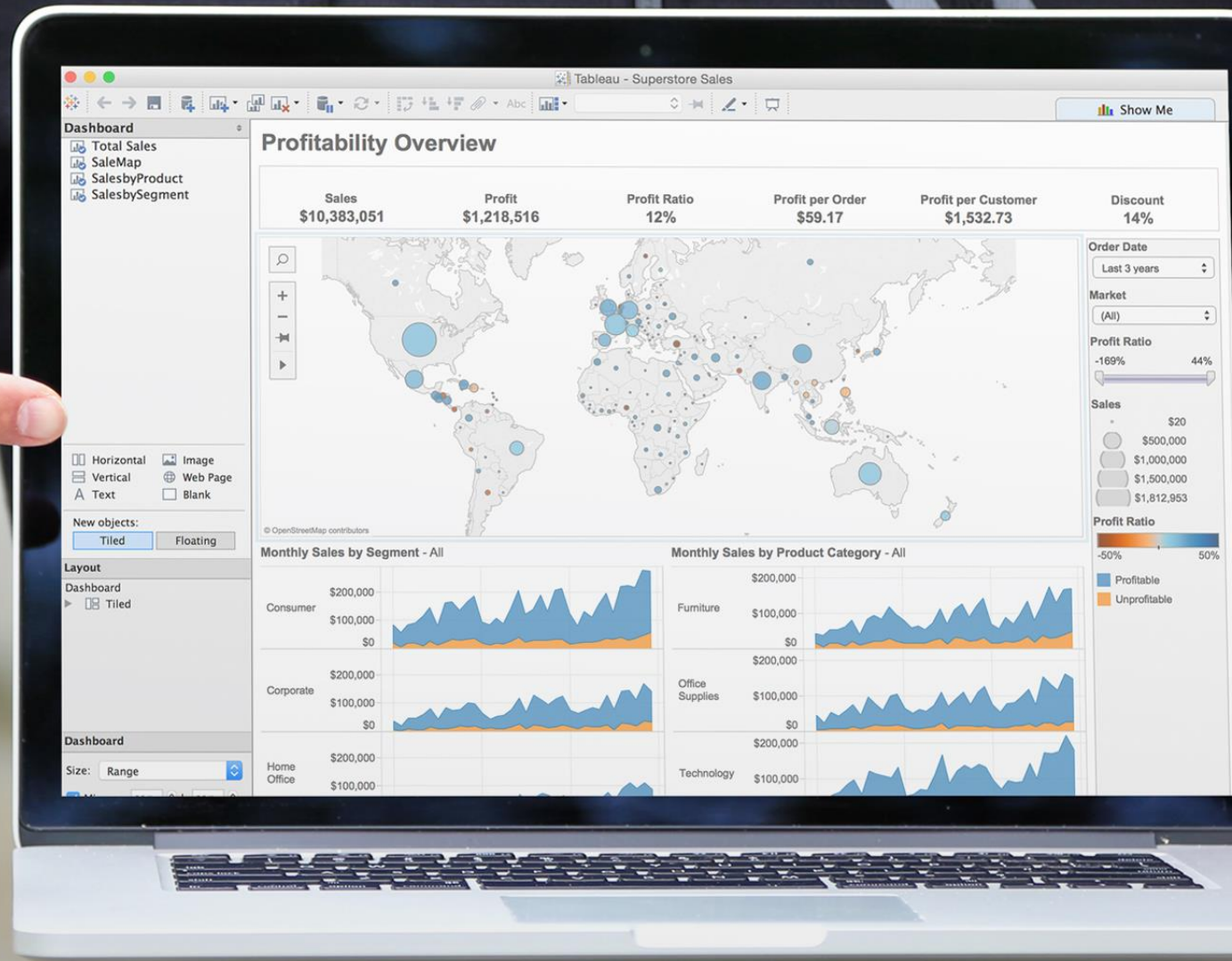


# Leveraging Data to Drive Marketing Strategies



Elissa Fink, CMO  
@elissafink

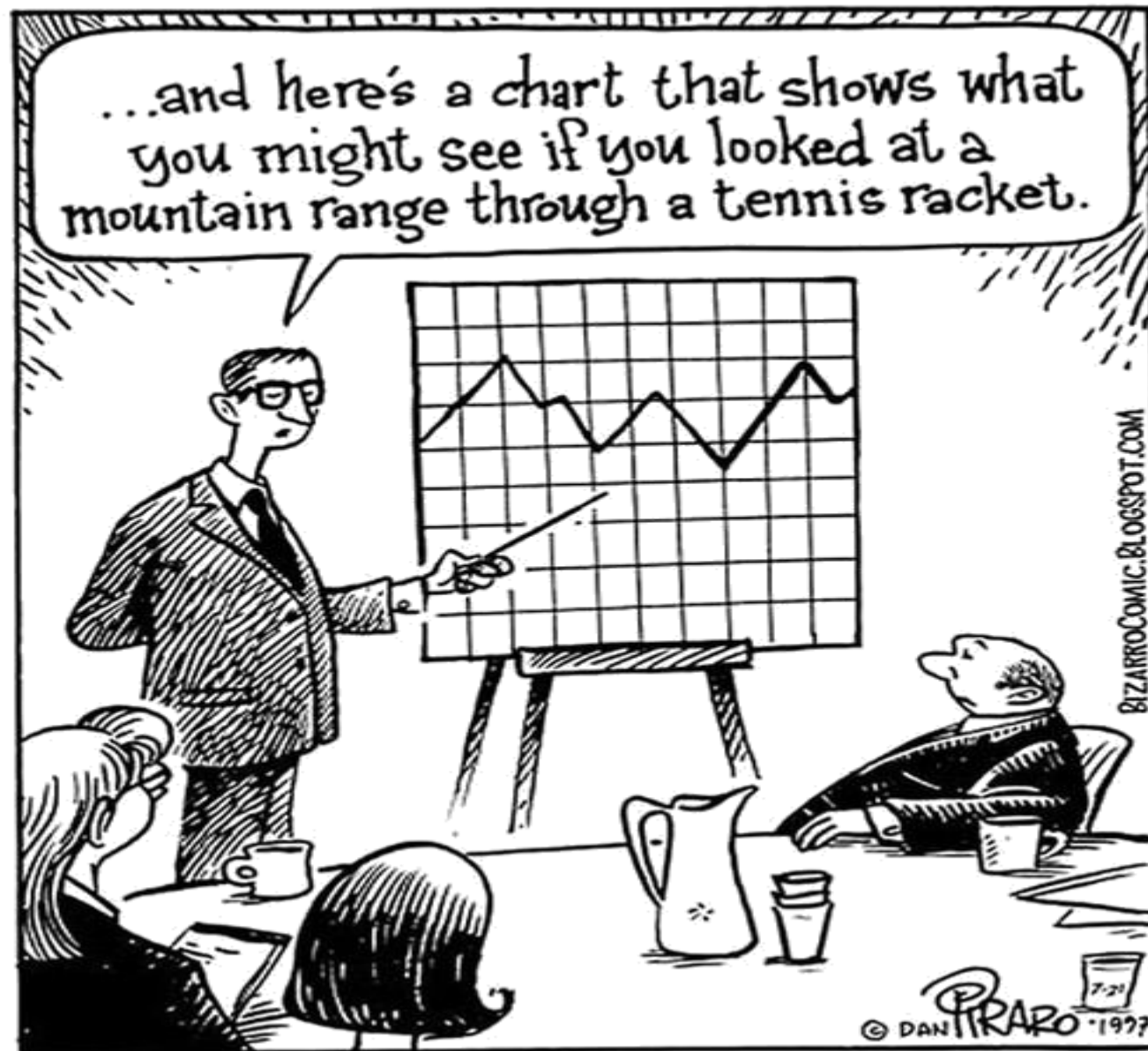
# What Is Data Driven?

# What is analytics?

---

The measurement of movement  
toward your business goals





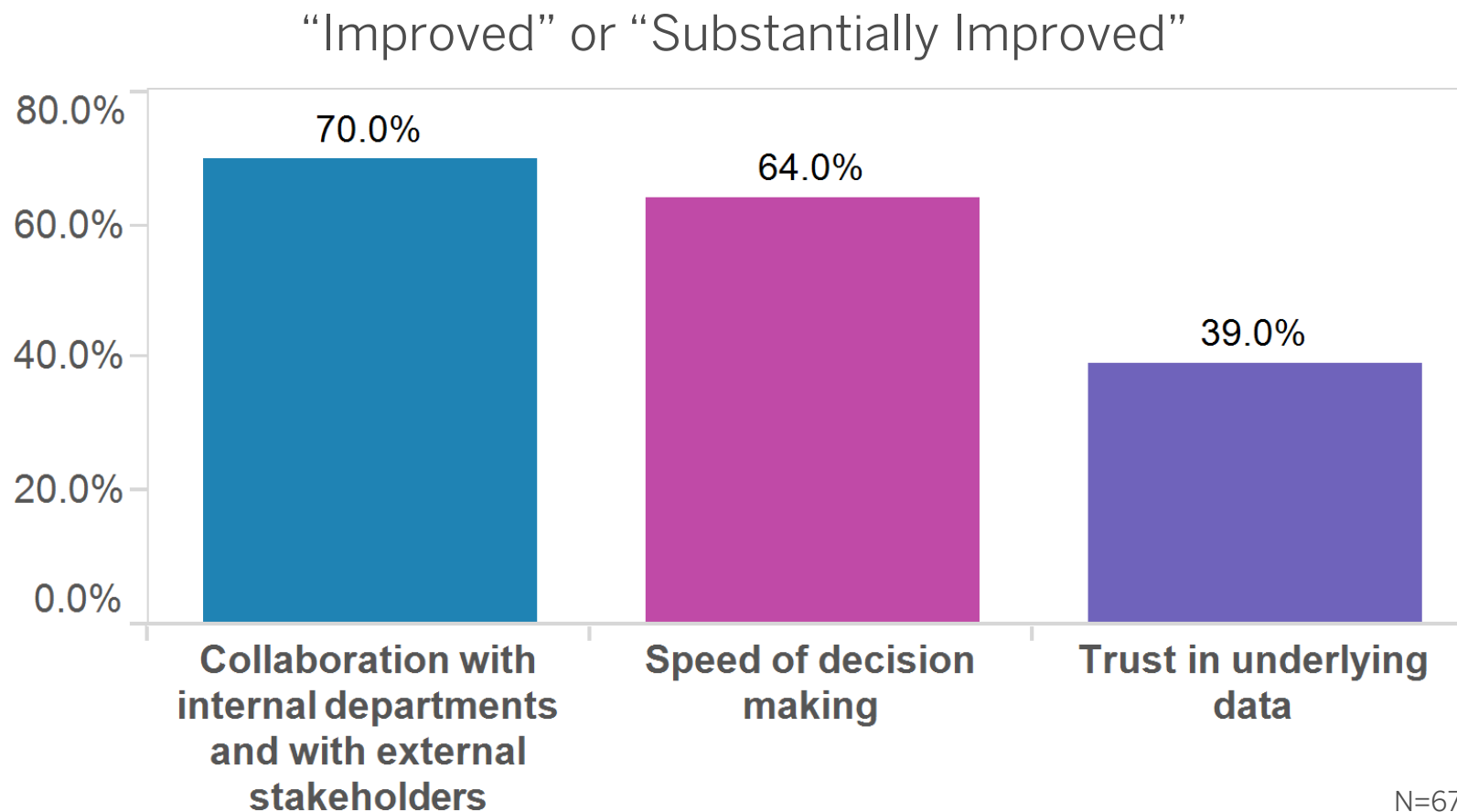
# What Is Data Driven?

---

Proactively using analytics  
to guide decision-making,  
to inform teams, and  
to evaluate progress



# The Benefits of Being Data Driven Are Clear



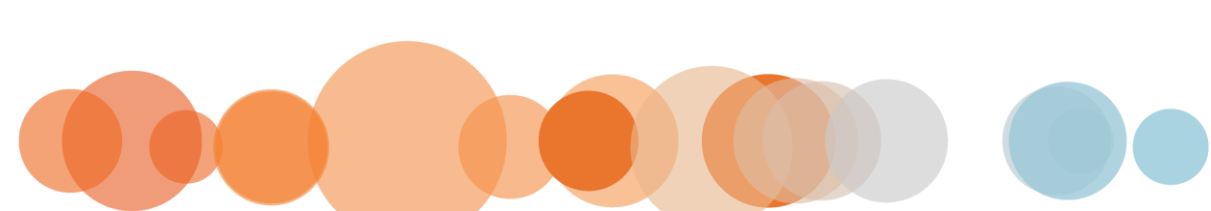
N=676  
Source: Aberdeen Group, April 2014

# How to Encourage a Data Driven Culture

# How to Encourage a Data Driven Culture

---

1. Choose metrics wisely
2. Everyone's an analyst
3. Communicate visually
4. Make it self-service
5. Go with IT
6. Just get started

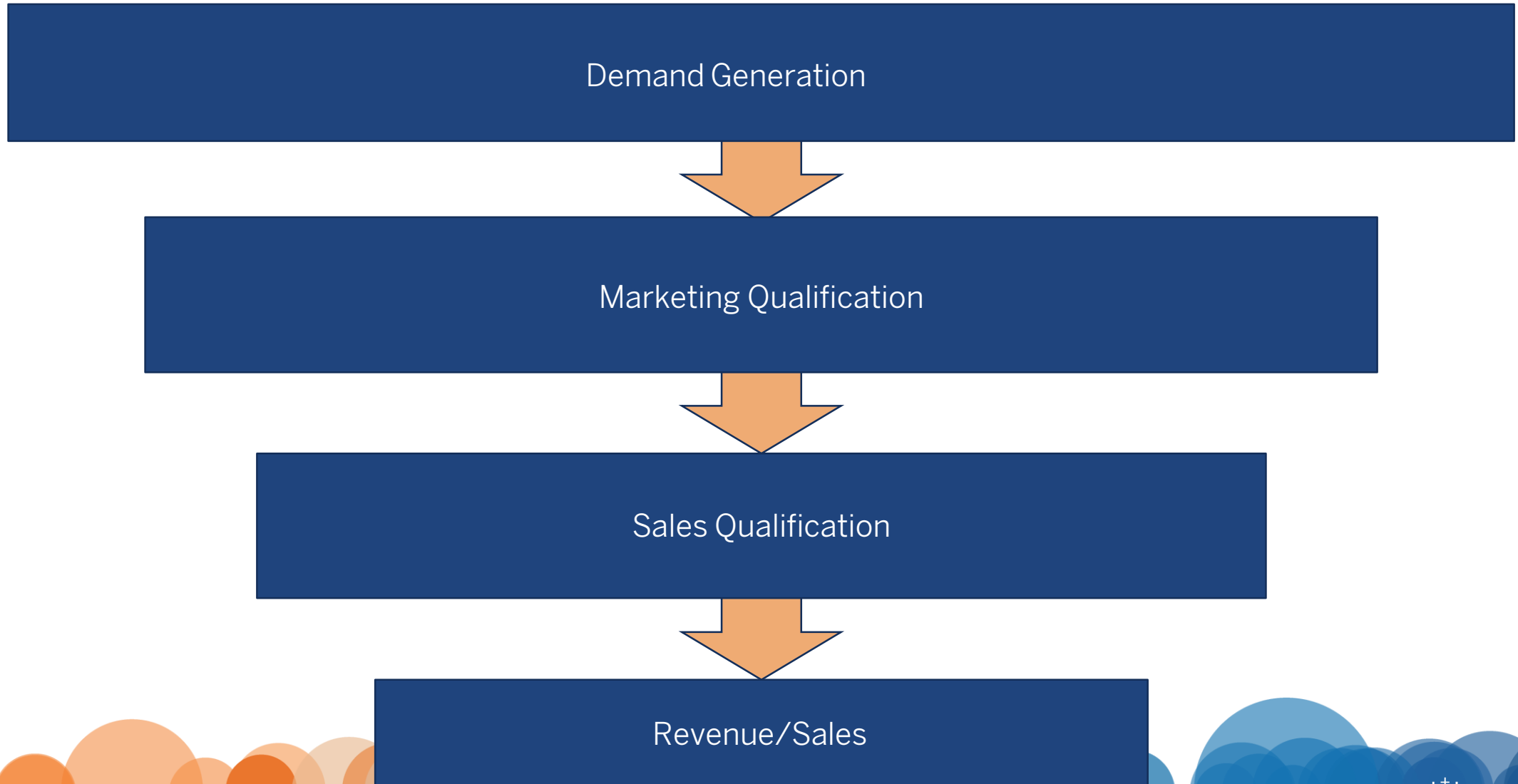




# 1. Choose Metrics That Map To Your Marketing Strategy

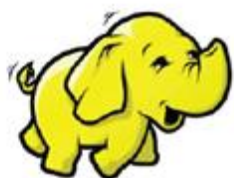


# Like Goals Around Your Marketing Funnel



# At Tableau Marketing, We Have Dozens of Metrics

- “Big data”
- Diverse sources
- Subtle differences in needs among the team
- Lots of different programs
- Rapidly changing tools

