



This guide dives into the key considerations and strategies for bringing advanced client-facing analytics products to market. Understanding these best practices will allow you to offer differentiated products that can rapidly evolve and improve over time.

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Embedding analytics into your product and delivering actionable insights is one of the most impactful steps you can take in attracting new business and retaining existing customers. Of course, it isn't enough to just have the capability — you have to do something with it. You need to understand:

- who will be using your analytics product
- what problems they are trying to solve
- what functions they require
- how you can support a solution long-term that meets all these needs

This guide is a roadmap to build impactful data products that will solve mission-critical business problems for your users, built on lessons learned through GoodData's thousands of successful implementations. It's a plan for structuring, pricing, and launching the product, then delivering support and rapid improvements once your product is in production.

When we wrote the original Ultimate Guide to Embedded Analytics in 2014, we knew we were on to something, and the response from our audience has been overwhelming.

A lot has changed over the last three years — new challenges, new technologies, new user expectations — and GoodData has been there for our customers every step of the way. In particular, we've seen three key developments driving a need for a new, updated approach to adding embedded analytics to your product offering:

O1 \$

Commoditization of technology

Many of the proprietary features and capabilities that set you apart from your competitors just a few years ago have now become commonplace. Today's competitive landscape demands new sources of differentiation, and advanced analytics solutions offer a unique strategic advantage that's difficult for competitors to copy.

02

The need to future proof your product offerings

How do you ensure that your biggest competitive advantage won't become obsolete in a year or two? We'll show you how leveraging technologies like machine learning lets you create a unique offering that can evolve as requirements change.

03



Evolution of user expectations

It's no longer enough to dump raw data on your customers' users and let them figure out how it applies to real use cases. Today's users want real answers — recommendations and, in some cases, automated decision-making — to make their lives easier so that they can focus on their jobs, not analysis.

Driven by these three trends that have affected all industries, we've evolved our approach to embedded analytics, and now we'll show you how to evolve yours.

Understand the Basics

Before launching into your analytics product, it's important to understand some basic principles and make some key decisions that will affect the rest of the process.

Internally or Externally Facing

Consider whether your product will be used inside your organization (for detecting fraud, providing personalized pricing, identifying cross-selling opportunities, etc.) or your goal is to add analytical capabilities for your customers.

Types of Decisions

We all know that the ultimate goal of analytics is to help users make better, unbiased decisions. Before launching into your product planning process, it's important to determine what types of decisions those will be. Most business decisions fall into one of three categories:

- Strategic decisions are "big picture" choices that affect the whole enterprise or large portion of it. They're concerned with the overall goals of the organization and have long-term repercussions and are usually made at high levels of leadership.
- ➤ Tactical decisions concern the implementation of strategic decisions the "how" that follows the "what." These decisions concern issues such as workflows, distribution channels, and acquisition of resources, and they usually fall into the hands of middle management.
- Operational decisions are short-term choices concerning the day-to-day functioning of the organization. These decisions arise far more frequently — possibly hundreds of times a day across multiple users - and tend to be highly repetitive. They generally require little business judgment and occur at lower levels of management.

Types of Tools

Advanced analytics and business intelligence (BI) can mean different things to different people, so it's important to start the project with a common understanding of what this system will accomplish for your end users. Once you've determined which types of decisions your product will support, you can begin thinking about the types of tools that best serve those decisions.

Strategic and tactical decisions are best served by two categories of BI tools:

- Visualization or discovery tools process data and turn it into charts and graphs that help users understand patterns and trends.
- Exploratory tools are typically used to load, cleanse, and manipulate large quantities of data, to prepare data for analysis.

For operational decision making by everyday workers, tools offeringthe ability to generate actionable insights and decision recommendations are ideally suited. These tools leverage machine learning and automation to deliver data-backed recommendations and even automated decision-making features at the point of work. So instead of looking backward to understand what has happened before, everyday business users can have the knowledge they need to make the best possible decision, right there in front of them, in the context and at the moment they need it.

"GoodData's end-to-end analytics platform has transformed how our customers leverage data and get fast answers to their business critical questions."

