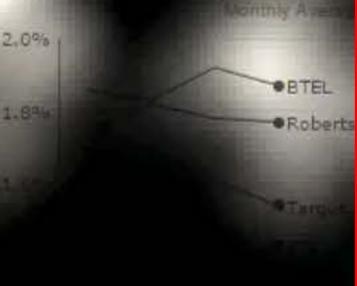
	FY 2014	FY 2015
Revenue:	\$6.82B	\$7.2B
OPEX:	\$4.29B	\$4.5B
EBITDA:	\$2.54B	\$2.7B



Goal 2: Increase Average Revenue Per User



Goal 3: Reduce Churn



Agency Utilization Rollup

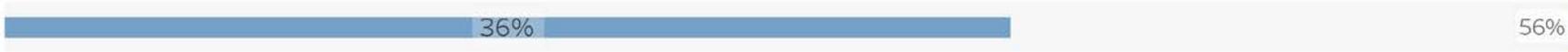
\$3.8M
Fees

\$3.4M
Potential

\$1.3M
New Biz + Opportunity

\$2.6M
Internal Projects

+12.2
FTE Overstaffed



Target vs Billable vs Non-Billable %

Category	Target %	Billable %	Non-Billable %
Creative	99%	53%	46%
Account Management	105%	47%	58%
Project Management	104%	35%	69%
Technology	102%	28%	74%
Operations	4%		
Executive/Admin	57%	57%	
New Biz	106%	106%	100%

Non-Billable vs Billable Hours

Category	Non-Billable Hours	Billable Hours
Creative	5,749	6,743
Account Management	10,670	8,620
Project Management	8,396	4,274
Technology	14,454	5,468
Operations	10	33
Executive/Admin	2,179	16
New Biz	2,350	1

Cost | Fees | Potential

Category	Cost	Fees	Potential
Creative	\$1,083K		
Account Management	\$1,159K	\$795K	
Project Management	\$698K	\$808K	
Technology	\$883K	\$1,762K	
Operations			
Executive/Admin			
New Biz			

Show Potential at 100% of Target

New Biz + Opp

Category	Hours	%
Creative	1,456 hrs	12%
Account Management	4,524 hrs	25%
Project Management	1,455 hrs	12%
Technology	361 hrs	2%
Operations	6 hrs	0%
Executive/Admin	0 hrs	0%
New Biz	1,764 hrs	80%

Cost \$533K

Internal Projects

Category	Hours	%
Creative	1,301 hrs	10%
Account Management	1,579 hrs	9%
Project Management	2,283 hrs	19%
Technology	9,608 hrs	49%
Operations	0 hrs	0%
Executive/Admin	4 hrs	0%
New Biz	40 hrs	2%

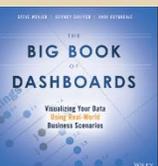
Cost \$755K

Internal Admin

Category	Hours	%
Creative	2,992 hrs	24%
Account Management	4,567 hrs	25%
Project Management	4,659 hrs	38%
Technology	4,485 hrs	23%
Operations	5 hrs	0%
Executive/Admin	2,176 hrs	56%
New Biz	546 hrs	25%

Cost \$1,163K

Utilization Trend





Agency Utilization Rollup

\$3.8M
Fees

\$3.4M
Potential

\$1.3M
New Biz + Opportunity

\$2.6M
Internal Projects

+12.2%
FTE Overstaffed



Non-Billable vs Billable Hours

Department	Non-Billable	Billable
Creative	5,749	6,743
Account Management	10,670	8,620
Project Management	8,396	4,274
Technology	14,454	5,468
Operations	10	33
Executive/Admin	2,179	
New Biz		

Cost | Fees | Potential

Department	Cost	Fees	Potential
Creative	\$1,083K		
Account Management	\$1,159K	\$795K	
Project Management	\$698K	\$808K	
Technology	\$883K		\$1,762K
Operations			
Executive/Admin			
New Biz			

New Biz + Opp

Department	Hours	%
Creative	1,456 hrs	2%
Account Management	4,524 hrs	
Project Management		
Technology		
Operations		
Executive/Admin		
New Biz		6%

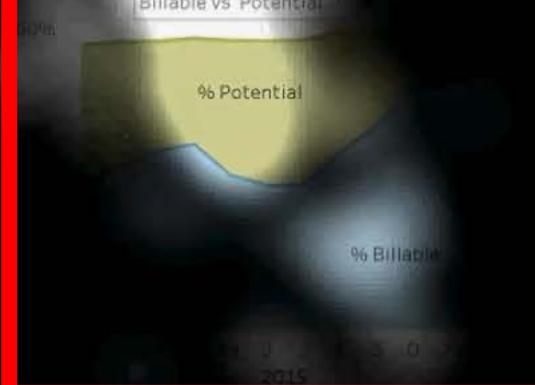
Internal Projects

Department	Hours	%
Creative	1,171 hrs	30%
Account Management	1,579 hrs	9%
Project Management	1,223 hrs	6%
Technology	1,608 hrs	49%
Operations		
Executive/Admin		
New Biz		

Internal Admin

Department	Hours	%
Creative	2,137 hrs	24%
Account Management	2,277 hrs	25%
Project Management	1,110 hrs	38%
Technology		
Operations		
Executive/Admin		
New Biz		

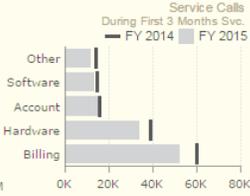
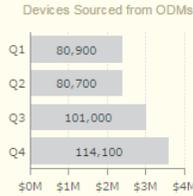
Utilization Trend



Can we break the F-pattern?