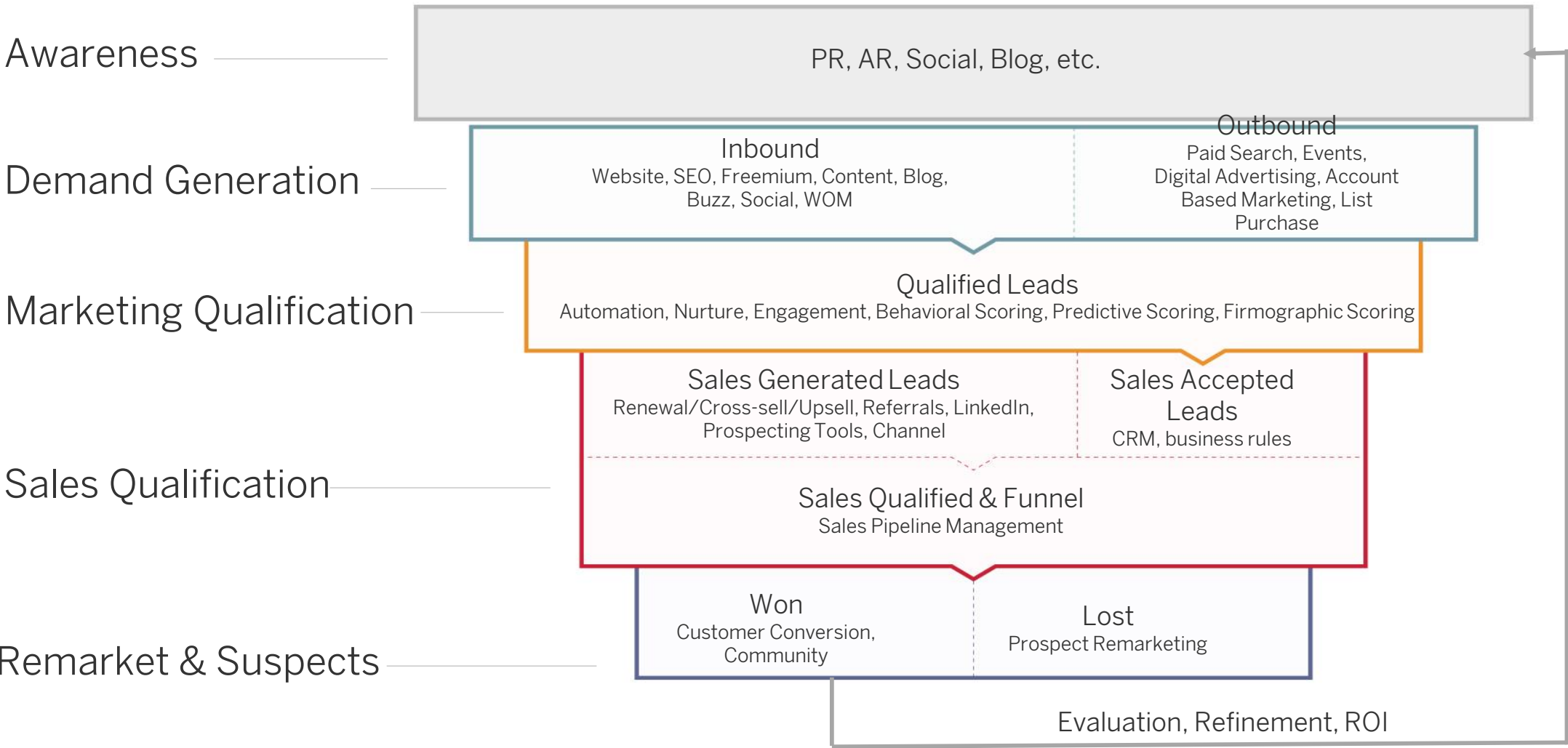


Google  
Big Query



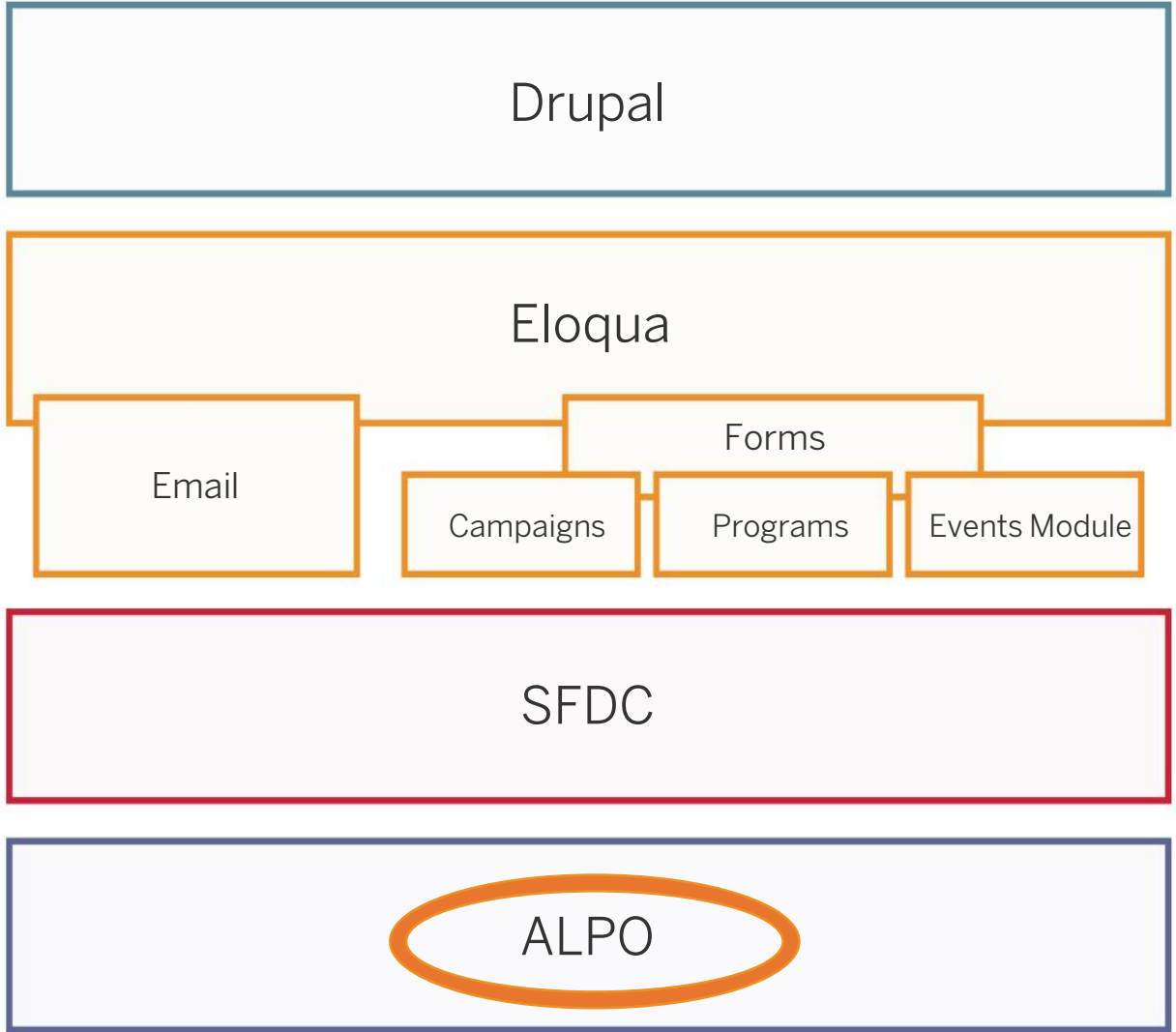
# Tableau Marketing Funnel

Planning: Markets, Budget, Segments, Programs, Campaigns



# Our Technology Stack

WorkFront: Plan of record



Drupal: CMS (Content Management System) plus

- Google Analytics Premium
- Optimizely
- DemandBase
- SDL WorldServer (Localization)
- Cvent
- Certain
- Meltwater

Eloqua: Marketing Automation Platform plus

- Infer
- ON24
- AdRoll, etc.
- ActOn
- Certain
- AllianceTech

Salesforce.com: CRM plus

- LinkedIn Sales Navigator
- SalesLoft
- SAVO Sales Insight
- ToutApp
- RainKing, Discover, .org, Data.com, etc.

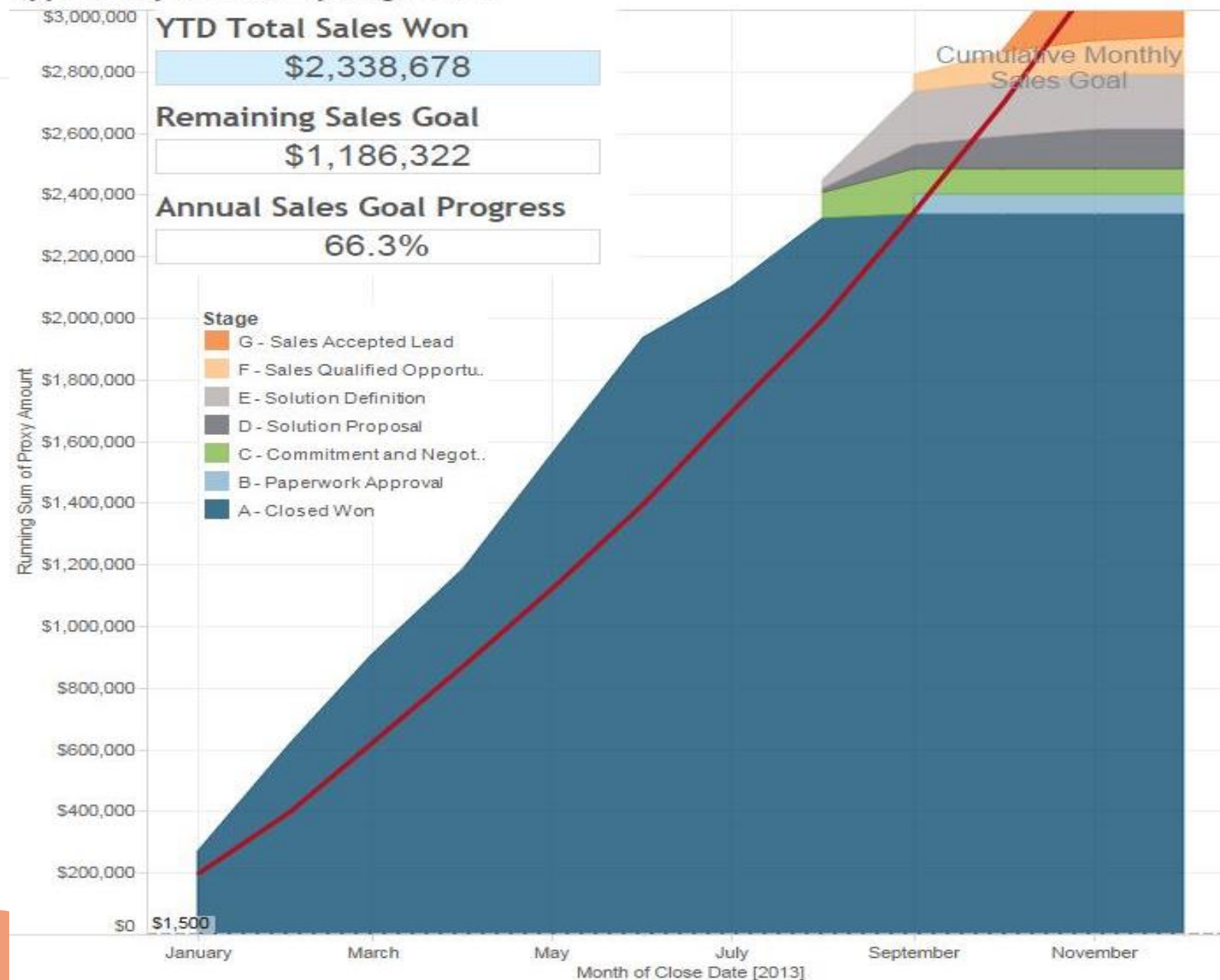
SQL Server Database, Google Big Query: Data Warehouse

