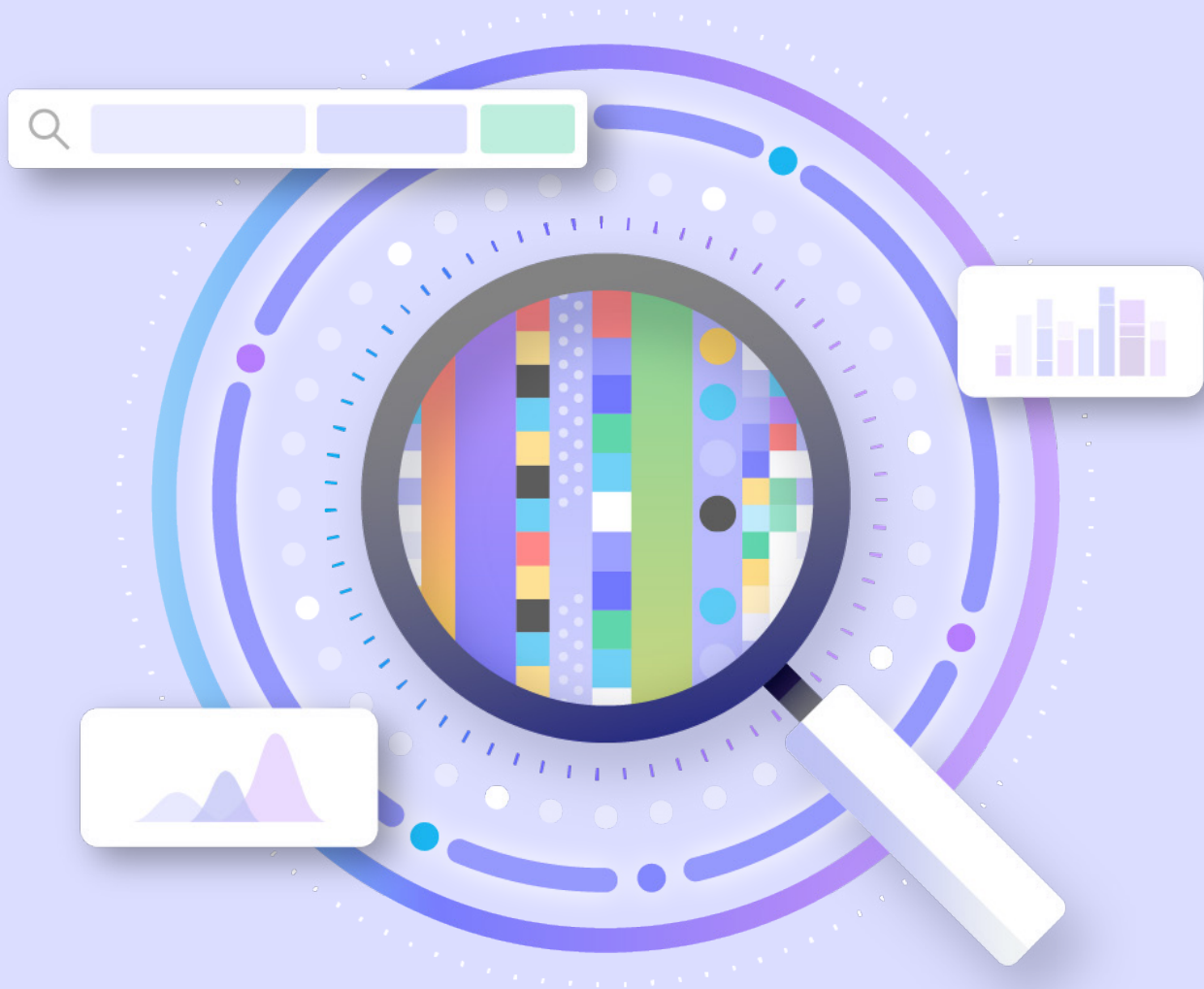


How to create a data-driven organization with Live Analytics from ThoughtSpot



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Introduction

Congratulations! By investing in ThoughtSpot, you've committed to building your business on data, empowering frontline decision makers to create personalized, actionable insights with Live Analytics that can be operationalized across your entire business. You've decided to partner with ThoughtSpot because we pioneered the augmented analytics category, and because we know it takes more than a disruptive technology to deliver value. For people to truly turn insight into action, you will have to instill why data and analytics are key to the mission of your organization and how you will use them to drive culture change. People may push back on this. They may fear for their jobs or fear change in general. Others will embrace this newfound way to see and engage with live data, without waiting weeks or months for a data expert to respond.