Goal 1: Reduce Subscriber Acquisition Cost

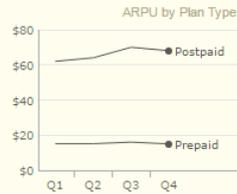


Executive Summary

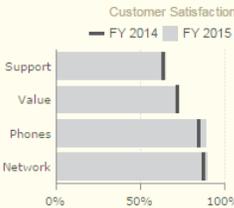
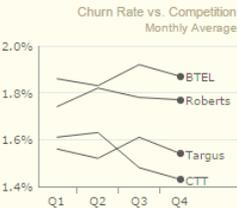
	FY 2014	FY 2015
Revenue:	\$6.82B	\$7.28B
OPEX:	\$4.29B	\$4.54B
EBITDA:	\$2.54B	\$2.74B



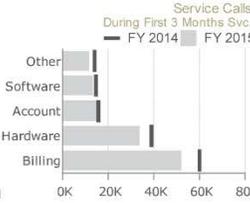
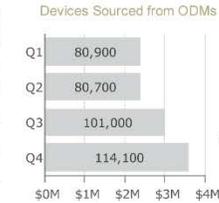
Goal 2: Increase Average Revenue Per User



Goal 3: Reduce Churn



Goal 1: Reduce Subscriber Acquisition Cost

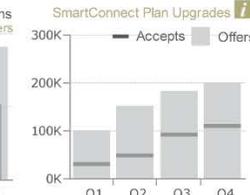
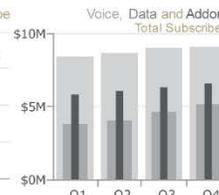
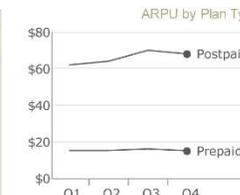


Executive Summary

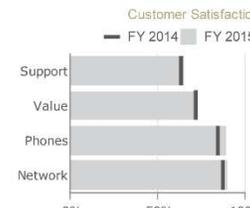
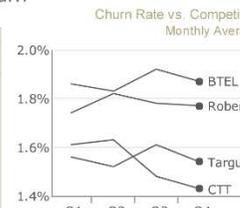
	FY 2014	FY 2015
Revenue:	\$6.87B	\$7.28B
OPEX:	\$4.16B	\$4.54B
EBITDA:	\$2.71B	\$2.74B

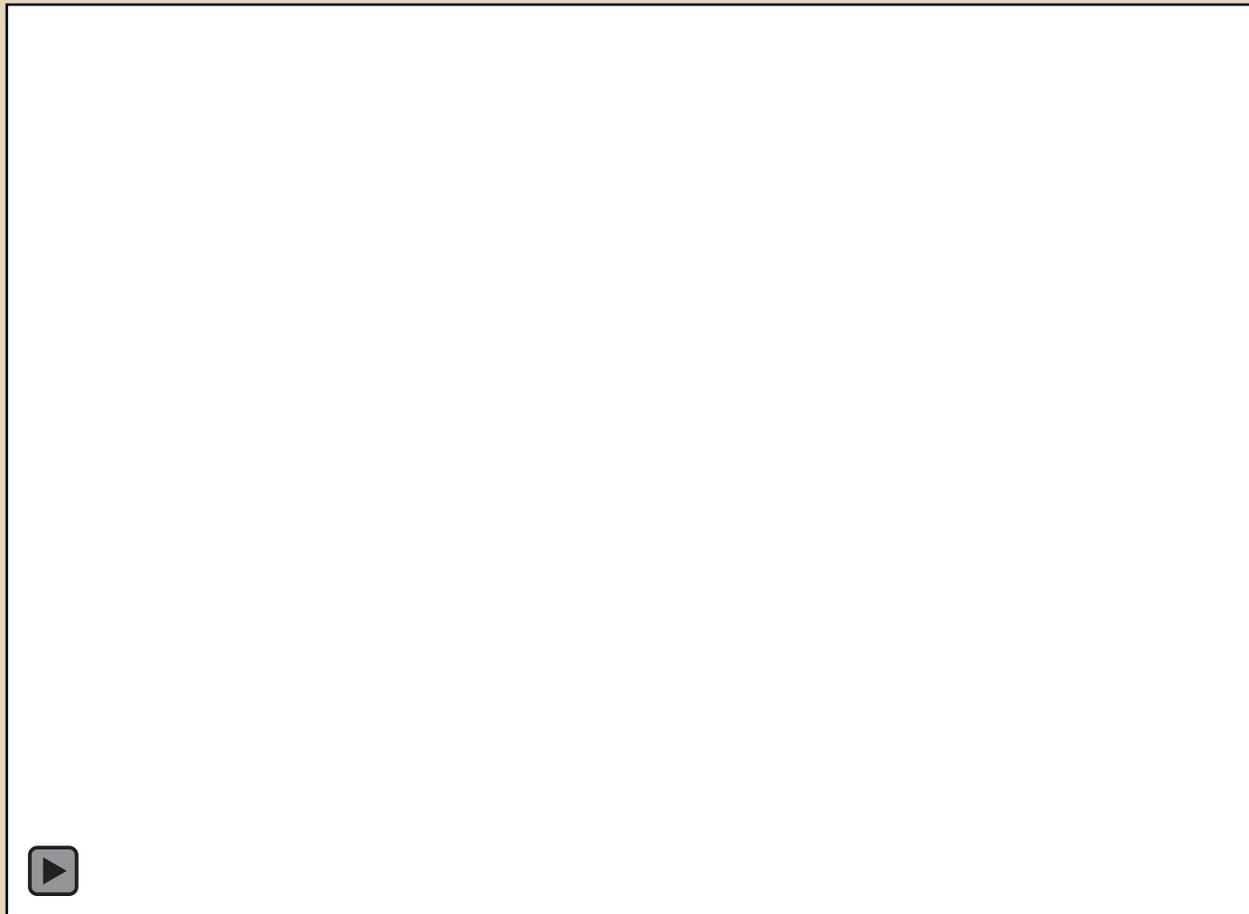
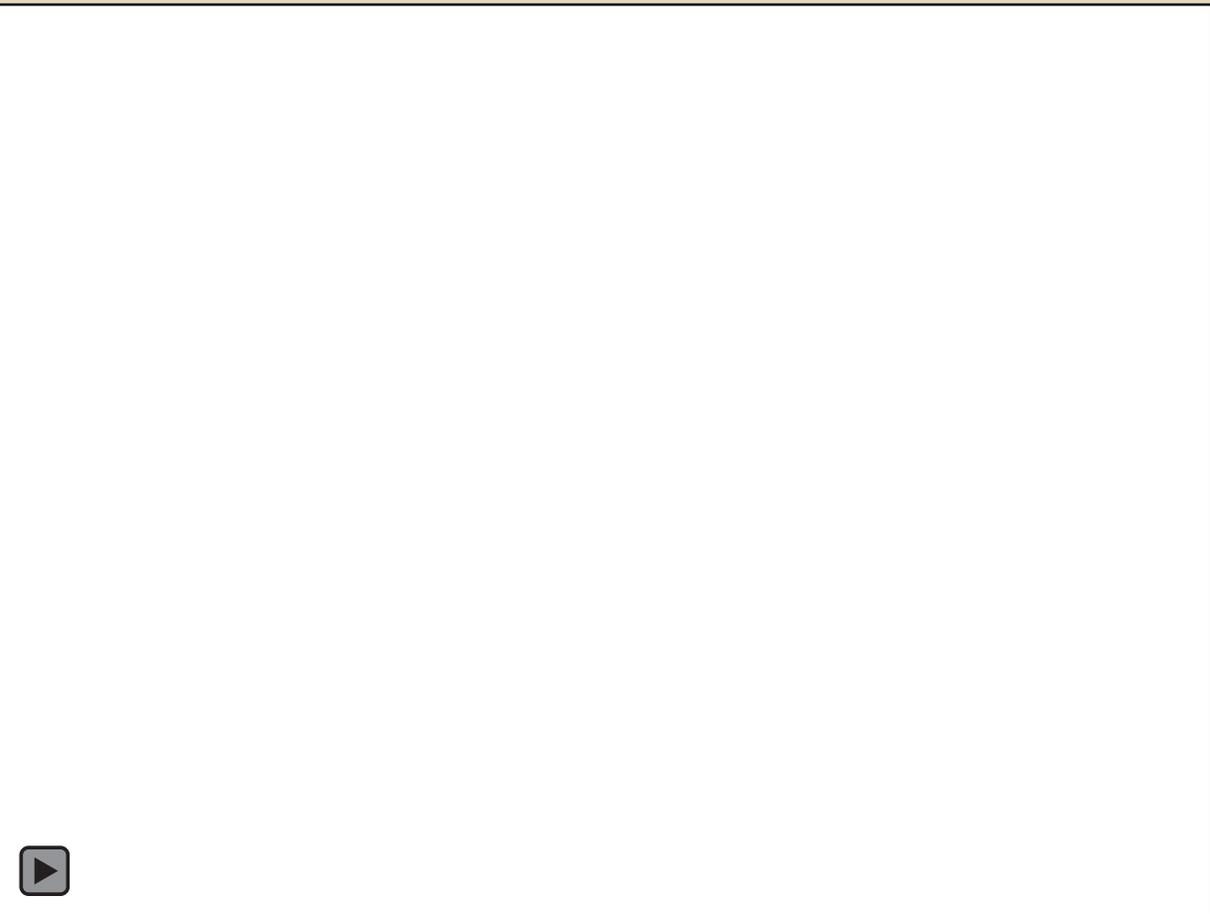