Tableau

- Tableau Desktop
- Tableau Server
- Tableau Online
- Tableau Mobile



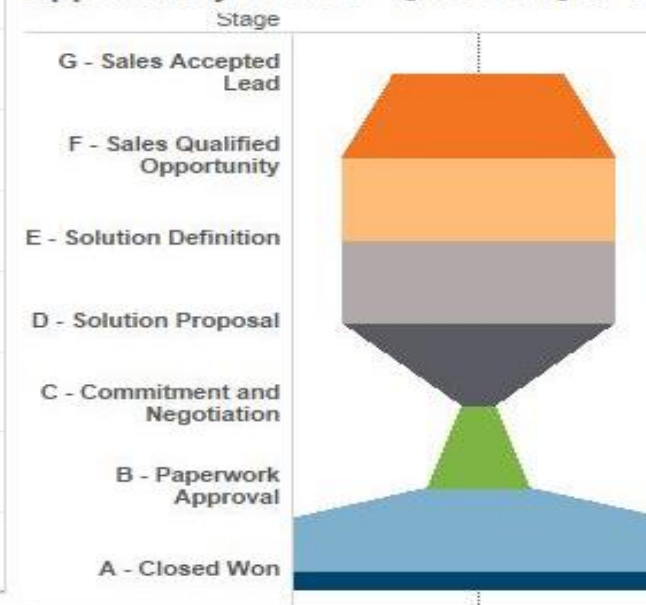
## Opportunity Amounts by Stage: 2013



## YTD Cumulative Accounts Won to Cumulative Goal



## Opportunity Funnel: QTR 3 & QTR 4





## 2. Everyone's an Analyst – Except When They're Not



# Everyone Is an Analyst

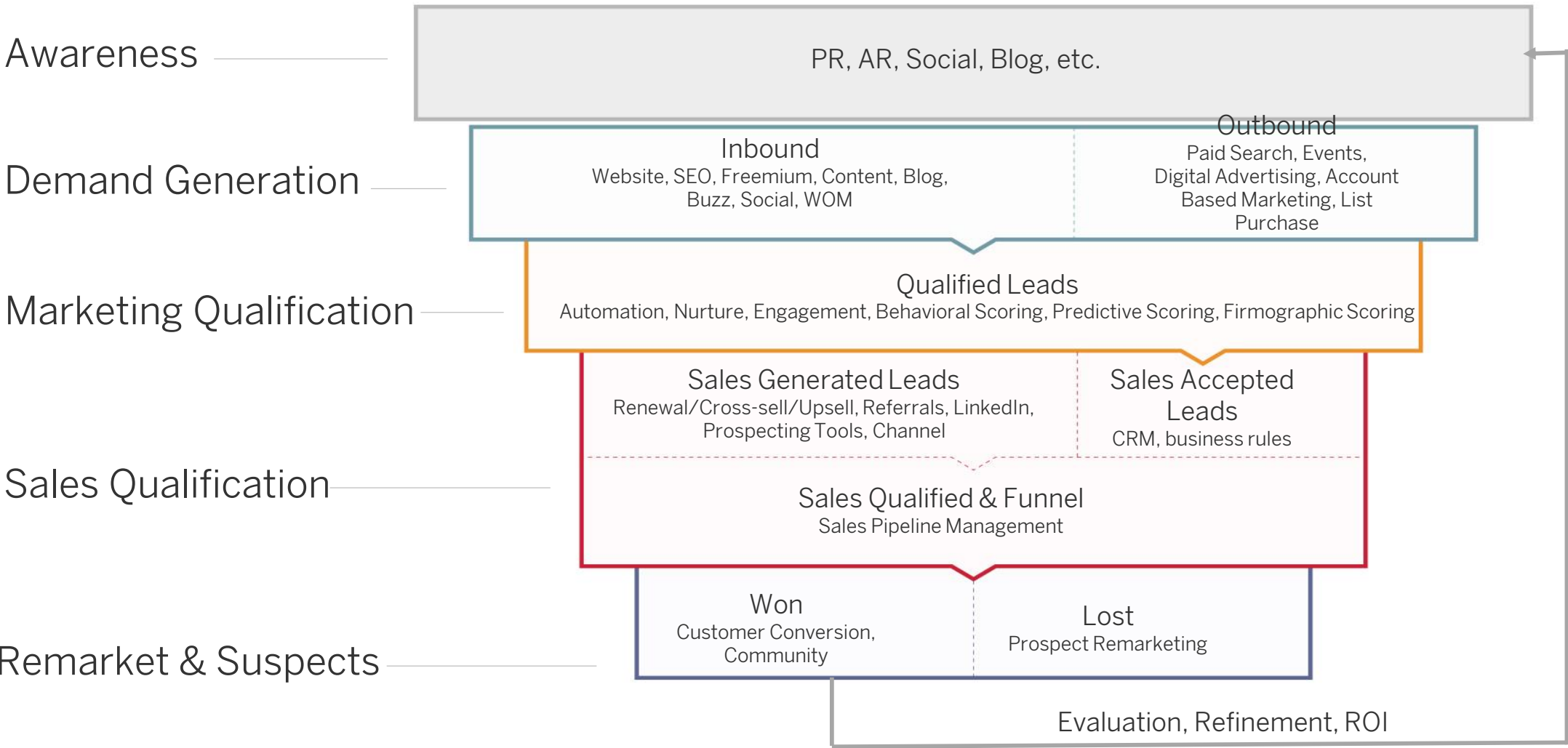
- We get them started (“bronze certification”). They get better over time.
- We pick our metrics wisely – but experiment.
- They are not all experts. So we have experts too.
- We share with each other and with vendors.
- We keep it as simple as it needs to be.





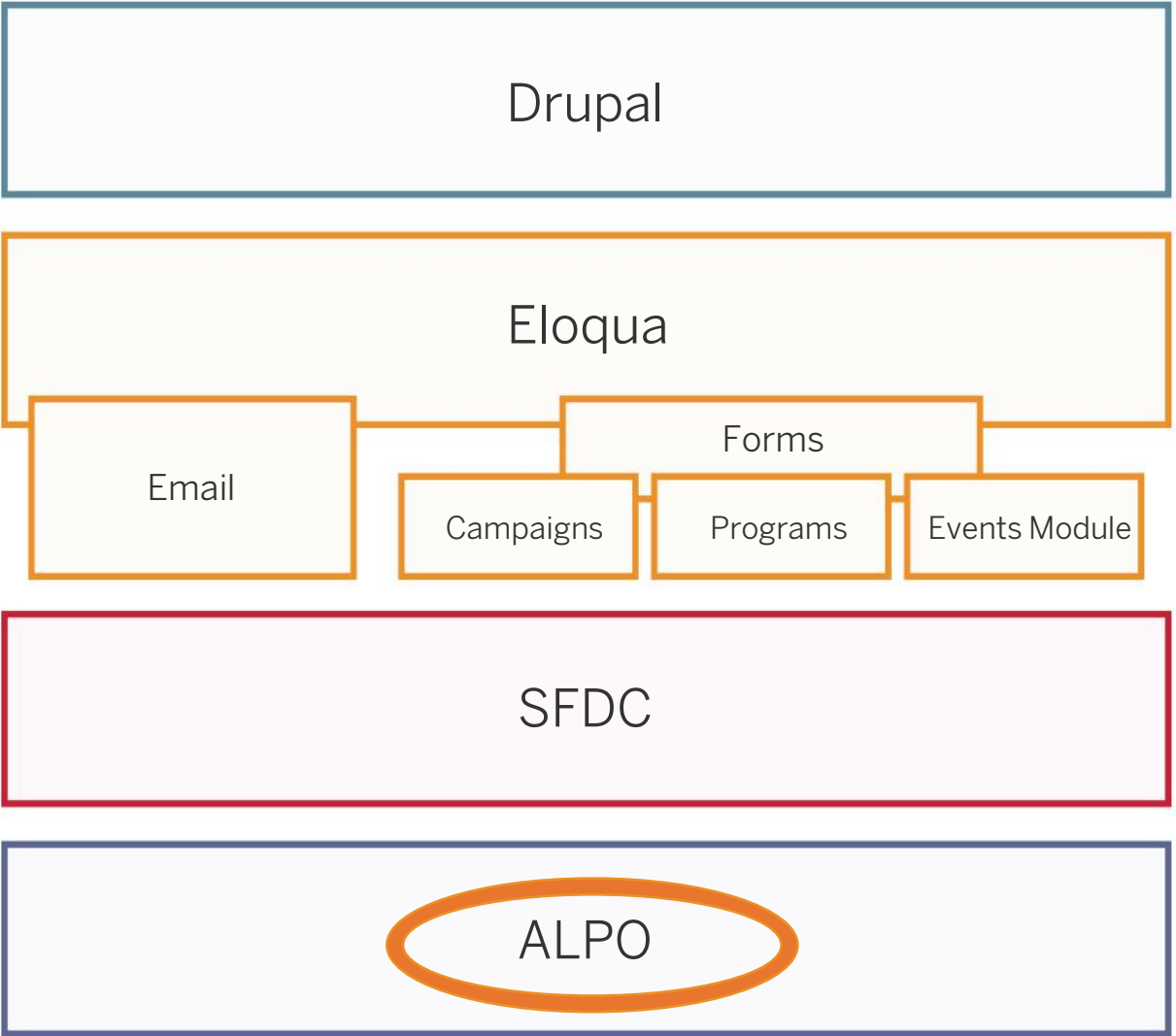
# Tableau Marketing Funnel

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# ALPO

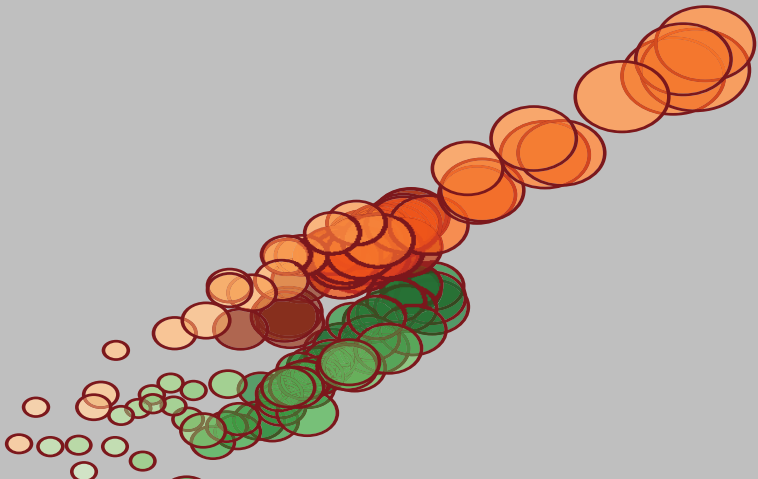
Activities

Leads

Pipeline

Opportunities

### 3. Communicate Visually – Increase Speed of Understanding





70%



30%



# The Human Visual System Is Powerful

How many 9s?

3	3	0	3	0	1	8	7	6	8	2	1	4	0	3	8	3	7	7	2	0	5	2	3	2	7	0	2	0
7	1	4	6	0	2	1	3	2	7	6	0	2	5	6	3	2	5	7	6	3	3	0	2	0	3	0	7	2
8	7	5	7	2	8	3	8	7	7	8	2	0	7	7	5	2	3	1	1	5	6	3	8	4	7	8	2	0
0	5	0	5	1	6	1	7	5	6	8	0	4	4	6	7	4	7	1	4	0	0	8	4	4	3	0	3	2
2	4	3	1	3	5	4	9	5	0	7	6	0	7	4	3	1	8	2	7	3	4	6	0	2	4	8	2	3
8	6	2	2	6	5	4	6	7	0	7	6	0	0	3	9	0	2	4	7	1	7	2	3	3	5	8	7	0
0	8	4	5	1	3	1	7	6	4	5	4	1	2	4	5	3	3	5	4	9	6	7	7	6	3	4	2	5
4	7	7	0	2	2	0	1	1	7	7	7	0	2	6	6	4	7	5	8	6	1	4	3	7	8	5	4	6
4	3	6	6	4	6	6	2	8	4	8	5	3	7	8	8	1	3	8	5	4	5	7	4	0	3	2	8	4
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4	4	0	2	1	7	2	4	4	7	4	1	9	2	4	5	2	5	0	4	0	0	5	3	6	3	3	6	7
7	4	6	6	8	7	5	7	9	2	0	2	8	8	8	8	3	2	4	2	6	4	0	4	6	3	7	2	1
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2	8	5	2	1	2	8	7	7	6	2	5	6	2	6	4	1	5	1	6	1	2	1	1	0	5	6	4	0
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7	1	4	6	0	2	1	3	2	7	6	0	2	5	6	3	2	5	7	6	3	3	0	2	0	3	0	7	2
8	7	5	7	2	8	3	8	7	7	8	2	0	7	7	5	2	3	1	1	5	6	3	8	4	7	8	2	0
0	5	0	5	1	6	1	7	5	6	8	0	4	4	6	7	4	7	1	4	0	0	8	4	4	3	0	3	2
2	4	3	1	3	5	4	9	5	0	7	6	0	7	4	3	1	8	2	7	3	4	6	0	2	4	8	2	3
8	6	2	2	6	5	4	6	7	0	7	6	0	0	3	9	0	2	4	7	1	7	2	3	3	5	8	7	0
0	8	4	5	1	3	1	7	6	4	5	4	1	2	4	5	3	3	5	4	9	6	7	7	6	3	4	2	5
4	7	7	0	2	2	0	1	1	7	7	7	0	2	6	6	4	7	5	8	6	1	4	3	7	8	5	4	6
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5	5	0	3	5	3	5	3	8	3	2	3	8	2	3	1	6	2	7	2	4	6	3	6	4	4	3	2	5
4	4	0	2	1	7	2	4	4	7	4	1	9	2	4	5	2	5	0	4	0	0	5	3	6	3	3	6	7
7	4	6	6	8	7	5	7	9	2	0	2	8	8	8	8	3	2	4	2	6	4	0	4	6	3	7	2	1
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2	8	5	2	1	2	8	7	7	6	2	5	6	2	6	4	1	5	1	6	1	2	1	1	0	5	6	4	0
2	1	1	7	7	2	0	0	1	8	7	0	2	9	0	2	8	5	7	8	4	6	0	6	5	0	7	1	2
0	5	2	4	1	5	3	3	1	5	5	1	4	0	1	6	4	3	3	9	8	8	3	4	6	8	4	8	6
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4	4	8	3	3	3	5	0	1	0	3	8	6	3	2	0	5	0	6	1	3	3	4	3	6	1	5	8	6
1	0	2	2	7	6	3	3	0	8	8	0	3	1	8	8	1	2	1	7	5	2	9	3	5	8	3	2	5

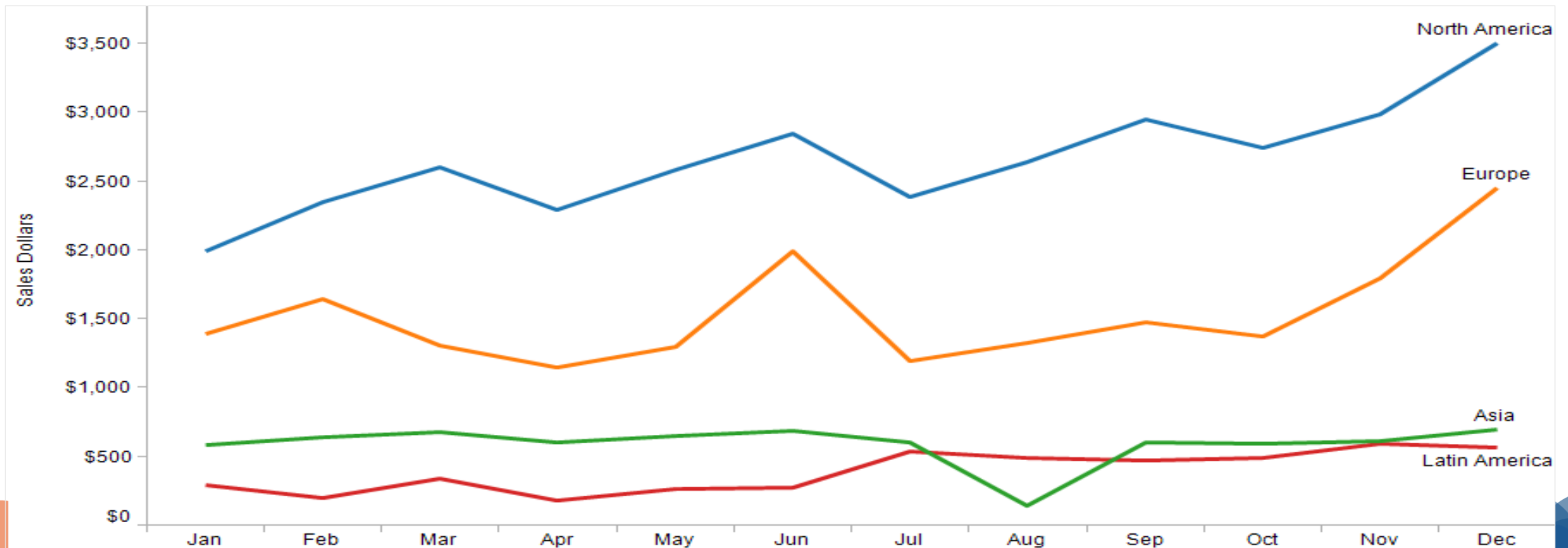
# What Do You Make Of This?