- Siddarth Shetty, VP, Marketplace Strategy & Experience

Types of Analytics

When your team or your customers talk about an advanced analytics platform, exactly what kind of analytics do they mean? Before you start planning your product, it helps to understand the four different categories of analytics and determine which one(s) your solution will offer.

The following chart lists some of the more popular types of analytics to be found in each category, along with typical questions that each can answer.

	Category	Types of Analytics	Questions Answered
	Prescriptive	OptimizationRandomized Testing	What is the best that can happen?What happen if we try this?
Capability —	Predictive	Predictive Modeling / forecastingStatistical modeling	What will happen next?What is making this happen?
	Diagnostic	Data explorationIntuitive visuals	Why did this happen?What insights can I gain?
	Descriptive	 Alerts Query / drill down Ad Hoc reports / scorecards Standard reports 	What actions are needed?What is the problem?How many, often, wheren?What happened?

For tactical and strategic decision makers, the descriptive and diagnostic categories are highly beneficial. For strategic decisions, analysts will want to spend time poring over data, looking at it from every angle to determine the best answer. Similarly, tactical decision-makers need historical information in determining how to take action.

For most operational decision makers, the prescriptive and predictive categories are most beneficial. Having little time for "slicing and dicing" data to come up with their own conclusions, these users need concrete solutions that can use predicted outcomes to suggest what action is needed to produce the most desirable outcome.

We'll discuss how these types of decisions factor into your product under "Analyze Users' Decision Requirements" on page 11.

The Seven Keys to Your GTM Strategy

If your analytics product is to succeed, you'll need to define a specific strategy for going to market (GTM). The remainder of this guide will dive deep into each of the following considerations as you prepare to launch your analytics product:

- 1. Hold a product strategy workshop
 - Invite all stakeholders to a workshop to decide on the high-level strategy.
- 2. Set project parameters

Identify the minimum viable product (MVP) and establish an iterative model to deliver more value at a faster pace.

- 3. Define your audience
 - Understand the people in your audience, what they need, and how they purchase technology products.
- 4. Map out product requirements

Document your buyer and user personas and use cases to focus your development efforts.

- 5. Define product structure and pricing
- 6. Develop support ecosystem

Ensure that all the right systems are in place to support and educate your customers.

7. Prepare for launch

Make sure all teams — from legal to support — are well informed and have plenty of time to prepare for the release of your new product.



"A good process can create discipline for the entire development, launch, and management cycle."

- ITSMA, Go-to-Market Strategies: Eight Steps to Success

1. Hold a Product Strategy Workshop

The product strategy workshop is a vital first step in creating a successful analytics product. It's the foundation of a common understanding of the project goals and objectives, and it's the point at which you decide exactly what the new product will look like once implemented.

Choose Participants

To make important strategic decisions about your future analytics product, you must have the right people in the room. In most cases, the ideal size for the product team attending the workshop is between seven and nine people, with the following key roles represented:

- ▶ **Product sponsor or champion:** The person with both the vision and the accountability to bring the new product into the world
- ► Head of sales: The person accountable for selling the analytics product
- Head of marketing: The person in charge of positioning the product for the target audience
- ▶ Head of engineering or software development: The person responsible for the data required for the analytics, its integration into the overall product, and the development timeline
- ▶ **Project leader:** The day-to-day lead for the project, who drives the timeline and ensures all elements are coordinated
- ► Facilitator: The person charged with keeping the product workshop on track and to prevent the team from getting bogged down on any single issue

The following roles will support the product once launched and should attend the workshop so that they can raise any concerns prior to development:

- Operations or support
- Finance
- Legal



Decide on the Agenda

The goal of the product strategy workshop is simple: define the product goals, constraints, users, key functionality, pricing, and necessary support processes. All of these won't be completed during the workshop, but the requirements will be identified and the related tasks will be assigned.

Below is a recommended agenda for a product workshop for an analytics project that will be embedded within an existing software-as-a-service (SaaS) product:

Agenda Item	Time Allocated
Project Overview	30 minutes
Set Project Parameters	2 hours
Define Key User Personas	1 hour
Define Product Structure	30 minutes
Define Pricing Model	1 hour
Determine Support Structure Requirements	30 minutes
Set Project Timeline	30 minutes
Total Workshop Time	6 hours

2. Set Project Parameters

Get agreement on parameters for your analytics product project at the very beginning of your product strategy workshop. Make sure this portion of your agenda includes the following components.