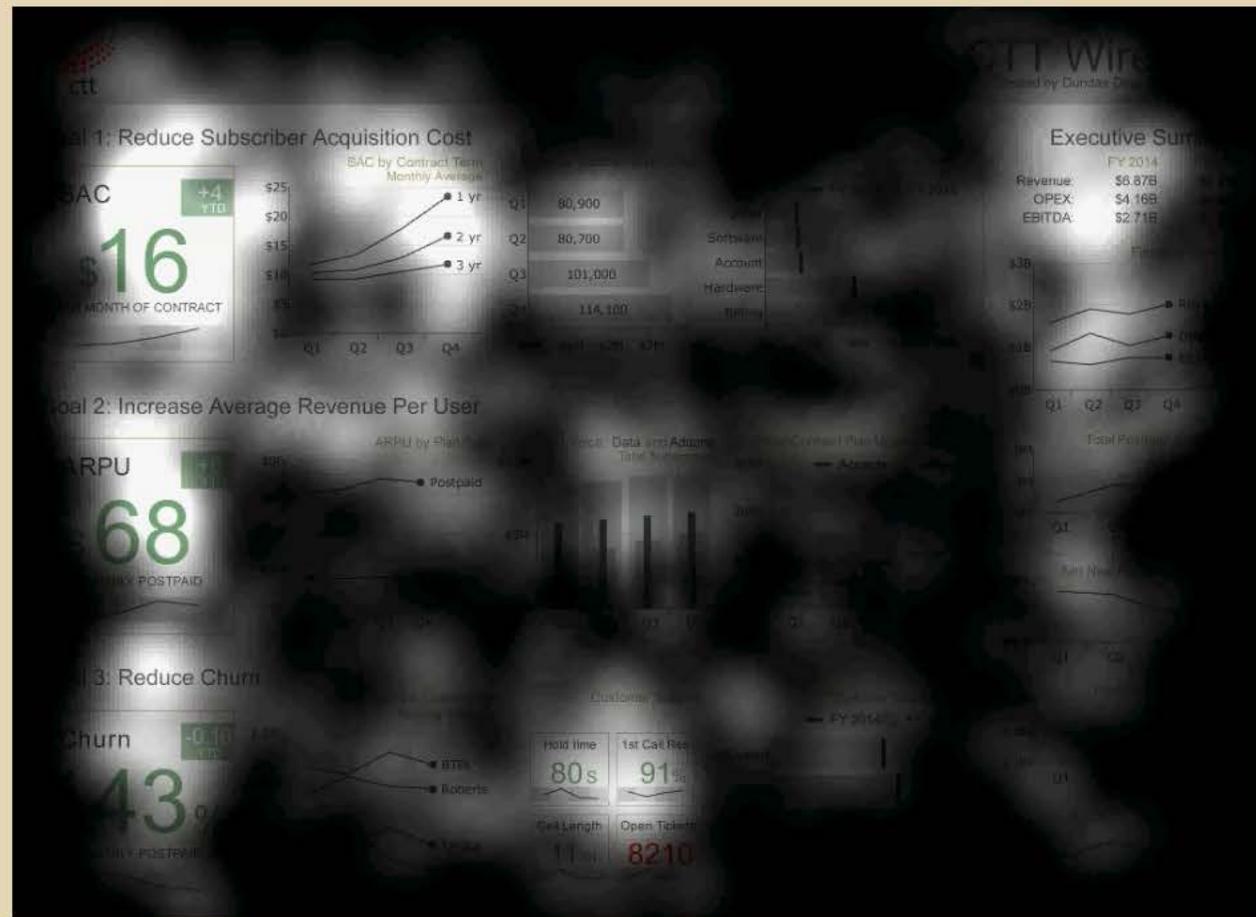
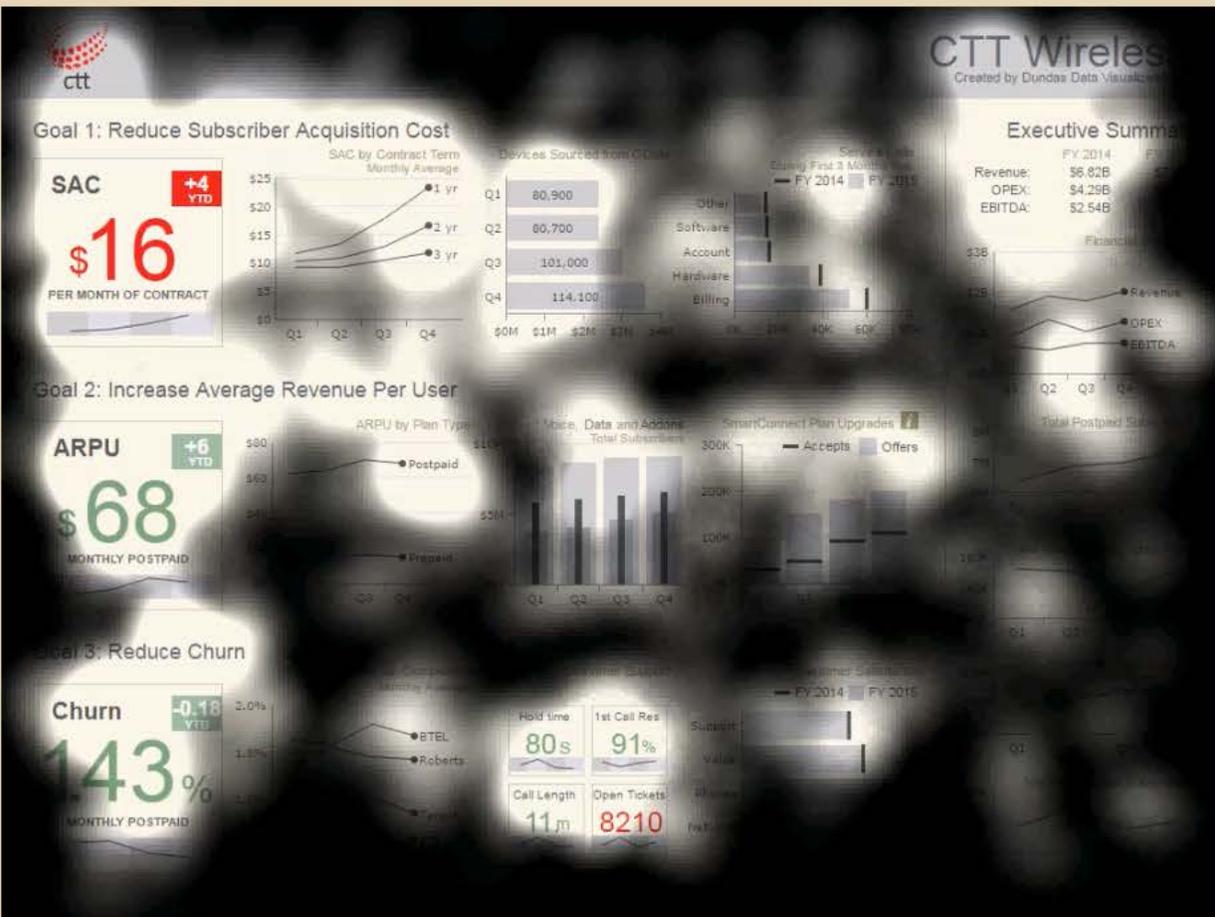
Goal 2: Increase Average Revenue Per User