Product	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
North America	1,983	2,343	2,593	2,283	2,574	2,838	2,382	2,634	2,938	2,739	2,983	3,493
Europe	1,388	1,640	1,297	1,142	1,287	1,987	1,191	1,317	1,469	1,370	1,790	2,445
Asia	575	636	673	593	644	679	593	139	599	583	602	690
Latin America	288	191	337	178	258	272	534	480	469	479	583	554
<b>Grand Total</b>	<b>4,234</b>	<b>4,810</b>	<b>4,899</b>	<b>4,195</b>	<b>4,763</b>	<b>5,775</b>	<b>4,700</b>	<b>4,570</b>	<b>5,475</b>	<b>5,171</b>	<b>5,958</b>	<b>7,182</b>

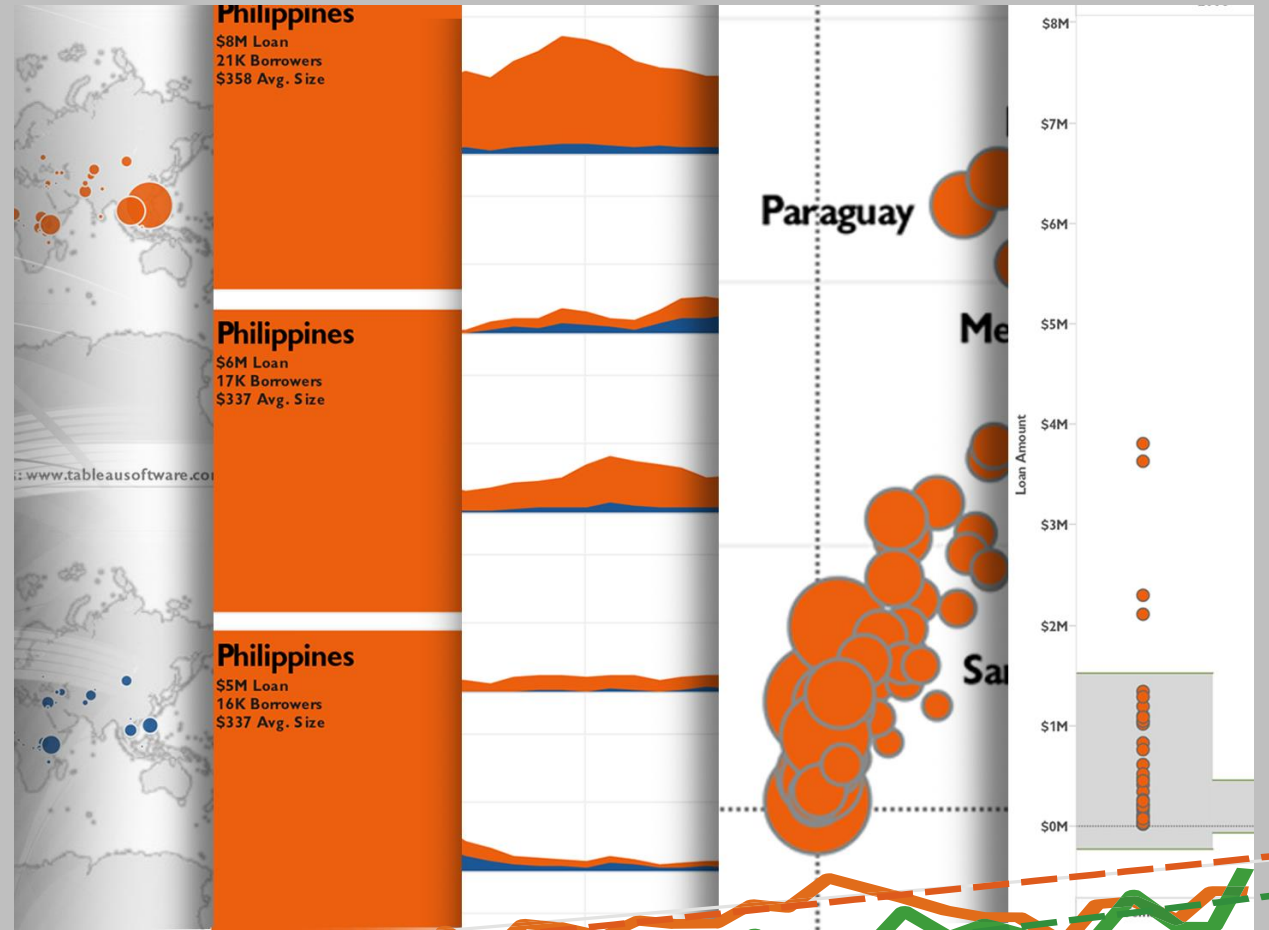


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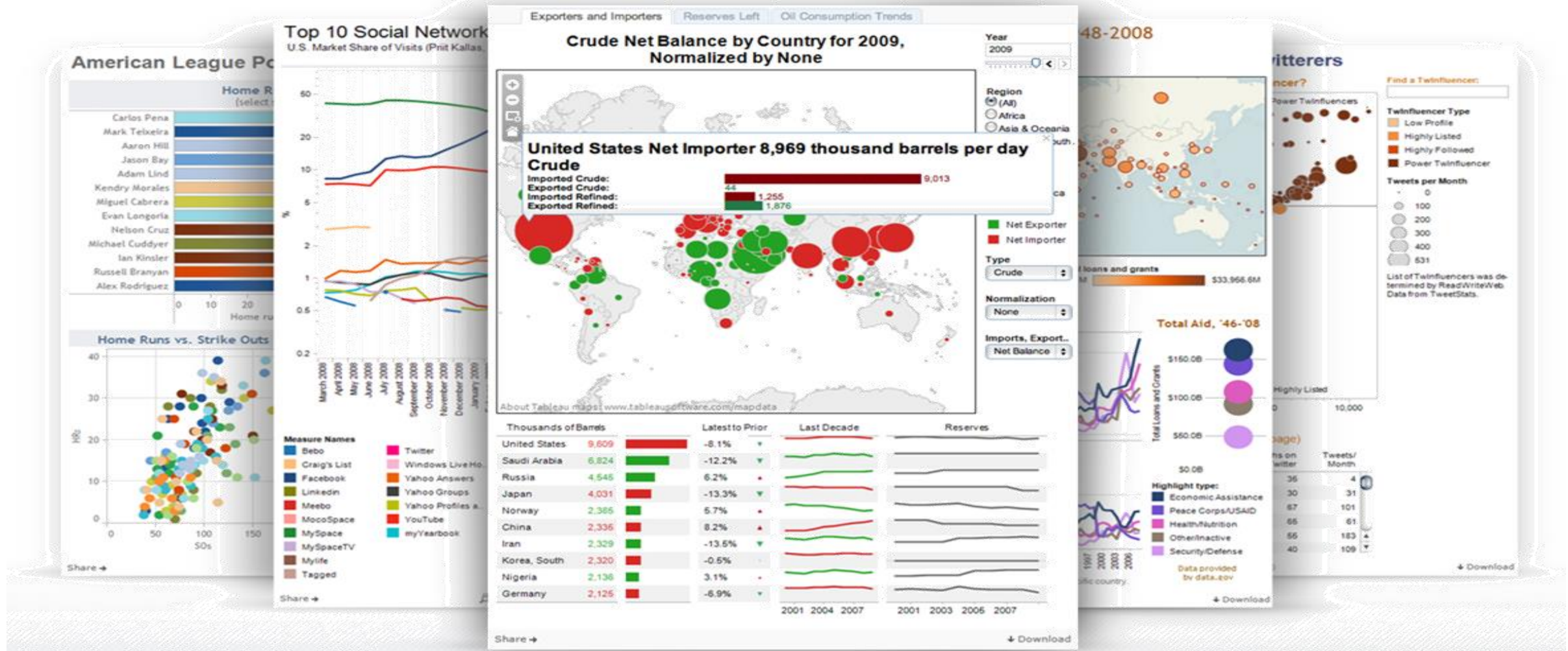
# 4. Make It Self-Service



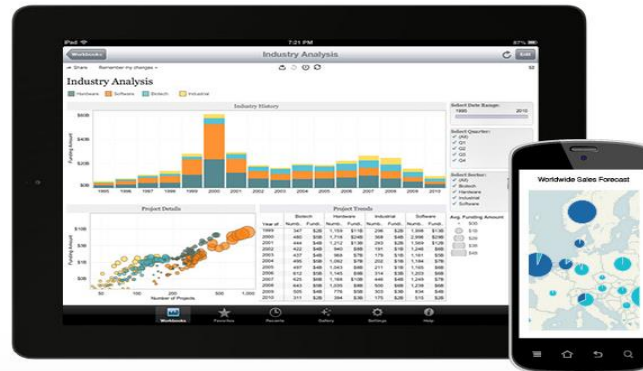
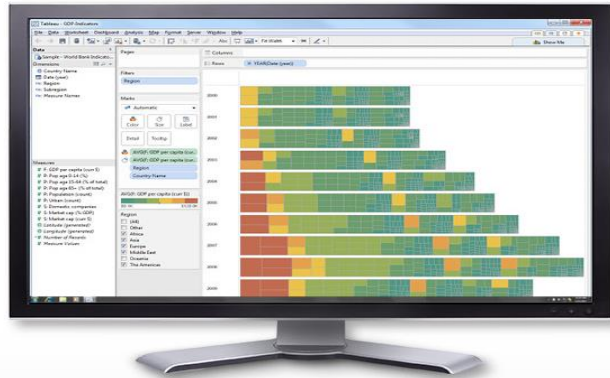
# Your colleagues are trying to make sense of the data deluge



# What Does Your Audience Need To Know?



# Where Do They Need To Know it?





# Income Statement (In 000s)

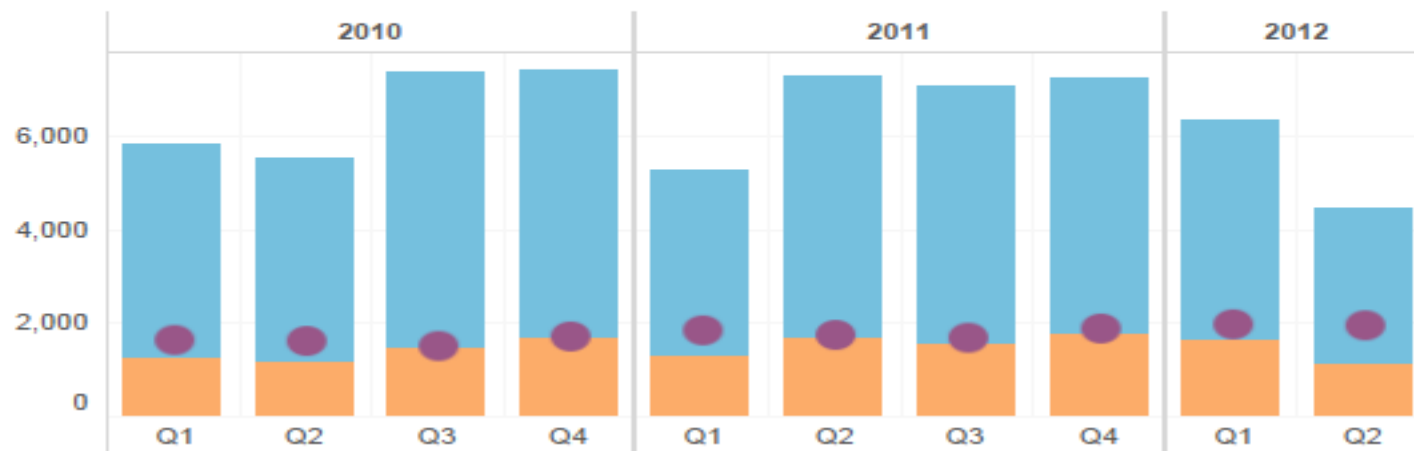
■ Net Profit
 ■ Net Sales
 ■ Profit Margin

Region  
 (All)

Channel  
 (All)

Customer Segment  
 (All)

Select Product  
 (All)



Gross Sales	Gross Sales	6,153	5,803	7,742	7,816	5,541	7,655	7,421	7,607	6,695	4,690
Discounts	Discounts	310	293	389	394	278	393	376	383	337	236
Net Sales	Net Sales	5,843	5,510	7,353	7,422	5,262	7,262	7,045	7,224	6,358	4,455
COGS	Materials	731	686	1,000	960	609	905	866	898	754	502
	Returns	747	701	973	817	638	910	911	780	750	605
	Labor	690	662	935	931	607	872	844	837	735	488
	Production	705	710	888	926	599	883	852	903	680	449
	Shipping	730	658	875	862	637	794	824	785	696	504
Gross Profit	Gross Profit	2,239	2,094	2,682	2,924	2,172	2,898	2,749	3,022	2,743	1,906
Operating Expense	Salaries	234	220	294	297	210	290	282	289	254	178
	Administrative	175	165	221	223	158	218	211	217	191	134
	Depreciation	88	83	110	111	79	109	106	108	95	67
	SG&A	58	54	69	75	55	78	71	76	70	48
	Marketing	58	55	74	74	53	73	70	72	64	45
	Rent	53	50	66	67	47	65	63	65	57	40

# Income Statement (In 000s)

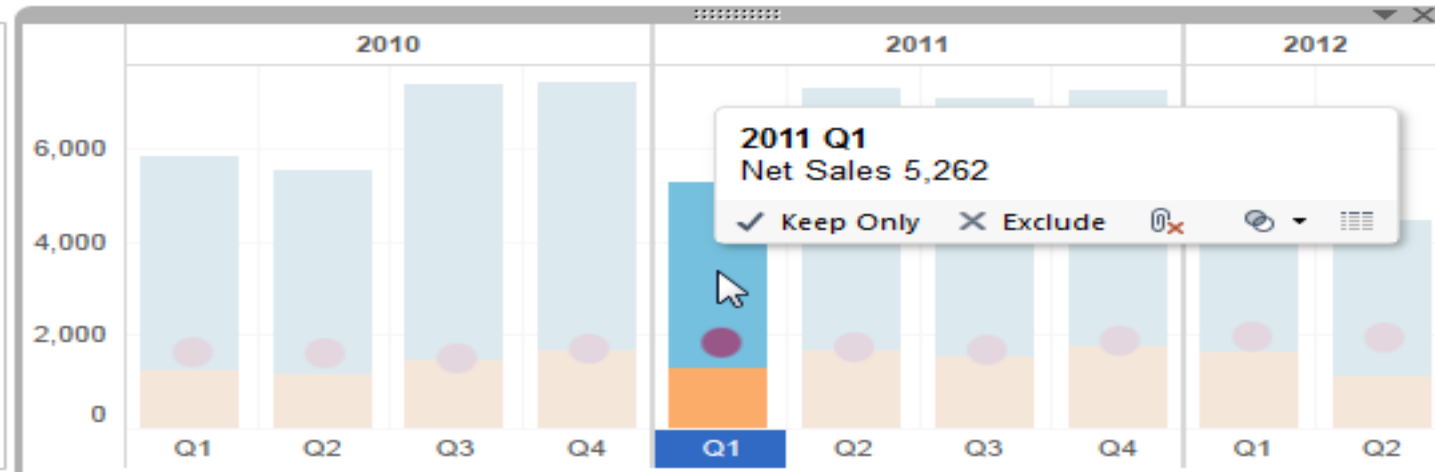
Net Profit Net Sales Profit Margin

Region  
(All)

