# This Changes Everything

## Mobile Analytics and the Future of Business

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The world of business intelligence is shifting rapidly, and mobile business intelligence is at the core of that shift. With data-rich, interactive dashboards that can be accessed and explored on any device, a competitive advantage is literally at the fingertips of a company's workforce.

Mobile business intelligence allows an organization to:

- Support mobile data access to improve day-to-day operations

- Align the organization around a single, comprehensive view of data

- Quickly define and iterate on new metrics

- Draw simultaneously from multiple in-house and third-party data sources

- Assess data opportunities without extensive up-front IT investment

- Accelerate the work of analysts and business users with self-service functionality

In this white paper, we'll look at three key changes enabled by mobile business intelligence:

- Change the way you communicate value

- Change the way you operate

- Change the way you work together

Through three short case studies, you'll "see" how the mobile transformation can empower your organization to make better, faster decisions, achieve significant cost savings, and gain an advantage over the competition.

# Change the Way You Communicate Value

You're wearing your nicest suit. You even had it dry-cleaned. You and your team have spent weeks on this pitch. You know your competitors also want this account, but you're sure that your team is the best for the job. You've studied the prospect's market, their products, their challenges and their strengths. You're crystal clear on what you can offer them. You're nervous, but optimistic. You shake hands with their executive as you enter the conference room.

### The Old Way

Your analysts have run projections. You've tried to anticipate the prospect's every question. You've printed and bound a 30-page report, filled with charts, graphs, and bullet points. The executive thumbs through the report as you give your pitch. She checks her watch.

"These projections look fine," she says, "but, internally, we've decided to discontinue two of these brands at the end of the year. I'm not sure that this analysis will still make sense."



You assure her your team is still the best for the job. "We'll run the new numbers and have it in your inbox by this afternoon," you tell her.

You've heard your competition is meeting with her later in the day, and you hope you can convince one of your analysts to create the revised report before someone else closes this deal.

### The Mobile Transformation

Your team has created interactive dashboards for the prospect, and you've loaded them onto an iPad. They feature visually compelling maps, forecasts, and charts at an executive summary level, with the capacity to drill down into the most granular levels of the data with a single tap. The dashboard has filters for brand, location, year, and department.

You walk into the room and hand the executive your business card and your iPad.

"We've created some dashboards that demonstrate what we've done for our clients in the past, as well as what we expect we can do for you," you tell her.

"These projections look promising," she says. "But we're discontinuing two of these brands at the end of the year. Can I filter them out and see what it looks like then?"

You nod. She spends the next hour asking—and answering—her own questions, glued to the iPad.

"This is really exciting stuff," she comments. "Really exciting."

She never once checks her watch.

## Change the Way You Operate

You're the regional manager for a chain of retail stores that have been hit hard by the recent recession. Your general manager has told you, in no uncertain terms, that if you can't improve the numbers this quarter, the company will find someone who can. You know your prices aren't competitive in your region, and the company-wide figures show that your distribution center is operating at particularly high cost. Vendor deliveries are often delayed, rush orders and overtime pay are commonplace, and some of your best individual store managers have found new jobs rather than face the daily frustration. You need to fix the distribution center.

### The Old Way

You spend several days reviewing hundreds of pages of logs from the distribution center. You have questions about the delays with particular categories and vendors, so you submit a request to the corporate business intelligence team in Baltimore. It goes into a queue.

In the meantime, you drive to the distribution center to meet with its manager. He's eager to see things improve, too, but he's working from the same stale data as you are.

"I wish we didn't have so many rush orders," he says, "but I only get the inventory reports once, in the morning. When a store sells out of something quicker than we expect, I don't know about it until the next day at the earliest – so it's a rush order. And then I'll find out we had the extra inventory at another store, but I didn't know it when I placed the order."

He surveys the distribution center floor from his second-floor office. "I never know when the rush order's gonna show up, so I have to keep all the guys here until it does.

They don't mind. They're making overtime. To them, it takes as long as it takes, you know?"

You nod and take notes. The manager steps out to go downstairs and help with an issue on the floor, and you check your email on your iPad. The business intelligence team has responded to your request; they expect to have the revised reports to you by the end of next week.