Set Your Goals

Have the team agree on a series of specific goals for the product launch project, including a timeline for each objective. Here are a few examples:

- "Provision 25 customers by May 31."
- "Provision 100 total customers by the end of this calendar year."
- ► "Launch an advanced analytics product with prescriptive analytics generating pricing recommendations by Q3."

Define Your Constraints

Constraints — factors that limit or restrict your project — are as important to the success of the project as goals, and they can even help you think of creative ways of solving problems. For example...

- "We can only use our engineers after their work for the week is completed."
- "All advanced analytic products must look and feel like our core brand."
- "We must get permission from each customer before using their data for benchmarking."

Determine "Need-to-Haves" vs "Nice-to-Haves"

In addition to setting the goals for the project, it's important to determine which functionalities are absolutely essential and which are beneficial but not required for product launch.

By dividing functionalities into these categories early on in the planning process, you can rally the team around completing the list of "need-to-haves" without getting bogged down on the details of the "nice-to-haves." Once you have this list in place, you can refer to it whenever stakeholders suggest changes or fixes.

Define Your Minimum Viable Product (MVP)

The MVP concept is simple: design the simplest, most basic product that will get the job done, then iterate from there. This means you won't get bogged down trying to create a "perfect" product before releasing to production.

The objective of the MVP approach is to get a functioning analytics product out and running as quickly as possible to test its performance in the real world. Use the MVP as your initial test platform to challenge your assumptions and ideas about your new product, and use what you learn in the next iteration.

3. Define Your Audience

It's important to understand the audience who will be using your analytics product, and to understand and account for not only who they are (job title, management level, etc.) but the types of decisions they'll be using your analytics product for.

Build Your Personal List

Your users may span a wide range, from senior executives to frontline employees, from customers to suppliers, from engineers to sales representatives. Each of these types of users will have unique needs that must be addressed.

Start building a list of personas representing each user your analytics product will serve. Think about specific roles as well as specific job titles, such as loan officer, claims processor, underwriter, etc. Pick two or three personas that you would like to focus on first.

The next step is to create a detailed persona map — the "bio" that describes each persona's needs. Here's a simple flow that will help you develop a persona:

- 1 Start with the basic details.
 - Give the persona a name and a title for his or her position.
- 2 List the key characteristics and decisions for this persona.
 - Is she a leader? Does he have to jump from crisis to crisis rapidly or does he have time to focus on an issue? Are her decisions operational, tactical or strategic?
- 3 List the user's frustrations and pain points
 - This user experiences that are related to your analytics platform.

- 4 Identify key questions
 - The persona is asking on a regular basis.
- 5 List the applications
 - Tach persona might use to get answers today
- 6 Create a list of the features
 - The user might want to see.
- 7 Identify key questions
 - The persona is asking on a regular basis.

Once you've got the persona fleshed out, create a "persona bio" like the example below. As you work through your project, refer back to the persona bio frequently so that you don't lose sight of the person for who you are creating the analytics.



Michael Chrisman	Customer Service Representative	Key Characteristics
I need a tool that brings all tl	- Works with a large cal	

place and then helps me understand how to best address my customer's needs."

- with a large call center team
- Manages multiple processes
- These processes require repetitive actions, remembering tons of details, and frequent retraining

Frustrations and Pain Points:

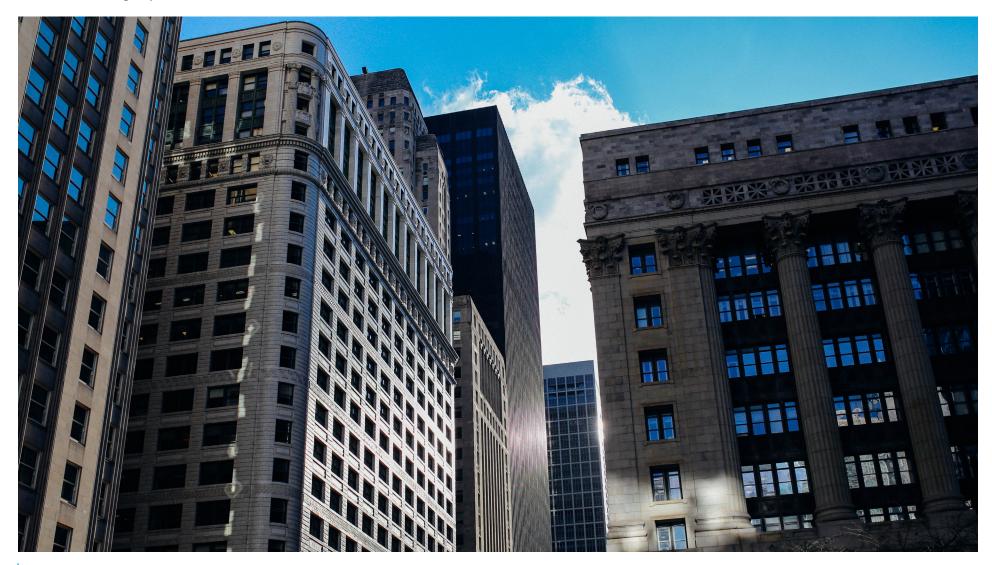
- Has to rely on multiple tools and sources of data to make decisions, all of which require self-analysis
- Lack of clarity around how to resolve issues and what processes to follow
- No ability to understand if actions are improving over time

Requirements for Analytics Tools	Desired Business Outcomes
 Consolidation of information Quick, clear guidelines Recommendations for next business actions to take Context for these recommendations 	 Met manager's expectations and SLA's Increased performance and productivity Reduced errors Made life easier

Analyze Your Users' Decision Requirements

We've discussed the three basic types of decisions — strategic, tactical, and operational (see Types of Decisions, page 03). As you define the audience for your analytics product, consider the type of decisions your product will help them make and which category these decisions fall into.

These insights will help you determine which approach to analytics is most appropriate for serving your audience. For example, if your audience is made up primarily of users who make everyday decisions, such as approving loans, then predictive and prescriptive analytics, powered by machine learning capabilities, will best serve their needs.



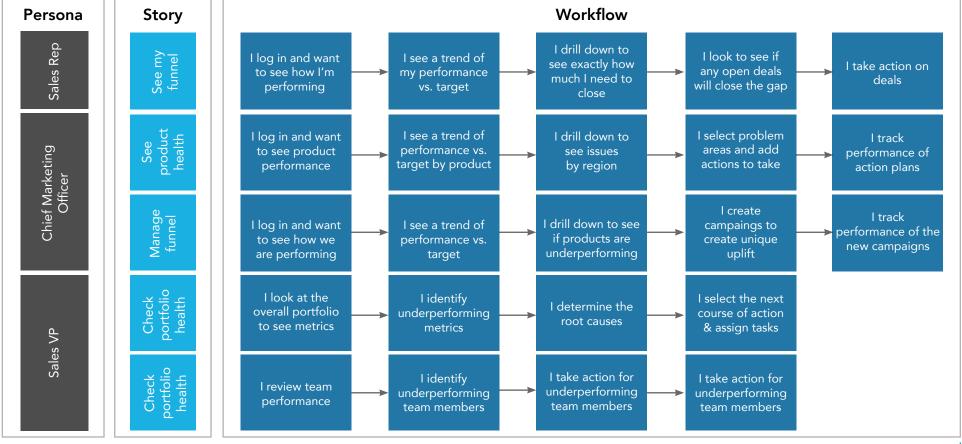
4. Determine the Requirements

Define Workflows

The next step is to determine what each persona needs to perform his or her job by mapping out specific workflows. Here's how to go about it:

- 1. Brainstorm the top 5 functions the persona performs on a regular basis, such as detecting fraud, providing personalized pricing, and identifying cross-selling opportunities.
- 2. Give each of these functions a "story" title, such as "Review Performance" or "See Product Health."
- 3. For each story, build a simple 5-7 step flowchart that describes the steps involved using your analytics. For example, to review a team's performance, the user logs in, sees a trend chart, clicks the chart to drill down on a problem area, decides which actions to take, etc.