Channel  
(All)

Customer Segment  
(All)

Select Product  
(All)



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# Income Statement (In 000s)

Net Sales

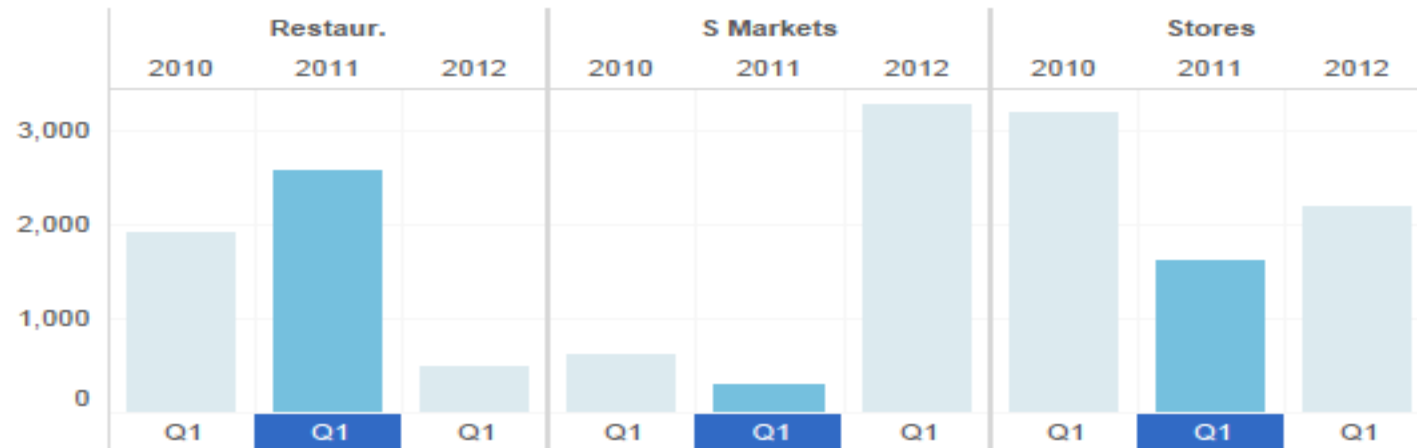
Profit Margin

Region  
(All)

Channel  
(All)

Customer Segment  
(Multiple values)

Select Product  
(All)



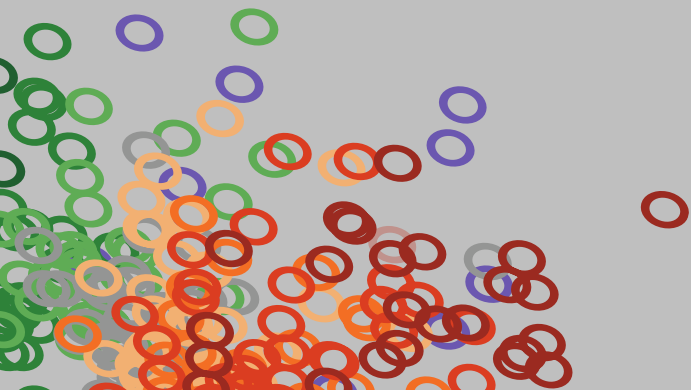
Gross Sales	Gross Sales	6,036	5,699	7,611	6,715	4,741	6,220	6,732	7,192	6,289	4,539
Discounts	Discounts	304	287	383	339	238	314	341	362	316	228
Net Sales	Net Sales	5,732	5,412	7,229	6,375	4,503	5,906	6,391	6,830	5,973	4,311
COGS	Materials	719	674	987	824	492	717	766	843	711	486
	Returns	731	689	959	693	578	631	805	728	713	590
	Production	692	698	874	793	496	684	747	843	642	435
	Labor	677	650	920	755	484	694	741	777	695	473
	Shipping	719	647	859	739	498	631	730	733	652	491
Gross Profit	Gross Profit	2,194	2,054	2,629	2,572	1,954	2,550	2,603	2,906	2,561	1,836
Operating Expense	Salaries	232	218	292	244	156	222	223	256	239	175
	Administrative	174	164	219	183	117	166	167	192	180	131
	Depreciation	87	82	110	91	59	83	84	96	90	66
	SG&A	57	53	68	66	50	65	67	73	65	46
	Marketing	58	55	73	61	39	55	56	64	60	44
	Rent	52	49	66	55	35	50	50	58	54	39



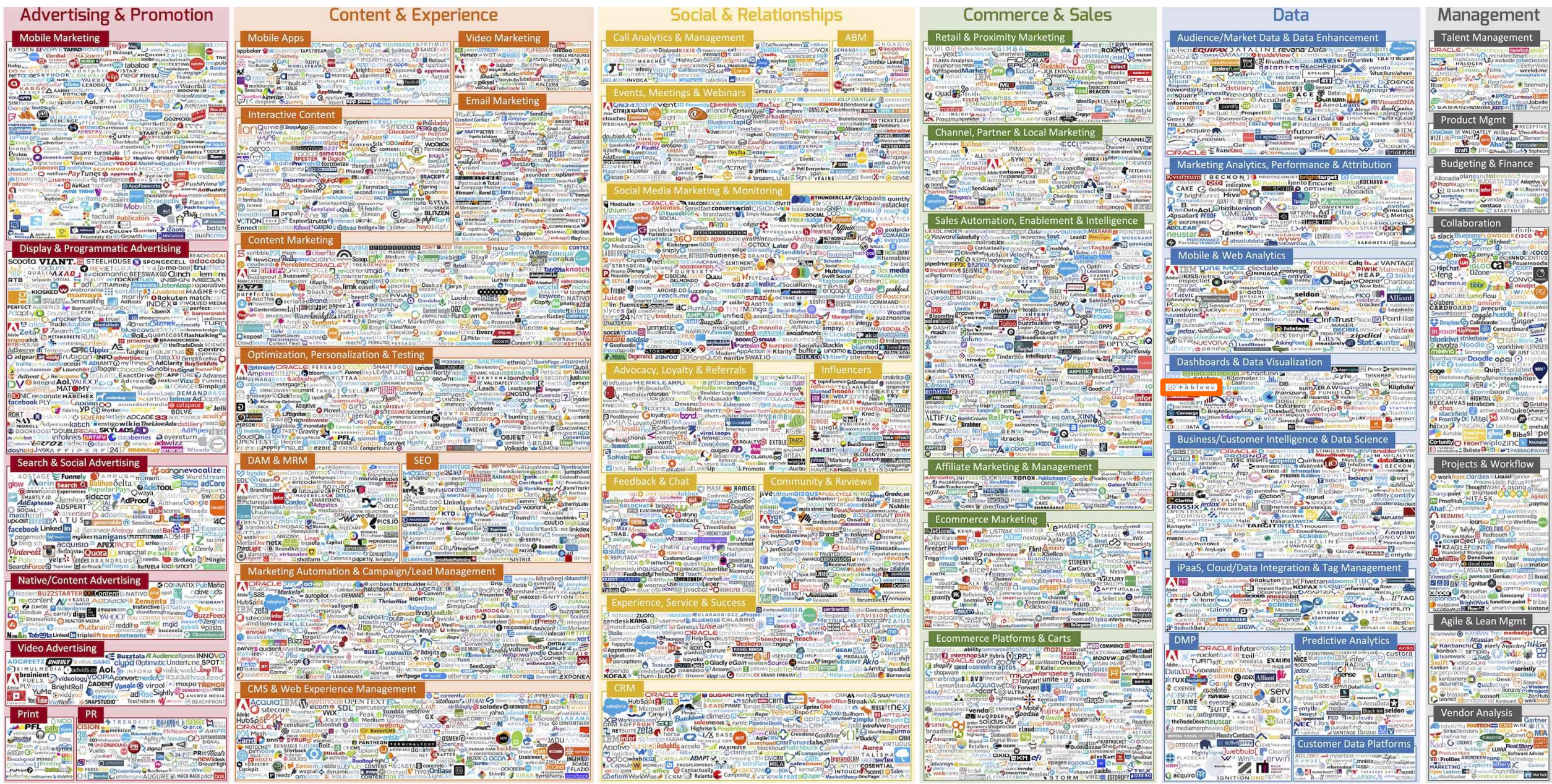
# 5. Go with IT – Don't Go Alone

Technology is now a cornerstone for  
the marketing department.

CIO.com, May 2016









2011

Growth of the marketing technology landscape over 7 years

2012

2014

2015

2016

2017

Marketing Technology Landscape August 2011



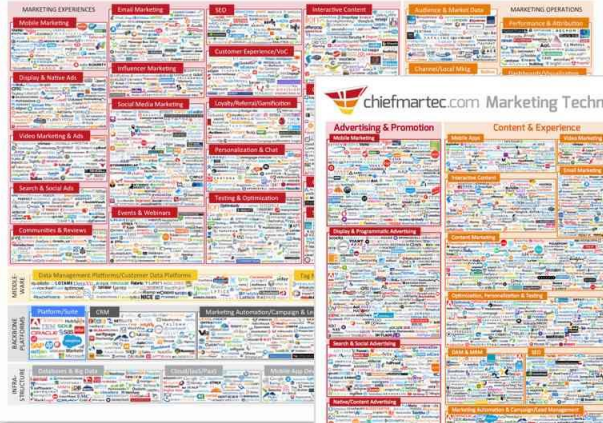
Marketing Technology Landscape September 2012



chiefmartec.com Marketing Technology Landscape January 2014



chiefmartec.com Marketing Technology Landscape January 2015



chiefmartec.com Marketing Technology Landscape March 2016



chiefmartec.com Marketing Technology Landscape ("Martech 5000") May 2017



~150

~350

~1,000

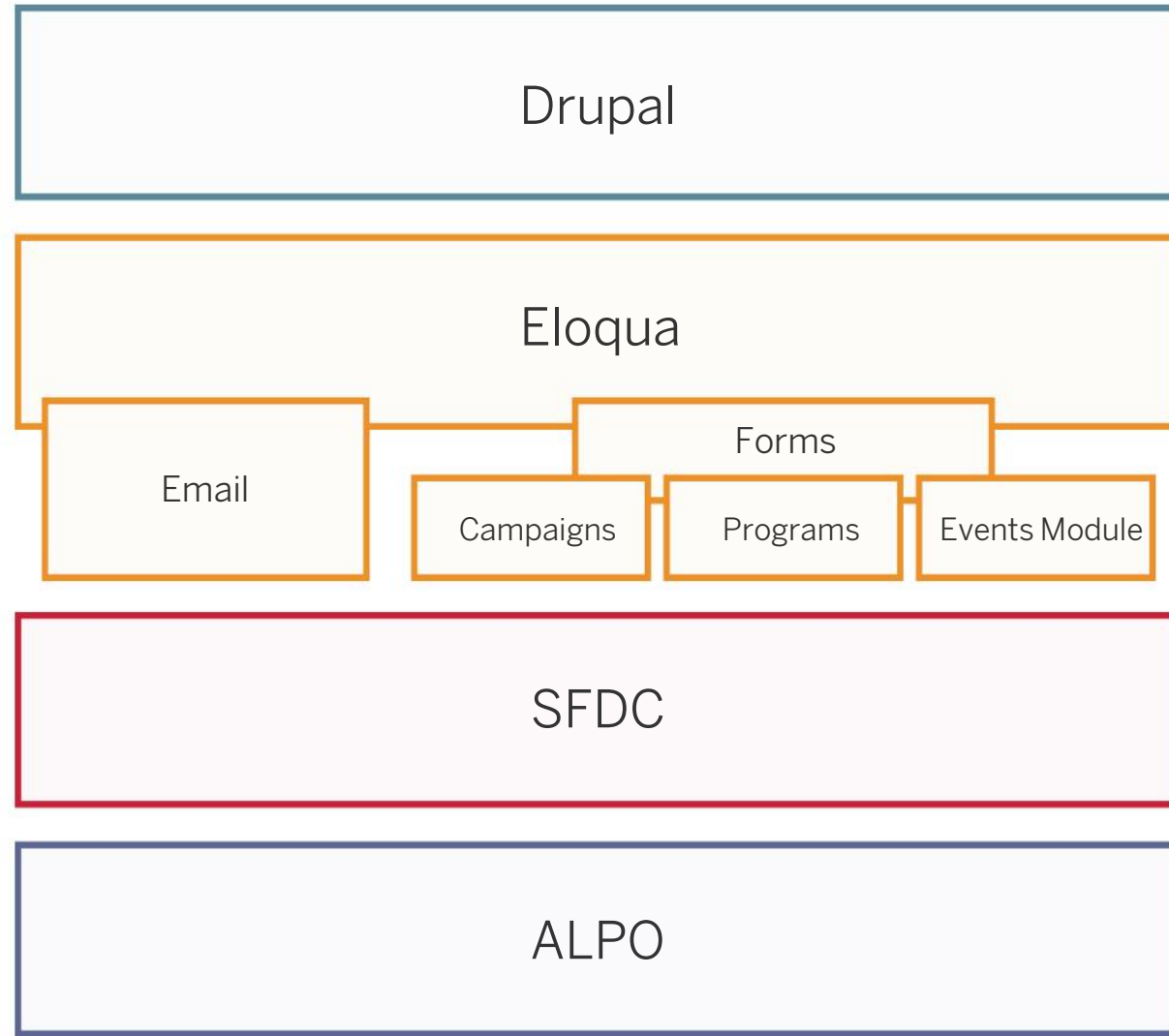
~2,000

~3,500

~5,000

# Our Technology Stack

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SQL Server Database, Google Big Query: Data Warehouse

Tableau

- Tableau Desktop
- Tableau Server
- Tableau Online
- Tableau Mobile

Business owns  
the **creative** and  
**analytical** work.



IT is **empowered** to enable  
governed, scalable  
enterprise analytics  
across the enterprise.



# At Tableau, We've Learned and Are Still Learning

Try for 360 view - synch your systems, e.g., marketing automation platform with CRM system

- IT and sales collaboration is key
- Define and know your business processes

Our team owns the definitions; IT Analytics team owns the platform. Collaborate on everything.