To successfully drive this change, you as the data and analytics leader need a recipe for executing your vision. This guide is your recipe. In each section, you'll learn the critical strategies needed to create transformational impact from your first use case and beyond. You'll also be able to download the resources in this guide as a [slide deck](#) that can be customized and shared to help communicate your data vision. As you refine, develop, and repeat each of the recipe steps, you become that much closer to making a transformational impact across the organization.

Why now:

The case for change

Data has long been a critical asset for businesses like yours to understand customers, operate more efficiently, inform go-to-market strategies, and retain your best employees. In a digital world, capturing and creating data-driven insights provides a major competitive advantage for those who can turn insights into action.

The global pandemic has accelerated digital transformation and widened the gap between analytics leaders and analytics laggards. A recent study by [Accenture](#) identified how leaders have two to three times the revenue growth of laggards, while [McKinsey](#) found those who are data-driven are three times more likely to say their data and analytics initiatives have contributed to earnings.

These industry trends are important for your organization to understand, but they are just a starting point. The next step is to contextualize the ‘why now?’ in terms of your organization’s mission, along with the technology shifts forcing you to modernize.

No more business as usual

Consider the following:

- Since 2020, telehealth suddenly went from zero to 100 percent with a prediction that a large portion of treatments will continue to be delivered virtually.
- Employers must now enforce COVID-19 vaccination and testing status for employees, while also looking for early warning indicators of high performers likely to leave.
- Retailers and restaurants shifted from in-person to digital to hybrid.
- Established banks are now competing with neobanks (such as Metro Bank or Starling) who are 100 percent

digital and use apps and online platforms to support their customers, rather than traditional brick and mortar branches.

In crafting your communication plan, ask yourself:

- What is the mission of your organization or department?
- How do data and analytics support that mission?
- What’s changed to increase the importance? Is it an opportunity? Competitive threat? New leadership?

Some examples:

- **Healthcare:** *We want to deliver twice the medical advances to society at half the cost.* ([Roche](#))
- **Retail:** *We want to ensure customers can buy our products anywhere, with maximum flexibility to return or donate unwanted items.* ([Amazon](#), [Walmart](#), [Target](#))
- **Energy:** *Schneider's purpose is to empower all to make the most of our energy and resources, bridging progress and sustainability for all... access to energy and digital is a basic human right.* ([Schneider Electric](#) mission and [analytics alignment](#))
- **Real estate:** *Opendoor's mission is to empower everyone with the freedom to move... Provide people across the U.S. with a radically simple way to buy, sell or trade-in a home.* ([Opendoor](#))

Technology shifts

Just as businesses are demanding more from their data, technology shifts are enabling increased adoption of cloud IaaS, cloud data platforms, search and AI, and open APIs. These technology forces together enable greater self-service analytics and insights at the point of impact.

- **Cloud data platforms** allow you to access more data and run more complex algorithms, faster. This encourages experimentation and the ability to answer rapid-fire questions. There is no longer a need to create aggregate tables and cubes for fast performance, either for analytics or ingestion.
- **Search and AI** enable non-technical business users to ask and answer their own business questions and uncover hidden patterns in their data. ThoughtSpot is a pioneer in this technology. As it nears mainstream buying, visual data discovery and parameterized dashboards built by developers are now legacy.
- **Open API frameworks**, such as the one delivered by ThoughtSpot Everywhere, enable you to choose and connect best-of-breed platforms to get the most value from your data while also linking insights to actions.

ThoughtSpot remains the only augmented analytics platform optimized for the modern data stack with open APIs that enables you to invest in best-of-breed capabilities across the data and analytics workflow.