Here's what a sample workflow chart looks like:

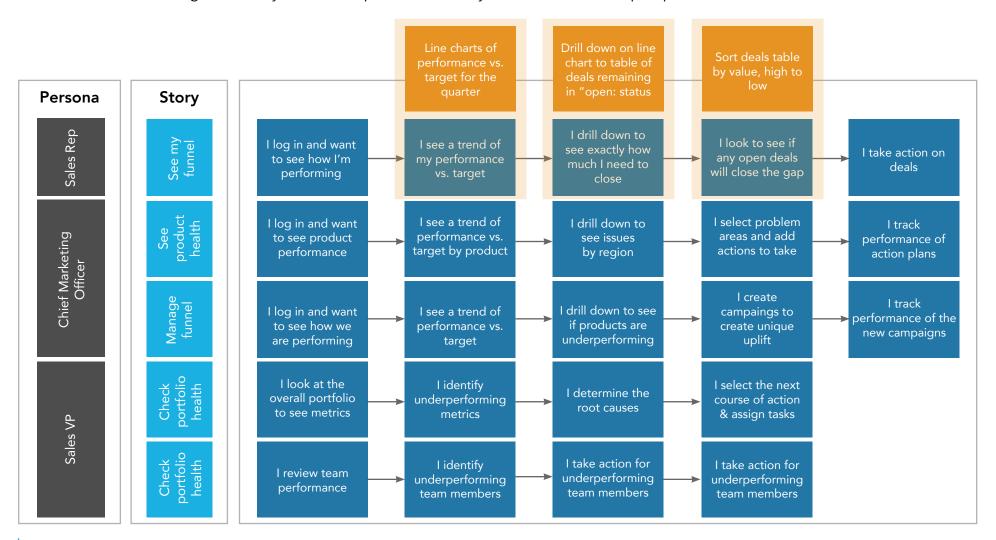


Determine the Analytics Required

After you've defined the workflows your personas are performing on a regular basis, the next step is to figure out which analytics will fill the gaps they're experiencing. Look at the workflow for each persona and identify insights that might be of help. For example, if the persona has a workflow called "identify cross-selling opportunities," an advanced analytics product that recommends next action promotions might be of use.

If the user has a workflow called "review product performance," an advanced analytics product that shows revenue associated with each product, broken down by region, product line, and new users versus existing users, and suggests pricing changes might be helpful. This step ensures that every analytics capability you put in place is directly tied back to the workflow of a specific persona.

We recommend annotating the charts you've developed with the analytics that will solve the pain points within each workflow:



5. Define the Product Offering

Now we'll get into the "nuts and bolts" of your product offering, starting at the highest levels and working our way down to the details.

Determine Product Structure

First, you need to decide on one of the two basic types of analytics products:

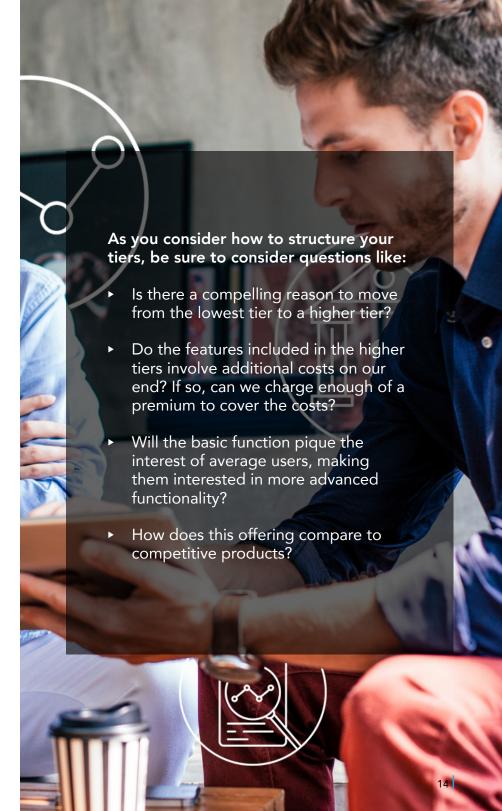
- ▶ The "all in" model: Every user has access to every functionality.
- The tiered model: Levels of functionality are broken down into multiple tiers, with each higher tier with added functionality and an increased price (such as "Basic," "Plus," and "Pro")

The "all in" model is the simplest to design and to manage, but also offers limited flexibility. The tiered model is more flexible and more complex to sell and support as you must build in considerations for each tier, but offers the opportunity to generate more value for your end consumers —v and generate more revenue for your organization.