Goal 3: Reduce Churn







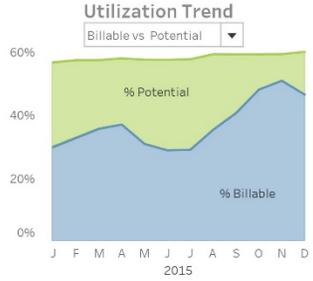
Agency Utilization Rollup

\$3.8M Fees
\$3.4M Potential
\$1.3M New Biz + Opportunity
\$2.6M Internal Projects
+12.2 FTE Overstaffed



	Target vs Billable vs Non-Billable %	Non-Billable vs Billable Hours	Cost Fees Potential
Creative	99% (53% Billable, 46% Non-Billable)	5,749 / 6,743	\$1,083K
Account Management	105% (47% Billable, 58% Non-Billable)	10,670 / 8,620	\$1,159K \$795K
Project Management	104% (35% Billable, 69% Non-Billable)	8,396 / 4,274	\$698K \$808K
Technology	102% (28% Billable, 74% Non-Billable)	14,454 / 5,468	\$883K \$1,762K
Operations	4%	10 / 33	
Executive/Admin	57%	2,179 / 16	
New Biz	106%	2,350 / 1	

	New Biz + Opp	Internal Projects	Internal Admin
Creative	1,456 hrs (2%)	1,301 hrs (10%)	2,992 hrs (24%)
Account Management	4,524 hrs (25%)	1,579 hrs (8%)	4,567 hrs (25%)
Project Management	1,455 hrs (2%)	2,283 hrs (13%)	4,659 hrs (38%)
Technology	361 hrs (2%)	9,608 hrs (49%)	4,485 hrs (23%)
Operations	6 hrs (0%)	0 hrs (0%)	5 hrs (0%)
Executive/Admin	0 hrs (0%)	4 hrs (0%)	2,176 hrs (56%)
New Biz	1,764 hrs (80%)	40 hrs (2%)	546 hrs (25%)