- Have good marketing technologists for IT collaboration

Demand analytical thinking but implement incrementally

- Prototype and pilot within Marketing but look for best practices

Give everyone the ability to do their own analytics from governed, marketing-defined sources

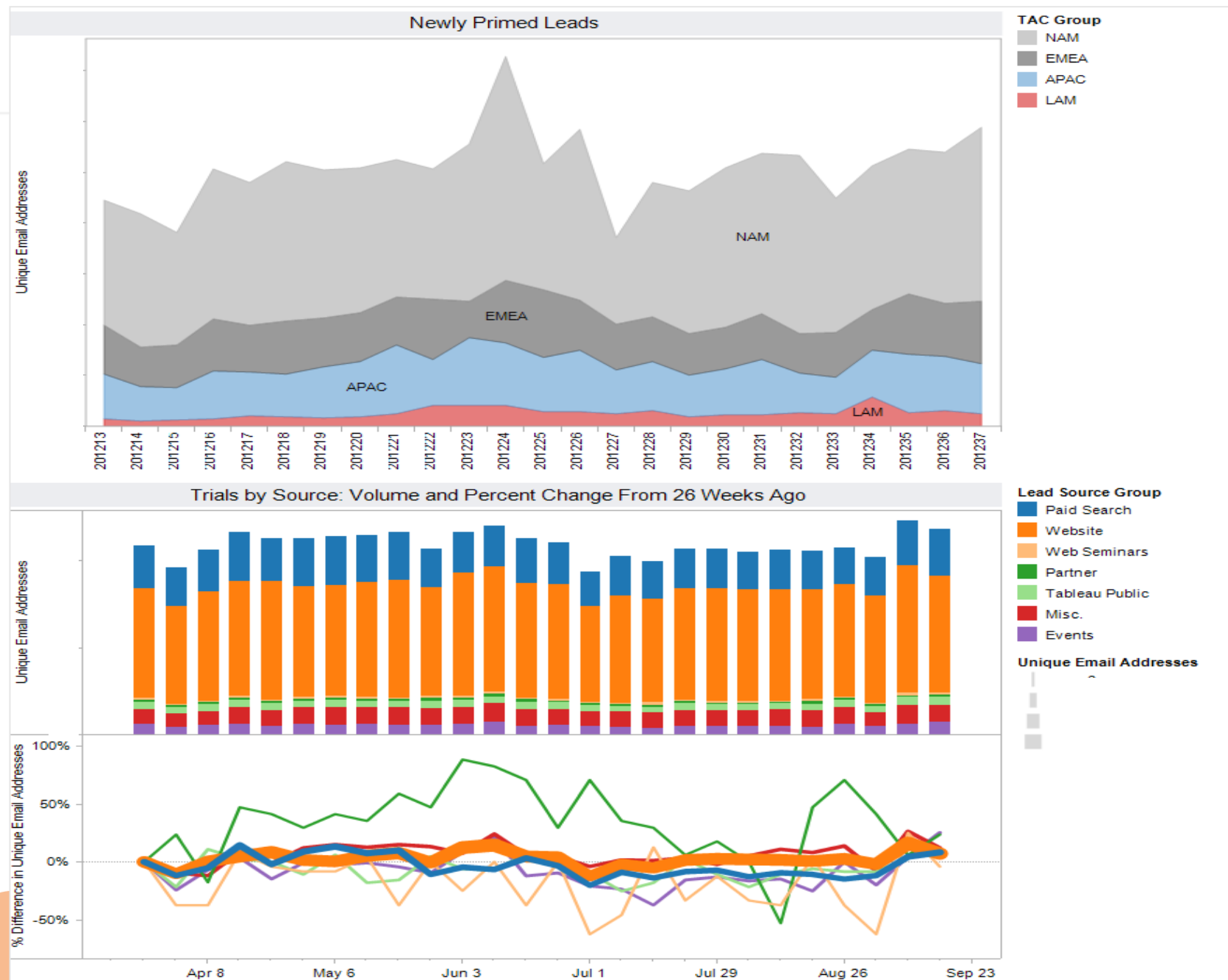
- Have experts for depth and hard questions
- Partner with IT on maintaining good data sources



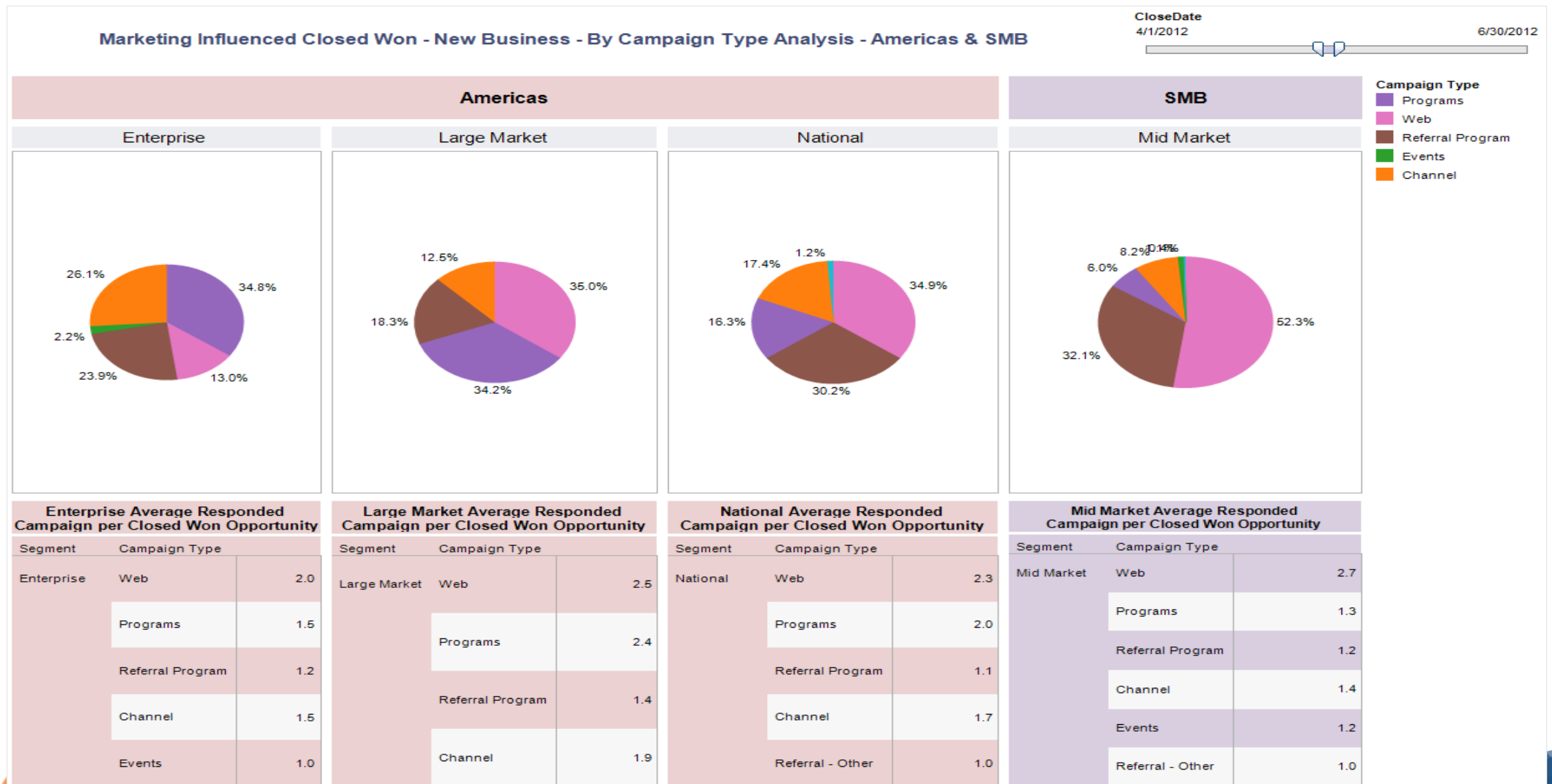


# What Are Some Examples of Data Driven Decisions and Collaboration?





# Marketing Influence



#### Mid Market

Segment	Campaign Type	Average Responded
Mid Market	Web	2.7
	Programs	1.3
	Referral Program	1.2
	Channel	1.4
	Events	1.2
	Referral - Other	1.0

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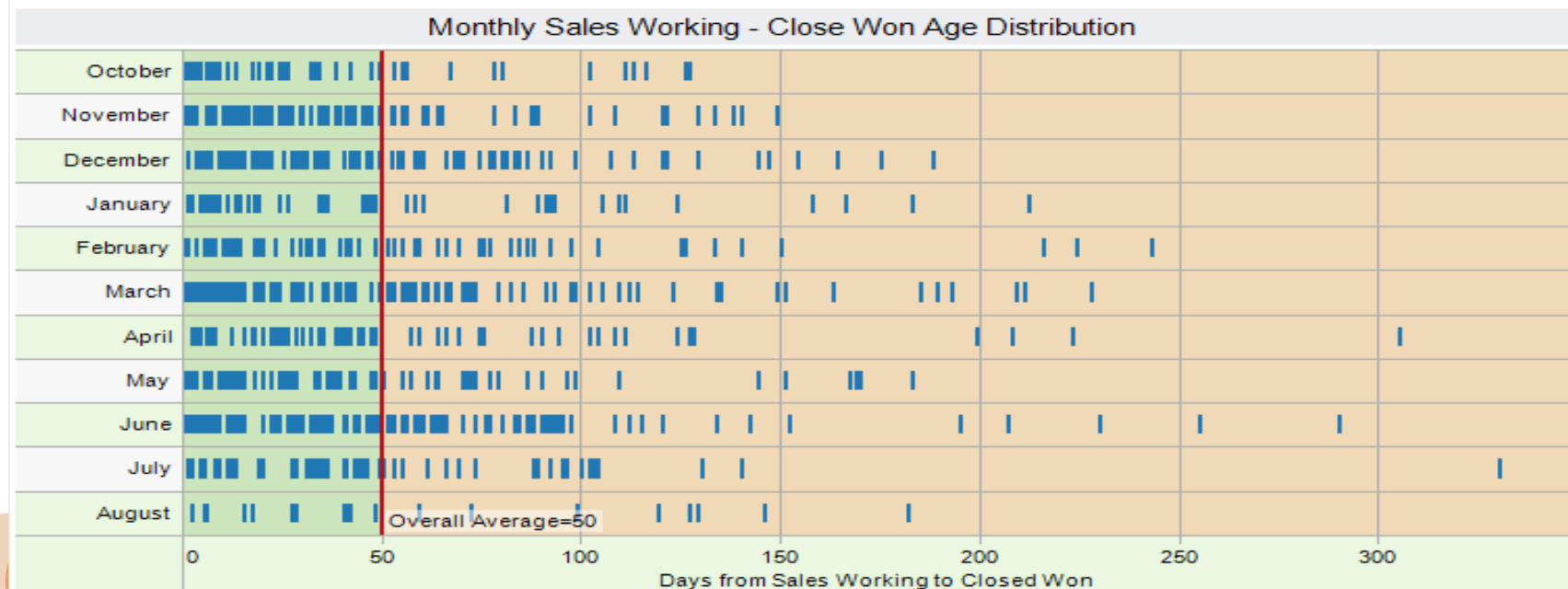
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# Age Duration

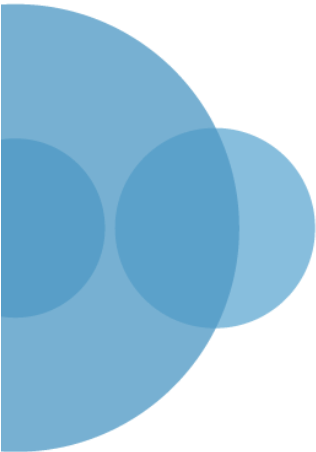
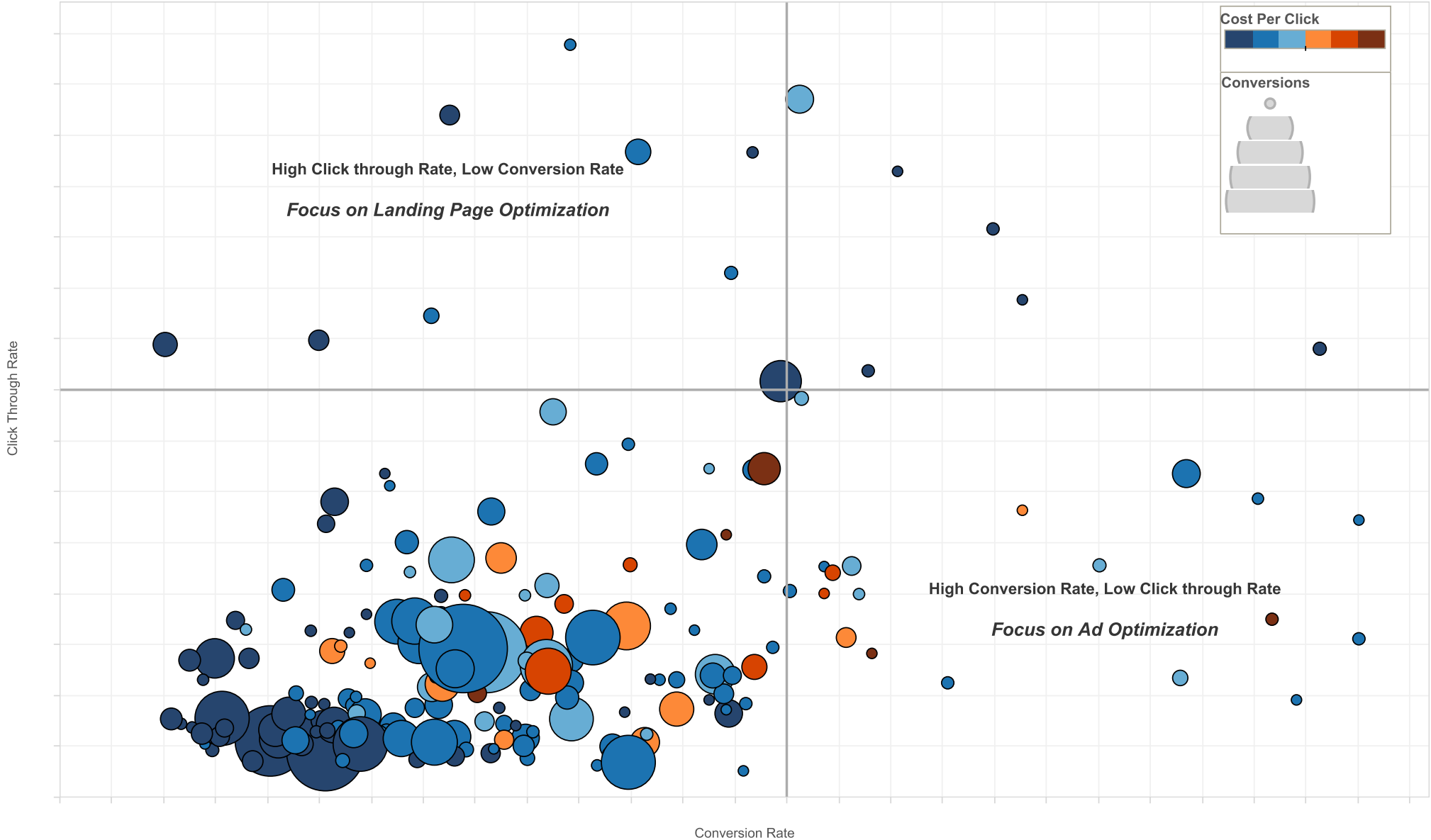
Monthly Average Age Duration by Close Date											
Historical Funnel Stage	FY 2012										
	October	Novem..	Decem..	January	Februa..	March	April	May	June	July	August
MDR Working	3	7	8	8	7	8	4	6	8	3	1
Sales Qualified Lead	4	4	3	4	5	5	5	5	7	10	10
Sales Working	4	9	9	14	6	11	7	7	13	11	14
Discovery	7	5	11	7	13	11	12	9	8	6	6
Demo / Proposal	20	13	15	15	16	17	15	15	20	19	20
VOC	8	11	11	11	17	13	19	9	12	10	15
Closing	2	2	4	7	4	3	3	4	2	4	6
Sales Working - Close Won	37	40	49	54	54	55	56	44	55	50	61

**Note:** On the Monthly Sales Working - Closed Won Age Distribution chart below, hover over each blue bar to see Company Name, Opportunity Name and Created by Role. Click on each bar to go to the Opportunity in Salesforce page.