If you choose the tiered option, you'll need to decide exactly what the customer gets in each product tier. Here are a few of the categories commonly used to distinguish between product tiers:

- Type of data available
- Benchmarking
- Connections to external data sources
- Ad hoc analysis
- Data latency

- Advanced analytic capabilities provided
- Frequency of machine learning retraining
- Real time frequency



Define Product Boundaries

It's important to decide early in the design process what your product boundaries will be — which types of customer requests you plan to support and which ones you'll turn down, even in the face of a tantalizing sales opportunity. We recommend dividing functionalities into the following groups:

- 1. Features we'll support as part of the core product
- 2. Features we'll support for an extra fee
- 3. Things we won't do

"Future-Proof" the Product

Back in page 08, we talked about defining your minimum viable product (MVP). While this is a useful exercise in the early stages of thinking about your offering, an MVP is not enough to ensure sustainable success in today's competitive environment. The landscape changes so quickly that we need to build flexibility into our product design.

Now is the time to start thinking about adding advanced functionalities that will enable your product to remain competitive. We recommend thinking about your product across three different stages.

- 1. Enable: Develop an MVP and subsequent releases that get your basic solution to market.
- 2. Innovate: Build defensibility and competitiveness into your product by adding recommendations and suggestions.
- 3. Evolve: Automate decision-making and implement a feedback loop so that your platform can become "smarter" over time.



Price the Product

Many teams put the pricing decision off until late in the process, but this is a mistake. Pricing and product functionality are like two sides of a scale: small changes to one side require changes to the other. Think about how you want to price the product early on, so that you can revise your functionality tiers as necessary.

The price you charge will be at least your total cost per month divided by the customer count plus a percentage of the costs you incurred during implementation:

Monthly Cost to Provide Analytics

Number of Customers



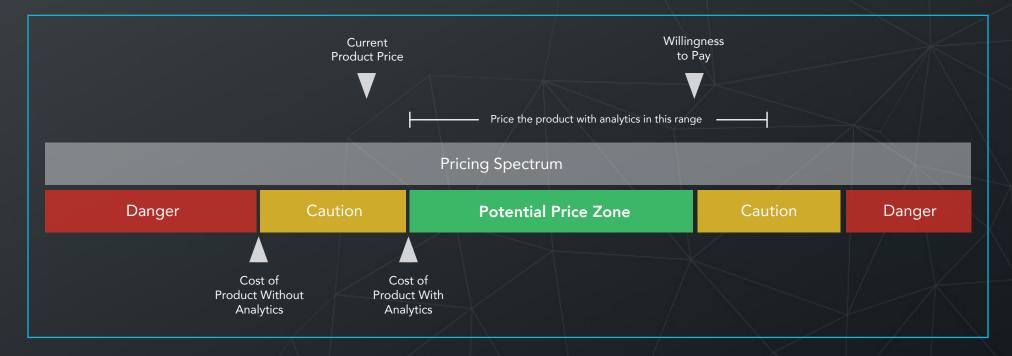
Percentage of Implementation costs



Monthly Fee to Charge for Analytics

While this formula is helpful, it's possible that the resulting fee will be either too high for customers to bear or too low to indicate that the analytics are providing any real value.

- ▶ If it's too high, consider lowering the percentage of implementation costs you seek to recover.
- If it's too low, consider increasing the product cost by a percentage for the analytics instead of tying fees directly to your costs



The pricing spectrum helps you think about the price in the context of the four key drivers that determine the ideal price range you should charge: cost to deliver the product today (without analytics), cost to deliver the product with analytics included, current product pricing without analytics, and the price your customers are willing to pay.

"You owe it to yourself and to your business to be relentless in managing your product pricing. Remember, how you set the price of the products could be the difference between the success — or failure — of your business."

- Elizabeth Wasserman, "How to Price Your Products," Inc.