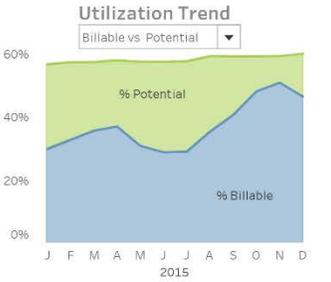


Agency Utilization Rollup



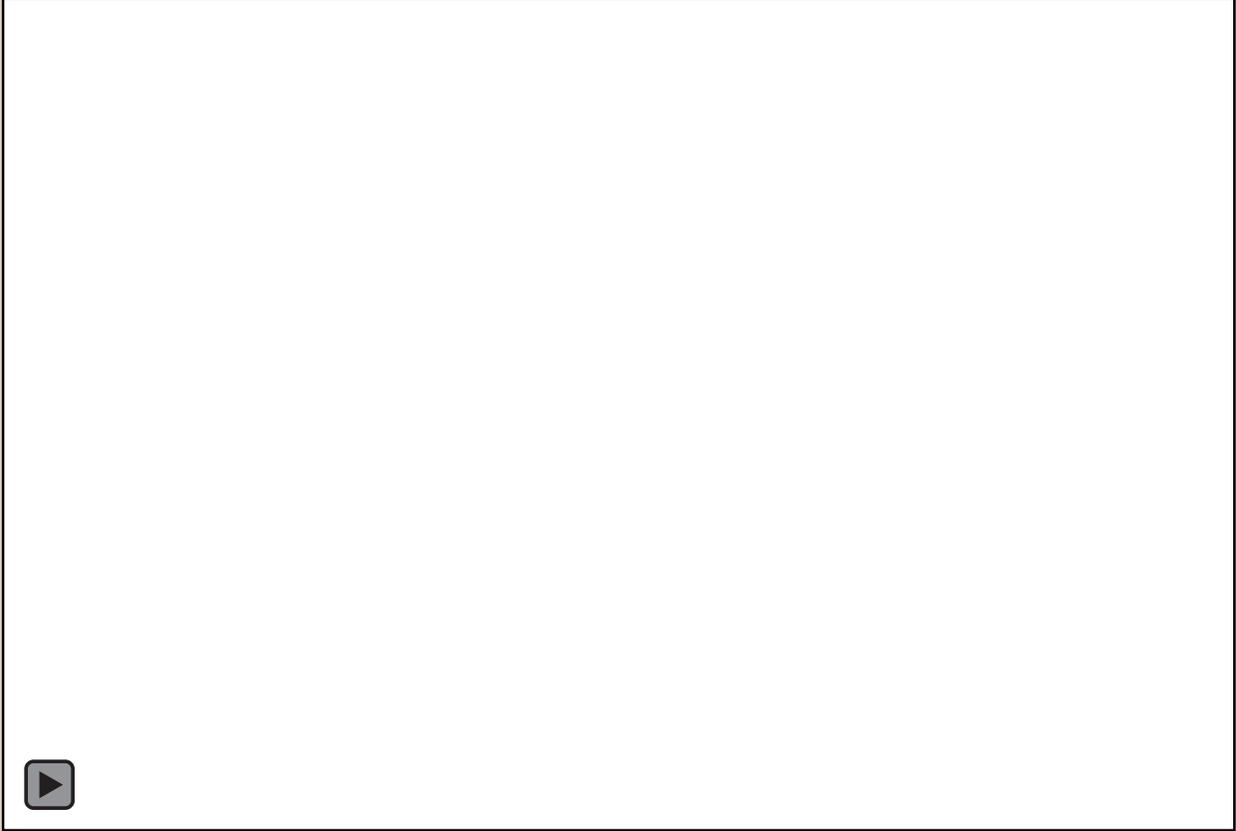
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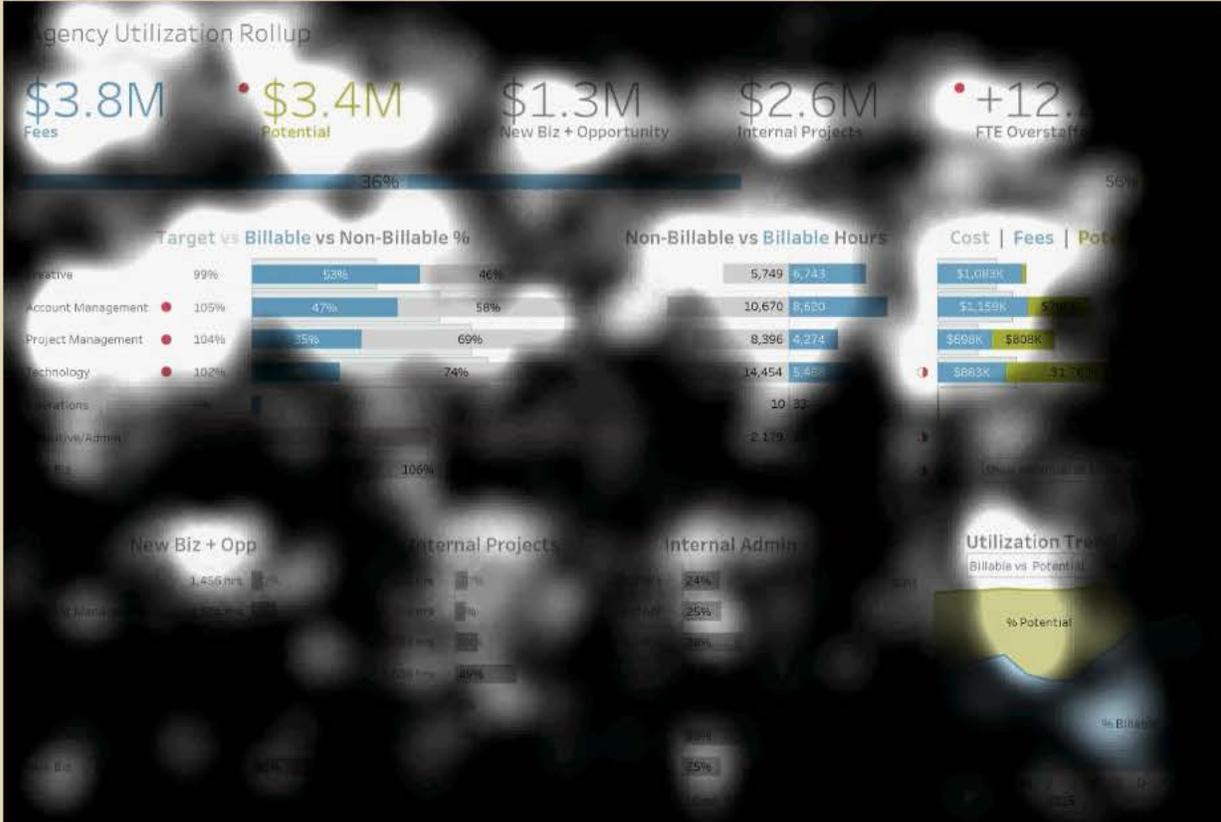
	New Biz + Opp	Internal Projects	Internal Admin
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\$3.8M Fees
\$3.4M Potential
\$1.3M New Biz + Opportunity
\$2.6M Internal Projects
+12.2 FTE Overstaffed