# Keyword Analysis

Keyword Performance

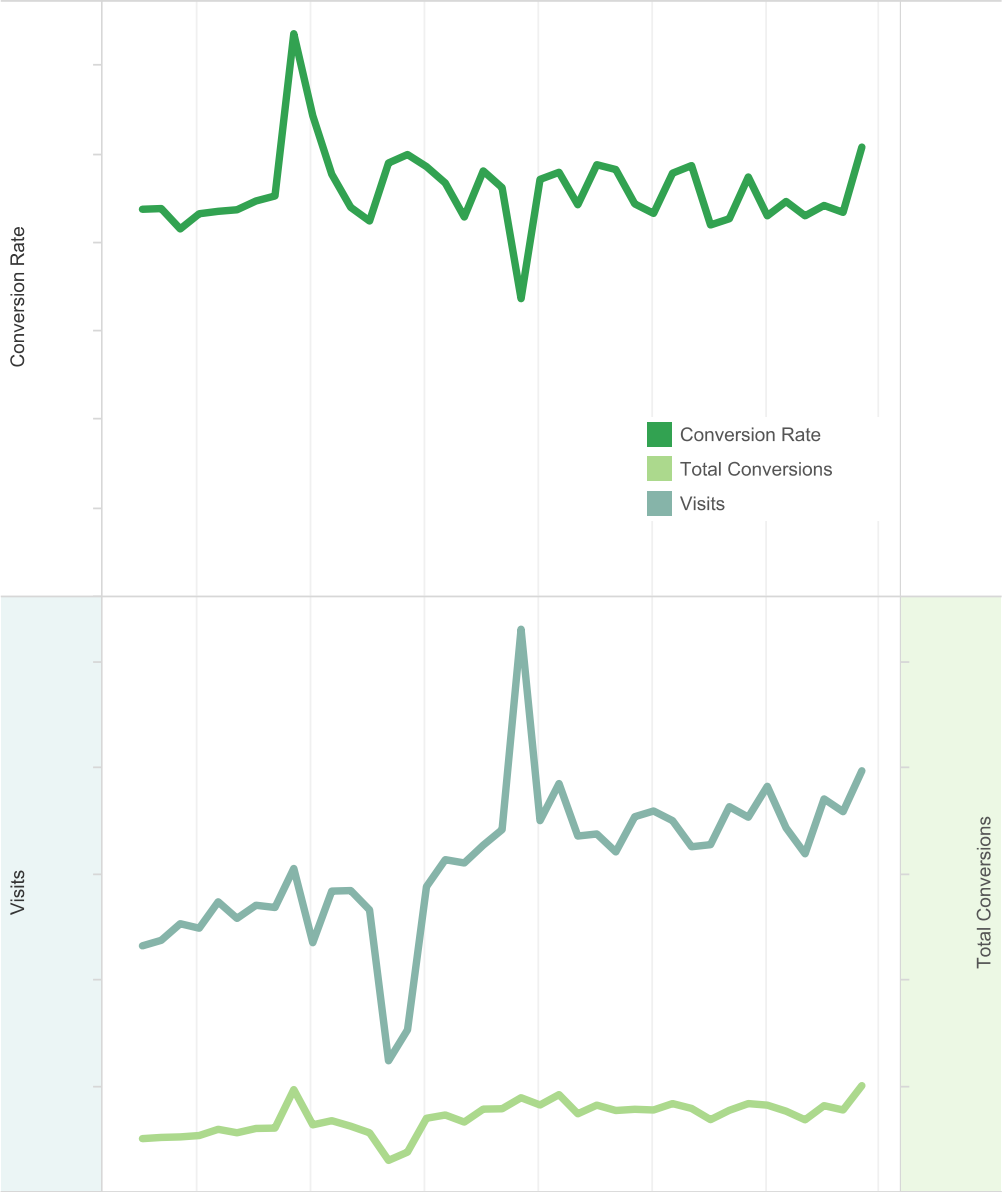


# Early Recognition of Problem Trends

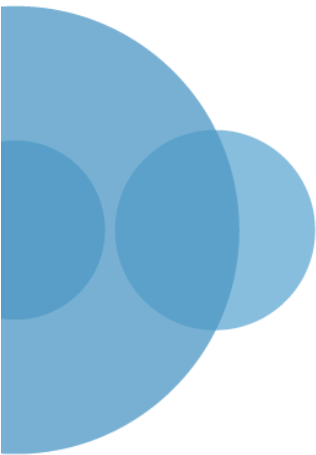
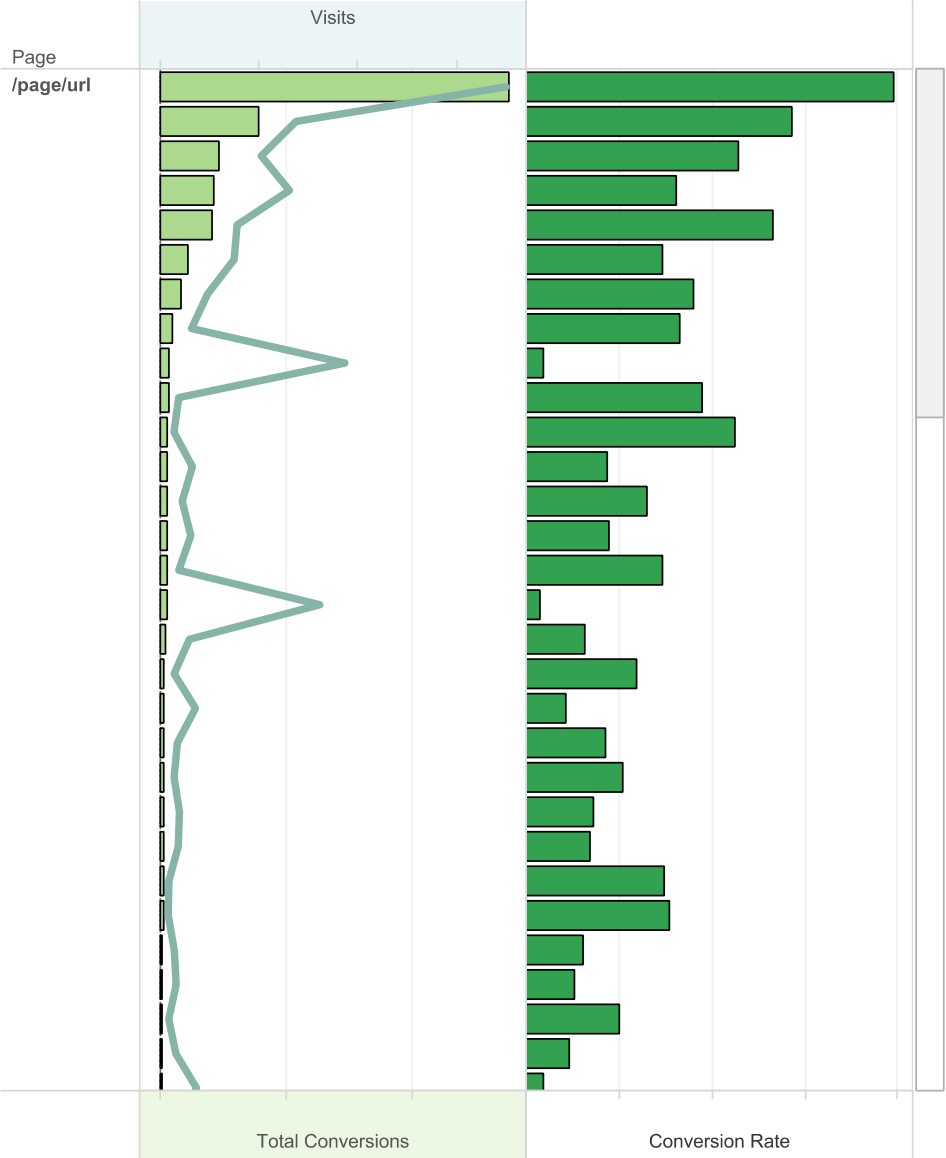


# Search Engine Optimization Analysis

Conversion Rate over Time



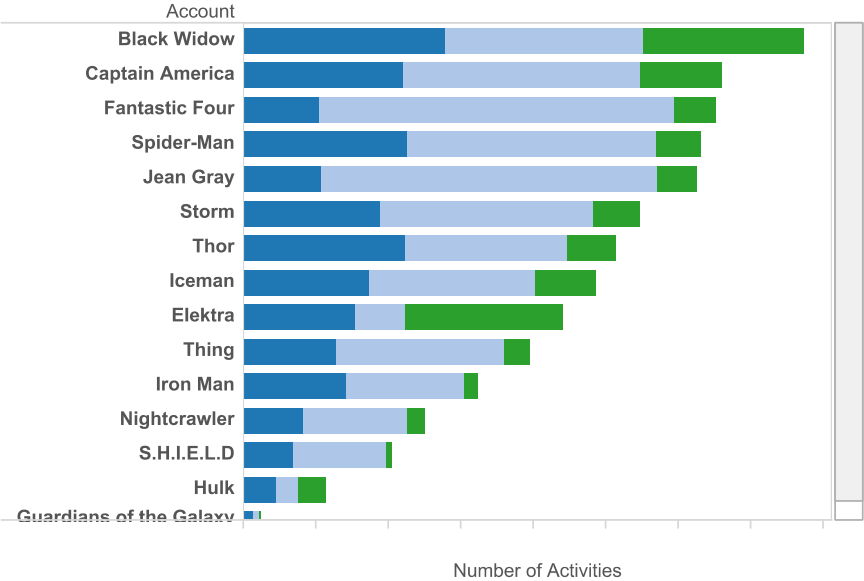
Organic Trial Conversion Rate by Page  
*All pages shown have been optimized for search traffic*



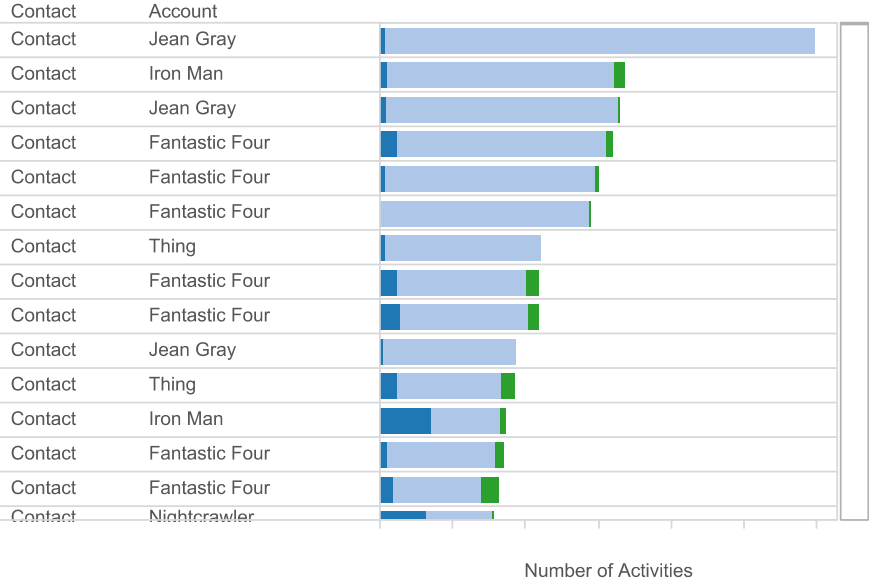


# “Who’s Hot” Account/Lead Activity Tracker for Sales

All Activity By Account



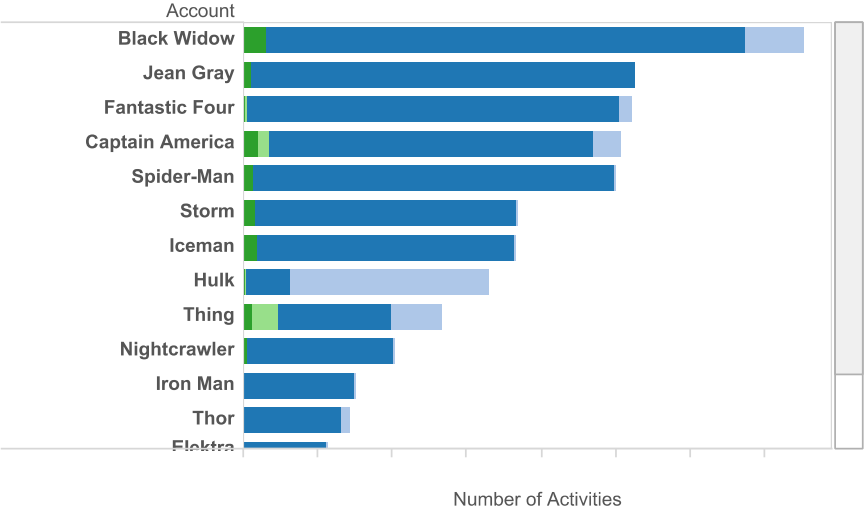
All Activity By Lead/Contact



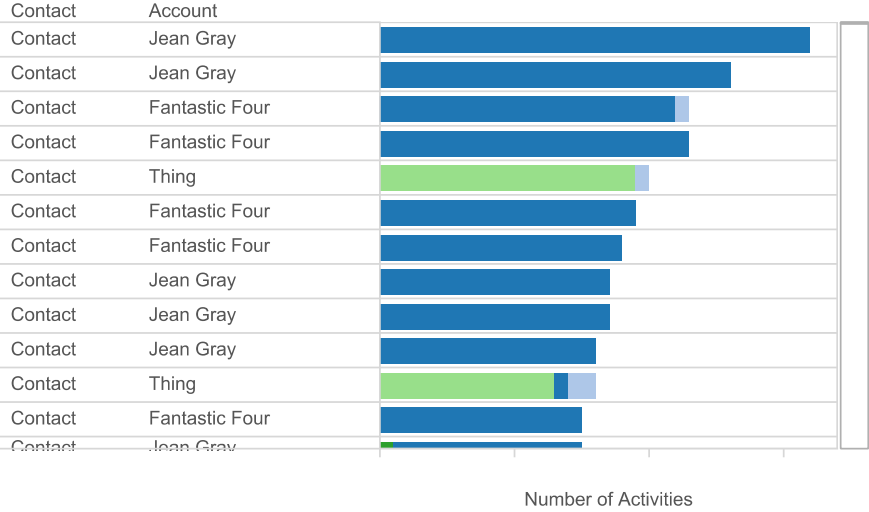
Activity Type

- Activity 1
- Activity 2
- Activity 3

Trial Activity by Account

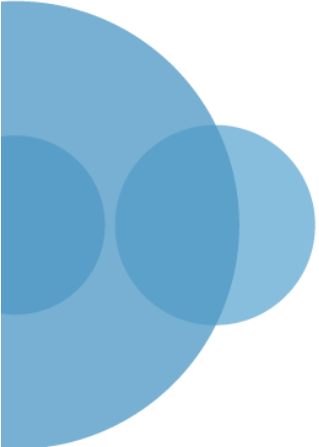


Trial Activity by Lead/Contact



Trial Activity Type

- Trial 1
- Trial 2
- Trial 3
- Trial 4



# Social Media Performance Targets

From:  
8/1/2015

To:  
8/20/2015

Last  
updated:  
August 20,  
2015

## Key Metrics:

Facebook follower change:

77,060 - 78,521

1.90% change

Twitter follower change:

62,164 - 63,266

1.77% change

Bitlink clicks:

12,019

Clicks we drove to tableau.com:

2,673

New organic Bitlinks:

851

New organic Bitlinks are approximated.