You crack your knuckles and wonder if you should start going to more networking events.

### The Mobile Transformation

You pack a bag and fly to Baltimore, and you spend several days working with your business intelligence team creating interactive dashboards to track inventory, distribution center operations, and vendor activity.

The dashboards show a high-level operational view and forecast, and they allow for easy, visual identification of outliers and upcoming problem areas. You can drill down and look at more detailed information by store, product and manager. A separate dashboard tracks the productivity and throughput of individual employees in the distribution center.

The dashboards connect to real-time data, so you're always looking at what's happening right now, not yesterday. The dashboards can be accessed and updated from any browser and on any device.

When you get home, you pick up an extra iPad and a flat-screen TV, and you drive back to the distribution center.

You hand the manager an iPad, and you show him how he can use the live dashboards to track the real-time status of region-wide inventory, employee and vendor activity, right from the floor, not from his office.

As he explores the dashboard, you're mounting the TV screen in the employee break room. It only has one channel: the center's throughput dashboard, including a ranked list of the employees and their productivity.

The manager watches with interest as his team gathers

around the screen. They chide and congratulate one another on their rankings.

"Okay, guys," he says with a smile. "Get back to work."

# Change the Way You Work Together

You're the CEO of an up-and-coming medical device manufacturer. Your products compete directly with those of enormous, established conglomerates, but your growing team is talented, eager and innovative. You've seen your market share steadily increase over the past two years. You're still a fraction of the market, but it's a rapidly shifting market, and you believe there's room for great increase in your share.

Today, you're gathered at an off-site with a team of executives to determine where to invest your sales and marketing resources for the coming year. You need to allocate personnel and finances among regions, market segments and product lines. The whole room knows the stakes; this year is crucial. Your larger, well-funded competitors are hot on the heels of your state-of-the-art products, and it's critical that you allocate your limited budget to expand your footprint in the right markets.

## The Old Way

The executives from all departments have prepared slide decks, and one by one they take the stage to present their current strategy, their vision for the future, and their recommendations. They've made their recommendations based on what they hear from their own teams, static reports, data from their own Excel spreadsheets—and gut instinct, based on their experience.

By mid-day, it's becoming clear your executives have vastly different strategic recommendations, driven by siloed pieces of information. It's difficult to get people on the same page. Everyone sees a different version of the truth.

Worse, as you ask deeper and tougher questions of your team, you realize that even the most experienced of them are making nothing more than guesses—about an industry that looks nothing like it did five years ago and will continue to change dramatically for a decade to come.

Past experience will not be an effective way to design this company's future.

You'd walked into the meeting wildly optimistic. As the day draws to a close, you realize you're going to leave with nothing more than a headache.

## The Mobile Transformation

The executives from all departments have arrived to create your company's strategy for the coming year. Your VP of Sales presents his recommendations, and your COO interrupts him. She disagrees with the assumptions he's made about why and how products are selling in different regions. They go back and forth about it for a few minutes.

*It's like they're talking about two totally different companies,* you think, as you break for lunch.

Your VP of Product approaches you after grabbing a sandwich.

"We track all this, you know," he says. "We know exactly where the products are selling, who's selling them, and to what type of customer. Our team uses it to prioritize feature requests. We get the data right out of Salesforce."

He pulls out his iPad and shows you the interactive dashboard his team uses. It clearly maps product sales by geography, with detailed drill-down into product, date and existing pipeline.

"Is this data from this month?" you ask.

"Sort of," he says. "It's actually from about two hours ago."

When you all settle in again after lunch, your VP of

Product takes the stage. He's connected his iPad to the projector, and he manipulates the dashboard with simple taps as he explains his analysis of the market. The other executives are silent at first—then they're full of questions.

"Can we look at this by sales rep?" asks the VP of Sales. "Or by sales manager?"

He switches to authoring mode on the device. From the screen, he drags fields for sales rep and sales manager into a bar chart on the view, and your team explores this data by geography and product line.

They still have a lot of questions, but now that they're all working from the same data, right in front of their eyes, they're able to agree on the answers.

You smile to yourself as they work together to create a future for the company that they all believe in.

*I'm a damn good CEO,* you think.

## About Tableau

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