Condition A – Small font numbers

Condition B – Large font numbers

2015 Workers Compensation Regional & Industry Analysis



Primary KPI: Amount Incurred



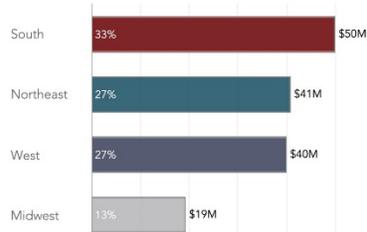
Regional Analysis

Avg Recovery Time

of Cases

Incurred Amount

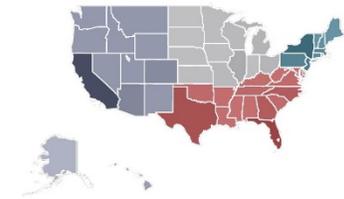
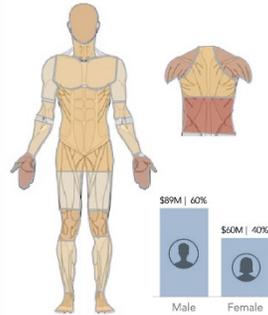
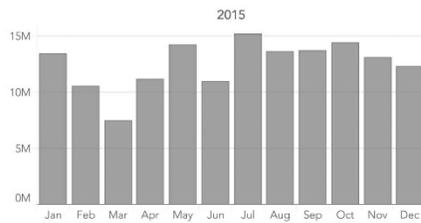
Area of Injury by Amount Incurred



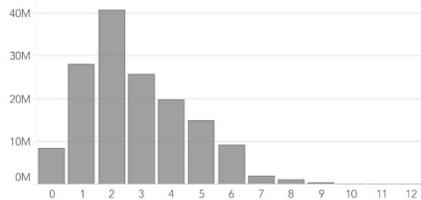
17.3 Days

10,661

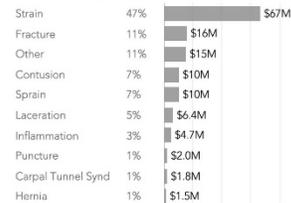
\$150M



Recovery Time (Weeks)



Top 10 Nature of Injuries



2015 Workers Compensation Regional & Industry Analysis



Primary KPI: Amount Incurred



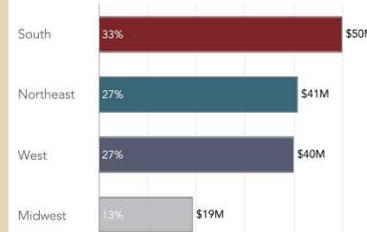
Regional Analysis

Avg Recovery Time

of Cases

Incurred Amount (\$M)

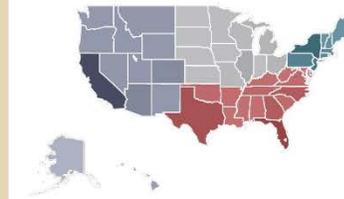
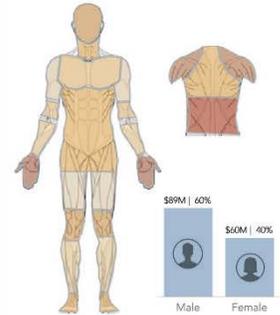
Area of Injury by Amount Incurred



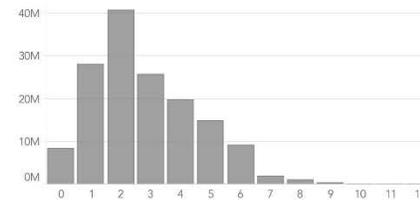
17.3

106

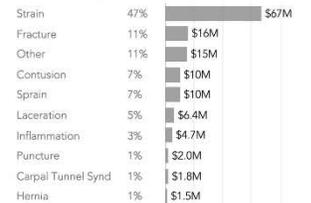
1.21



Recovery Time (Weeks)



Top 10 Nature of Injuries





Don Norman's Pleasurable experiences: *The three levels of processing*

Visceral

Behavioural

● Reflective

Reflective

“Will I use this again?”



User
Engagement



Design
Improvements

How to make an impact with your data?

The three levels of processing:

Visceral

Behavioural

Reflective

Training

Design

Collaboration

Iteration

However....

DASHBOARDS ARE THE PROBLEM

IMPACT is
more than
amazing
dashboards

The interesting thing was, we thought we were doing well, and then we discovered there was this big negative cost. It was like, 'Oh my God.' Suddenly you go and say, 'Okay, I've discovered a new aspect of engine cost that we hadn't realized.'

Suddenly you're going, "Bang, bang, bang, two minutes in Tableau" and you can see the average per month, the average per day, and it's like, "Oh, wow—we can do this slightly differently.'

Within two days, I'd literally re-worked the whole instruction, sent it out to people, and off we went. As a result, it's been a very significant difference in terms of U.S. dollars.