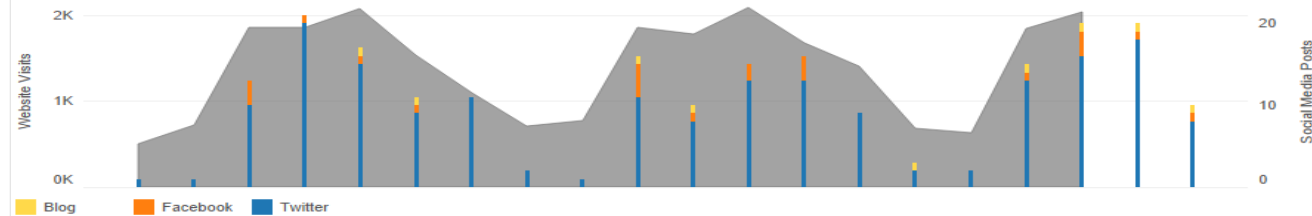
Facebook shares:

90

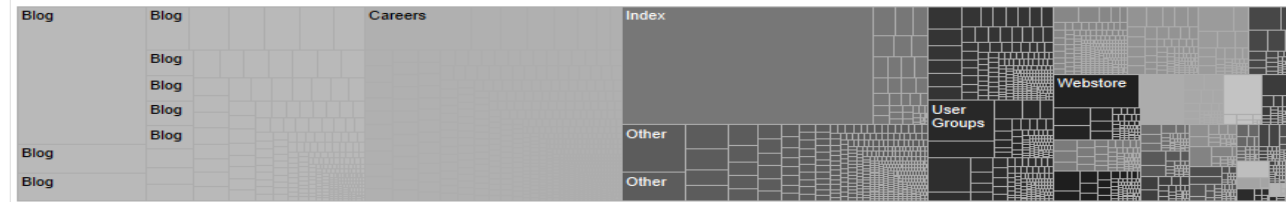
Retweets:

534

## Are our posts driving traffic to our website?

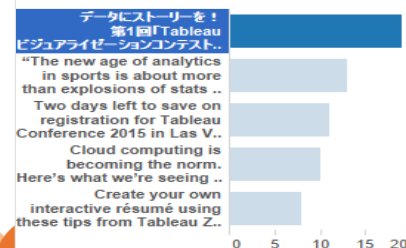


## Which pages were visited?



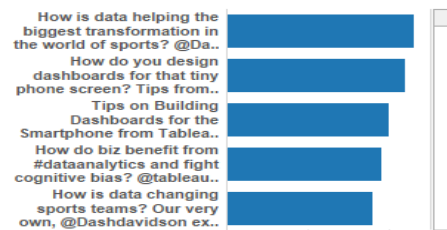
## Top Facebook posts:

Select a KPI:  
Shares

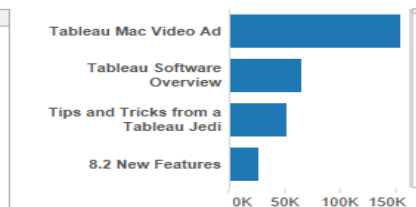


## Top Tweets:

Select a KPI:  
Retweets



Select a KPI:  
Views



**Hover over an account for details**

## Vizoftheday

2,598

The chart displays the growth of new followers for two Twitter accounts over a 10-month period. The red line represents @realDonaldTrump, which shows a sharp increase starting in January 2014, peaking in April, and then fluctuating before a final rise to 2,258 followers. The grey line represents @MittRomney, which shows a more steady but slower growth, peaking in April and then declining slightly before ending at 610 followers.

Date	@realDonaldTrump (New Followers)	@MittRomney (New Followers)
10/13	~900	~350
11/13	~800	~350
12/13	~700	~200
01/14	~1,000	~300
02/14	~1,100	~250
03/14	~1,800	~200
04/14	~1,900	~700
05/14	~1,850	~500
06/14	~1,800	~400
07/14	~1,750	~300
08/14	2,258	610

Account	09/13	01/14	05/14	09/14
@realDonaldTrump	~20,000	~23,000	~32,000	39,465
@MittRomney	~15,000	~16,000	~18,000	26,484
@NewtPitts	~12,000	~13,000	~17,000	19,799

Period	Total	Non-UK	UK
10/13	4.6%	3.8%	2.7%
01/14	4.3%	2.2%	2.2%
04/14	6.8%	5.1%	1.2%
07/14	5.3%	2.8%	1.5%
10/14	6.0%	3.1%	0.9%

Note: May 2014 is excluded from charts due to anomalous results across all companies, esp Microstrategy.

## Previous months

Account		2014	2013			2014							
		September	October	Novemb..	Decemb..	January	February	March	April	May	June	July	August
tableau	New Followers	2,258	933	815	727	988	1,143	1,777	1,847	3,826	1,794	1,791	1,706
	YTD growth	17,130	933	1,748	2,475	988	2,131	3,908	5,755	9,581	11,375	13,166	14,872
	% growth (month on month)	6.1%	4.7%	3.9%	3.4%	4.4%	4.9%	7.3%	7.0%	13.6%	5.6%	5.3%	4.8%
QlikView	New Followers	610	472	469	304	394	373	542	766	2,260	550	510	352
	YTD growth	6,357	472	941	1,245	394	767	1,309	2,075	4,335	4,885	5,395	5,747
	% growth (month on month)	3.2%	3.9%	3.7%	2.3%	2.9%	2.7%	3.8%	5.2%	14.6%	3.1%	2.8%	1.9%
microstrategy	New Followers	204	424	425	245	390	293	251	226	8,158	298	401	249
	YTD growth	10,470	424	849	1,094	390	683	934	1,160	9,318	9,616	10,017	10,266
	% growth (month on month)	0.8%	2.8%	2.8%	1.6%	2.4%	1.8%	1.5%	1.3%	47.5%	1.2%	1.6%	1.0%
TableauCareers	New Followers	12	33	10	61	46	41	32	37	7	29	16	31
	YTD growth	251	33	43	104	46	87	119	156	163	192	208	239
	% growth (month on month)	1.6%	8.0%	2.2%	13.4%	8.9%	7.3%	5.3%	5.8%	1.0%	4.3%	2.3%	4.3%
Vizoftheday	New Followers	140	97	56	92	106	104	126	96	120	110	169	98
	YTD growth	1,069	97	153	245	106	210	336	432	552	662	831	929
	% growth (month on month)	5.7%	7.6%	4.1%	6.4%	6.9%	6.4%	7.2%	5.1%	6.1%	5.3%	7.7%	4.2%

# Forum Activity

Discussions this Week

200

No Responses

31

Total Posts

231

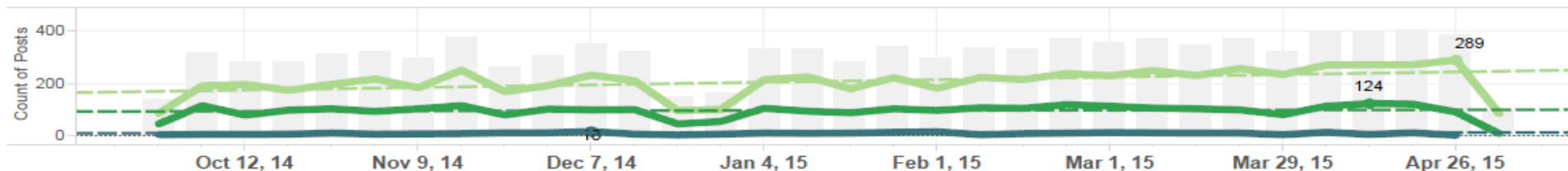
Resolutionstate

Unanswered

Correct

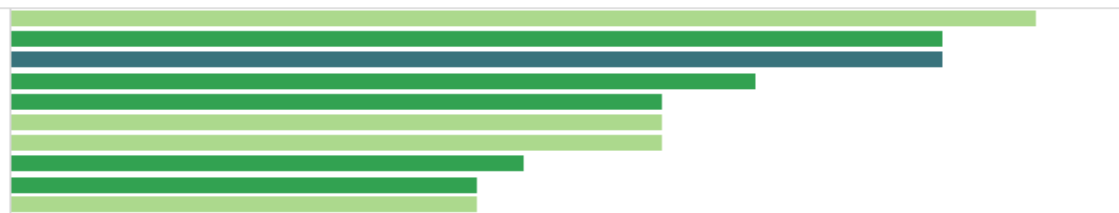
Assumed Answered

## Number of Posts Created Weekly



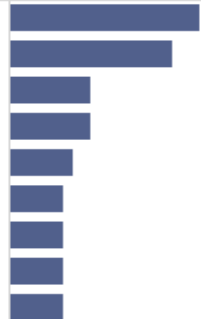
## Questions with the Most Responses (Last 7 Days)

How to do a moving average for 3 weeks at the same point in time  
Alphanumeric records not being counted by Tableau  
Using Tableau for State Authorization  
Joining two fields and changing flag values to a label  
Create an Alias for a Dimension  
Limiting Data to Current Fiscal Quarter  
Datetimeoffset to datetime conversion  
How to dynamic hide/unhide a column  
Convert yyyyww into a date...  
How to achieve this ?



## Top Liked Forums (Last 7 Days)

Grand total of running sum amounts  
How does one become a Tableau 'Zen Master'?  
Shawn 50,000 Points  
Create an Alias for a Dimension  
For Quick Complete Answers...  
In 8.2 - how do I stop Tableau from renaming all my fields?  
summing a column in a joint table having duplicate records  
Format: Sheet Title or Dashboard Subtitles?  
Find distinct value based on last time it was updated



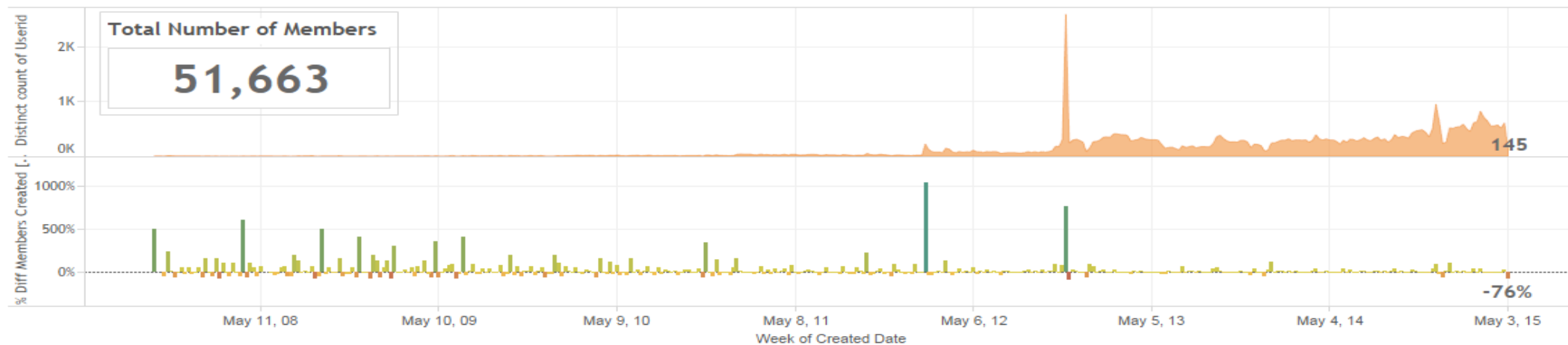
## Top Viewed Forums (Last 7 Days)

Grow your own Filled Maps  
Johan's Ideas Collections  
Comparing 2 different periods on same data  
Decision trees, flow diagrams, sankeys in Tableau... here is a soluti..  
The Google Maps Embed API must be used in an iframe.  
YOY YTD Bar Comparison  
Make your own custom Tableau Server landing page  
Color Coding by column instead of the entire row

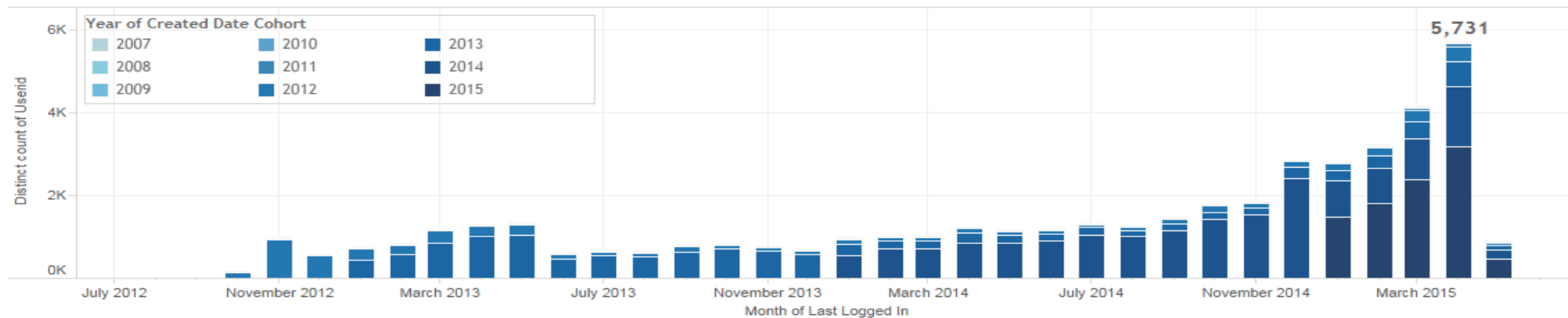


## Member Creation and Logins

Member Creations Over Time Each Week



Users Logged in Each Month Cohort



This is Easy, Right?



## It will not work if...

- If IT and Business are “at war”
- If the organization thinks business users should not have data
- If the supporting technology is not nimble
- If there are no champions



## But it will work

- One dataset at a time
- One relationship at a time
- One champion at a time
- One team at a time
- Across your organization

Just get started