Pricing the product below the cost to deliver it (cost of goods sold) puts you in the danger zone — not where you want to be. Similarly, pricing significantly above the price of your most expensive competitor can make the sales process a challenge. The ideal range is shown by the green section of the spectrum; above cost, above the price of the product today, but near the price customers are willing to pay.

Choose Your Pricing Model

Once you have your product defined and have determined the ideal price range, there are three ways that you can price the added analytical functionality, each offering distinct advantages and challenges.

Pricing Model	Example	Pros	Cons
Option A: Charge a percentage increasae over the base price of the product	Product A costs 1% of assets managed. Add analytics and increase fee to 1.25%	Works well when you have a relatively costly product and the percentage increase you charge to cover costs-plusmargin can be small.	Doesn't work well for situations where the core product has a low price point and volume of customers.
Option B: Increase per transaction fees	Product B charges users \$0.05 per transaction. Add analytics and charge \$0.06 per transaction.	Works well if your pricing is based on the number of transactions conducted, such as an ordering system.	If the transaction volume is low, this model may not work well, as the cost added to each transaction might be larger and become concerning to customers.
Option C: Add a flat line item charge to the product cost	Product C costs \$1,000 per year. Add analytics for an extra \$100 per year.	Simple, easy to implement.	May become a point of contention during negotiations.

6. Establish Support

In this phase, we step away from the analytics product itself and look at the various departments and processes that it will affect.

Brainstorm Potential Process Impacts

Embedding analytics into your product will have a far-reaching impact on various areas of your business operations. It's important to consider questions such as

- "How will we train our sales team on the new offering?"
- "How does the new analytics product affect the contracting/ negotiation process?"
- "How will our new-account setup process have to change?"
- "How will our customer support team need to adapt?"

As you plan your product, be sure to reach out to stakeholders in all areas that will be affected (sales, customer support, etc.) and start building a list of processes that may need to be revisited to support the analytics product.

Flowchart Impacted Processes

Once your list is complete, work with stakeholders to create simple flowcharts for each affected process and build in considerations.

The key here is to document the process with enough detail that you give everyone involved an understanding of what will be happening, have enough context to test your process before you go live, and use the document to help employees understand the activities to be performed. For example, here's what a new customer order process flowchart might look like:



Test Each Process

Once you've determined all the processes that your new analytics platform will affect, it's critical to test out each process before it's put into action. There are three techniques that you can use to test your processes and make sure you've covered all your bases.

- ➤ The process walk-through: Print each step of the process on a separate piece of paper, spread them out on the floor of a large room, and literally walk through each step, describing what occurs at each point.
- The Failure Modes and Effects chart: For each step in the process, define every potential failure, how each failure should be fixed, and who will be responsible for fixing it.
- The RACI chart: Map out who is responsible, accountable, consulted, and informed at each step in the process.



Complete Readiness Planning

When bringing a product to market, you need to make sure that all key stakeholder organizations are ready to support the new capabilities, particularly sales, legal, finance, and marketing. Consult with each team to ensure that they understand what you are doing and how it affects them. For example, once the legal team understands how you plan to store, transmit, and process data, they can advise you on how to mitigate risk so that you don't expose your company to potential legal issues should a problem occur.

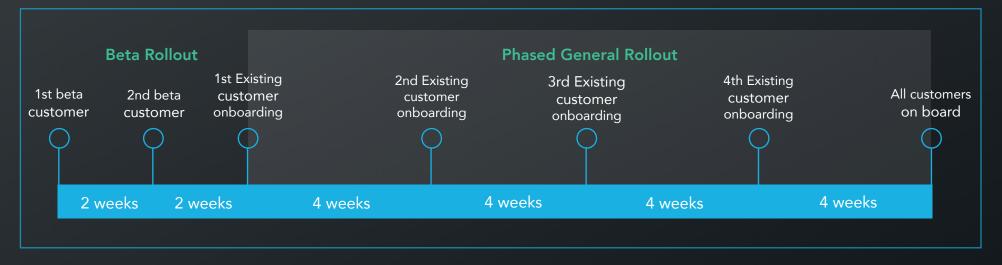
7. Plan Your Launch

It's time to plan out the details of exactly how you will launch your new analytical functionality — which customers will get the features first, how you'll get feedback on problems, who decides if the launch is a success, etc.