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**Bang, bang,
bang, two
minutes...**



SALES METRIC ANALYSIS

REGION

(All)

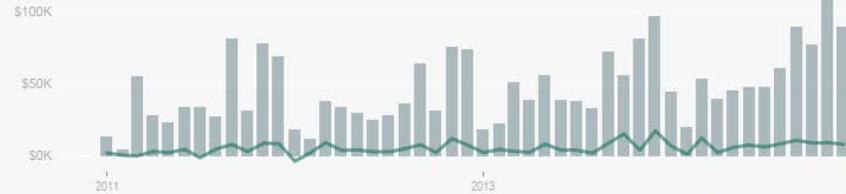
ORDER DATE

Last 6 years

CATEGORY

Furniture Office Supplies Technology

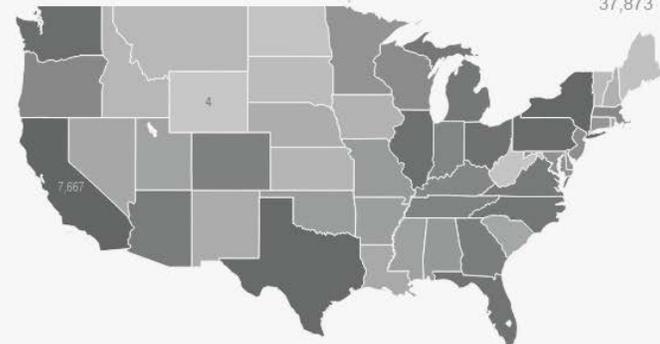
WHAT ARE OUR SALES & PROFITS OVER TIME?



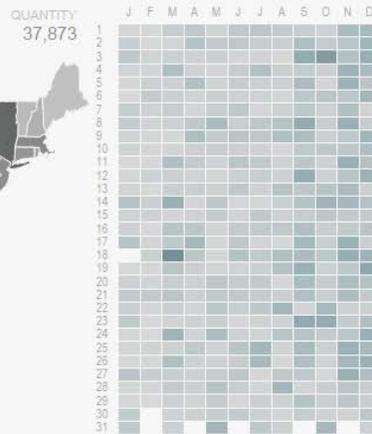
WHAT ARE OUR PROFITS BY CATEGORY?



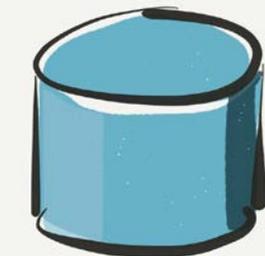
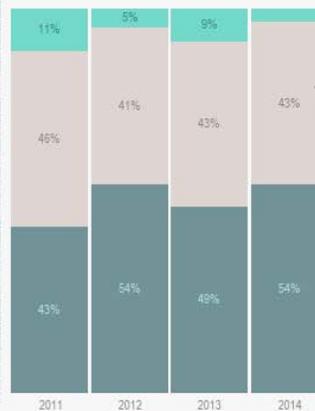
WHAT DO WE SELL IN EACH STATE?

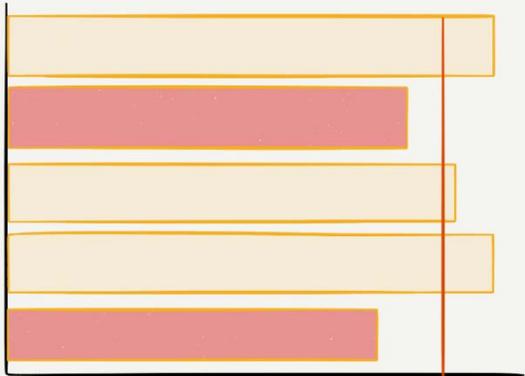


WHAT ARE OUR SALES TRENDS?

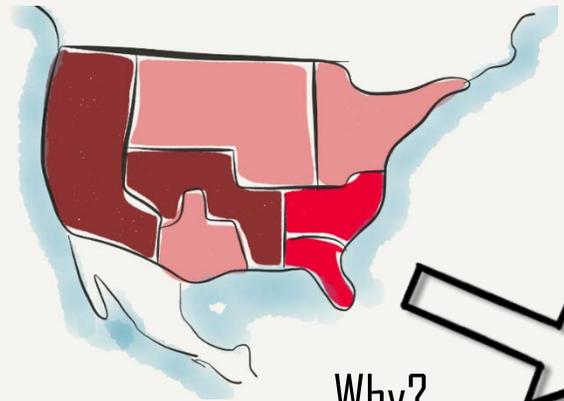


WHAT DOES EACH CATEGORY CONTRIBUTE TO PROFIT?

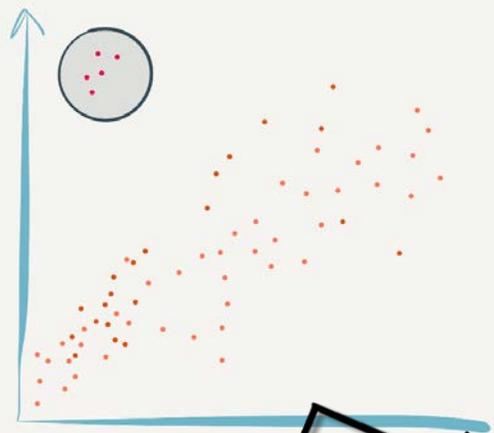
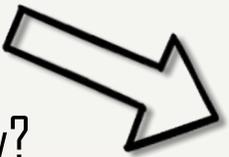




Why?



Why?

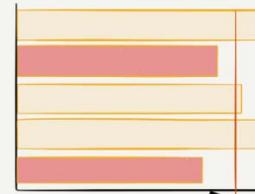
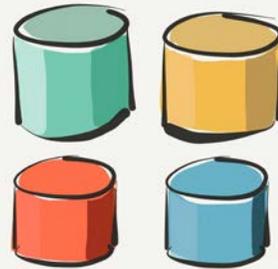
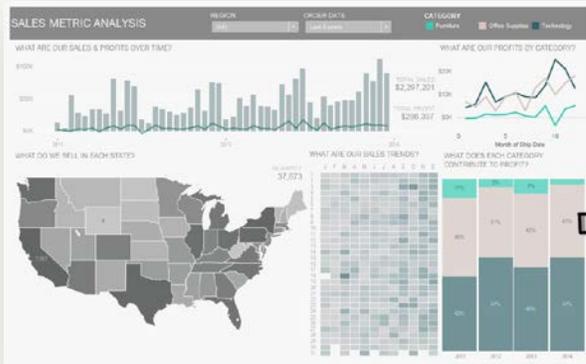


Why?

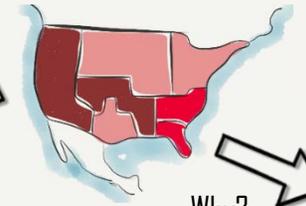


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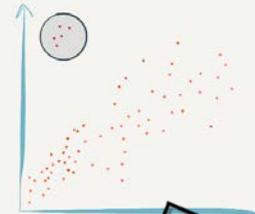
"BANG, BANG, BANG, TWO MINUTES in TABLEAU...."



Why?



Why?



Why?

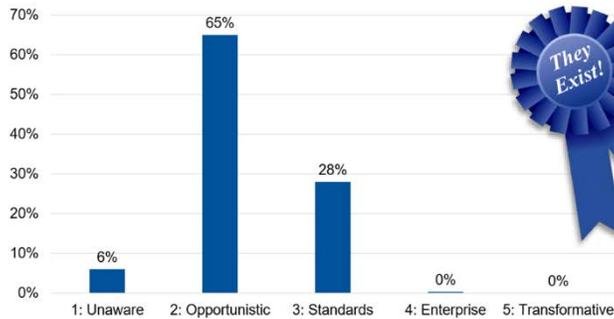


m	m	m	m
m	m	m	m
m	m	m	m
m	m	m	m

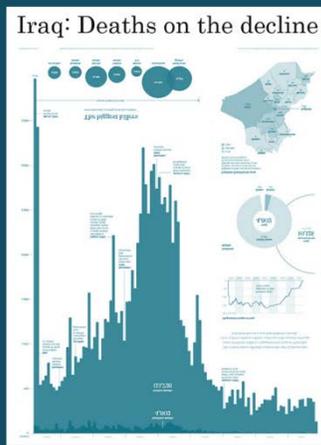
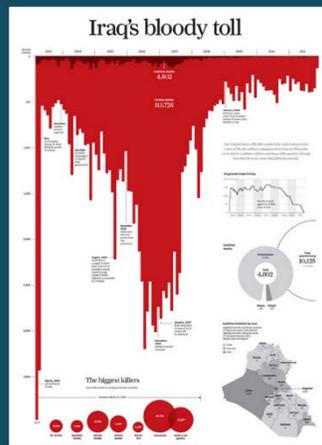
Data visualisation
Known unknowns
Predefined answers only

Visual analytics
Unknown unknowns
Instant answers to new questions

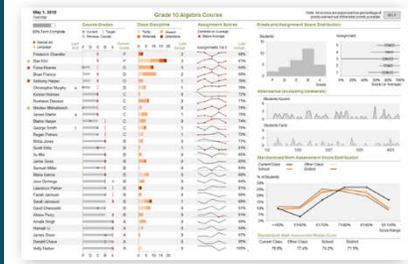
BI and Analytics Maturity From ITScore Assessments



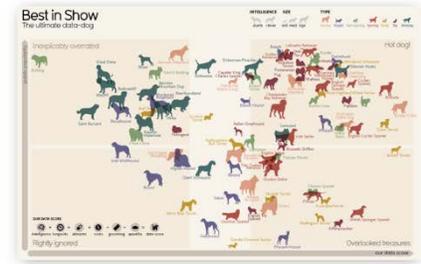
Gartner



Function

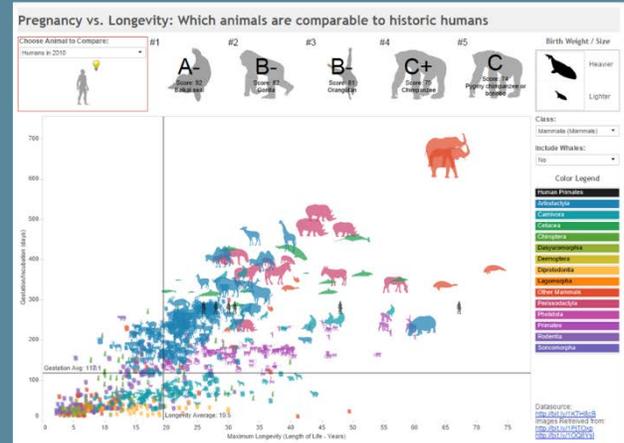
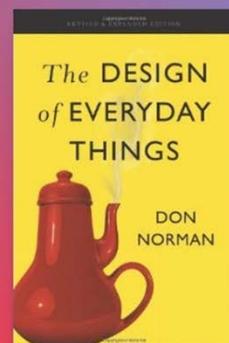


Beauty

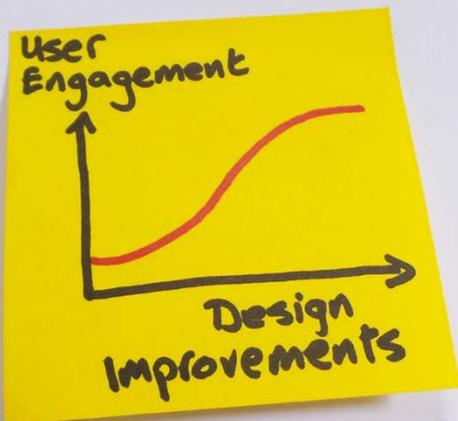


Pleasurable experiences:
The three levels of processing

Visceral
Behavioural
Reflective



Eric Brown
www.ericbrown.com
+ableau



Bang, bang,
bang, two
minutes...



Aer Lingus

Jonathan Capper
Production Planning Manager

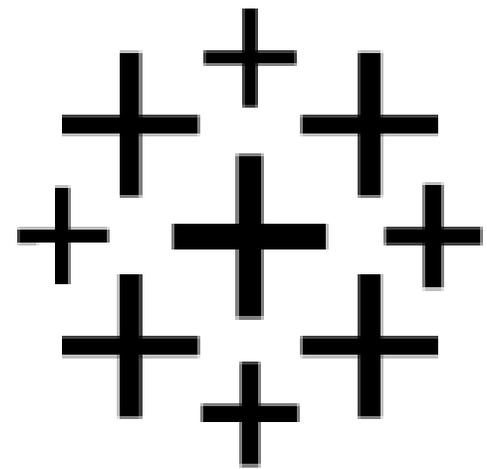
"BANG, BANG, BANG,
TWO MINUTES IN
TABLEAU...."

DATA VISUALISATION
KNOWN UNKNOWNS
PREDEFINED ANSWERS ONLY

VISUAL ANALYTICS
UNKNOWN UNKNOWNS
INSTANT ANSWERS TO NEW QUESTIONS

We help people see and understand data.





+

ableau®