Build the Rollout Strategy

Your rollout strategy should include when key activities like beta customer rollouts, general rollouts, feedback/correction periods, etc. will be taking place.

Begin by developing your on-boarding strategy. Do you plan to roll the product out to all customers at the same time, or will you stage the rollout? Staging the rollout is the preferred launch strategy, as it gives you time to execute a launch, get feedback, and make corrections before the next set of customers are on-boarded. Here's an example of a typical customer on-boarding timeline:



In the beta rollout, you'll test not only the performance of the analytical product, but the processes required to support it. This is where you'll consider questions such as:

- Were you able to provision the customer analytics environment, implement single sign-on, and issue login credentials without problems?
- Were you able to load the customer's data without issues?
- Did the customer understand how to use the new features?
- Was there any confusion around the new language in the contract, or did the customer accept it?

Of course, you'll also be learning about the functionality of the product itself — whether the analytics meet key needs for the intended personas, whether the analytics are arranged logically for the users' workflows, etc.

In selecting the group to participate in your beta test, a good strategy is to divide customers into segments, based on size and on the strategic nature of your relationship with them, and to select some from each group so you have a representative mix. This will be important from a performance perspective, to ensure your product can manage all types of customers.

In the **phased general rollout**, you'll be deploying at scale, to large numbers of users, so you will want to do this launch in stages. A good strategy is to divide the remaining customer base into four groups. Grouping customers by region, by product line, or randomly all work well.

Quick Tip: A phased rollout gives your team the opportunity to gather and implement product feedback from customers. This is a crucial step that's often overlooked.

Once you've grouped the customers into launch stages, have your customer account reps call each customer and follow up with an email explaining the process. Let them know what you're doing, when this will happen, the new contract implications, and any other useful information to ensure that there are no surprises when the launch happens.

Learn From Your Launch

How will you know if your product launch was a success? One way to measure launch performance is through the use of launch metrics and tripwires.

A **launch metric** is a measurement of how well critical launch elements are performing. Examples of launch metrics include adoption/usage rate, time to set up a new customer, count of customers on-boarded to date, and number of issues reported. Track these metrics daily and ensure that all internal stakeholders have access to this information.

Tripwires work with launch metrics by serving as built-in indicators to let you know something is amiss. To set up tripwires pick launch metrics that measure key aspects of the launch process, establish acceptable boundary ranges, and then determine the actions to be performed if the metric is outside a boundary. For example, you may set a maximum of 1 hour for the metric "time to set up a new customer." If that boundary is "tripped," you might decide to take the action "increase bandwidth to speed data load times."

Set Up Mission Control

When preparing to launch your new product, pick a "launch control" team composed of leaders from:

- Product management
- Operations

Sales

Finance

Marketing

Legal

Support

You should also have a launch leader responsible for running the entire process. This person is usually the product manager for the analytics product, but could also be someone from the deployment or operations team.

At various stages during the launch process, the launch leader should survey the launch team to make sure that each critical process is ready to go. If any group feels that it is not ready and that the launch may be at risk, it is the launch leader's responsibility to delay the launch until the issues are corrected.

Once everything is ready, the launch leader is the one who gets to say the words "launch the product!"

"Advanced Analytics is the number one reason our customers upgrade!"

- Sam Boonin Vice-President Product, Zendesk

Looking Ahead

Congratulations — you've just launched your first analytics product!

While you've just come to the end of a long process, this really is a beginning. As an analytics provider, you now have more than a new source of revenue — you have the opportunity to serve your customers in new and exciting ways. You've just offered them the analytics that can help them make better informed, strategically aligned business decisions, but have you thought about how you can actually help their organizations achieve a higher level of performance, potentially disrupting their industry?

Launching your first analytics product is the first step in a journey of continuously increasing the value you offer customers by leveraging the latest in embedded analytics technology. If you're ready to move towards your next milestone — or if you just want a sneak peek at what's down the road — download the Embedded Analytics Success Kit and get more of the resources you and your team need to be successful, today and for years to come.



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