Go further

- Tailor [this slide](#) to craft your own WHY as part of your communication roadshow



- On-demand webinar: [Real life tips for implementing Modern Analytics Stack](#)
- On-demand webinar: [Build the data and analytics stack of the future](#)
- Ebook: [Four steps for transforming your business with cloud, search, and AI-driven analytics](#)
- Ebook: [Three reasons your cloud data warehouse needs cloud analytics now](#)

Culture

While many organizations strive to create a data-driven culture, only 24% of data and analytics leaders say they have, according to a recent survey from [NewVantage Partners](#).

Technology is not the main barrier. It is culture, with 62% of business leaders citing this as the main reason they have been unable to execute on their data and analytics vision. Some may argue that culture is really code for lack of leadership.

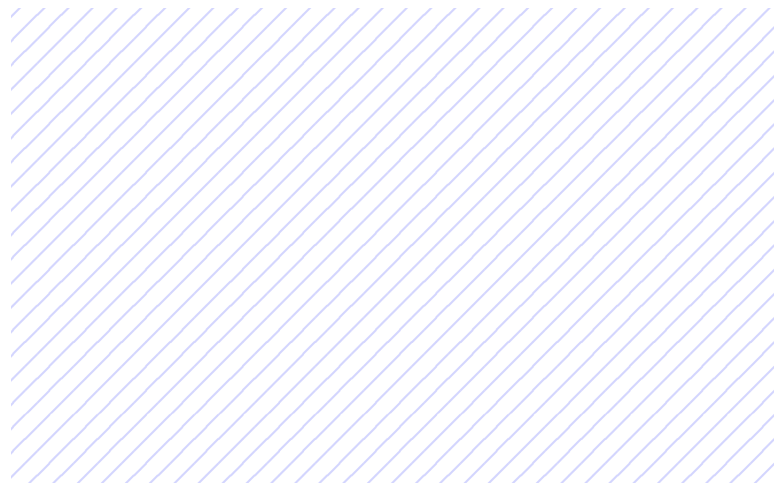
It's a valid point. Leaders do shape culture and recruit people that will reflect that culture. But company culture and change, or the resistance to it, can also be driven in a grass-roots way by workers at every level. This is where oftentimes a change in leadership can re-invigorate a data-driven digital transformation initiative. A new leader may challenge legacy thinking, break entrenched processes, and recruit new talent to ensure everyone is aligned.

When considering how to create a data-driven culture, we recommend these tactics:

1. Reward risk-taking and experimentation by showcasing lessons learned and funding time for innovation.
2. Establish incentives that encourage the use of data, such as bonuses and career progression.
3. Gamify those adopting the desired behaviors and skills, especially when Live Analytics is adopted over legacy processes such as dead-end or static dashboards.
4. Be wary of when data is utilized to punish versus to improve and learn.
5. Socialize and amplify stories of business value delivered.

Go further

- The Data Chief:
[The good, the bad, the ugly of becoming data driven](#)
- Video:
[Data-driven culture: is your organization a laggard or leader?](#)
- On-demand webinar:
[Overcoming change resistance in order to enter the data-driven future](#)
- Article:
[MIT: How to build a data-driven company](#)



Identifying quick wins

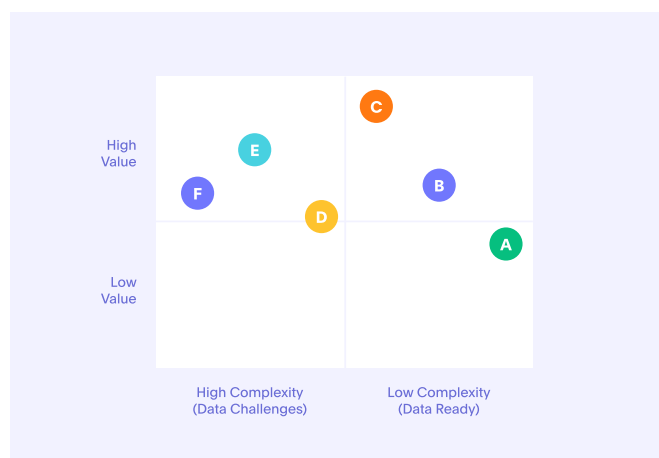
Successfully launching ThoughtSpot into the hands of your stakeholders, business users, or external customers starts with identifying your target use cases.

A good use case should encompass a business outcome that can be accomplished by users asking questions against a set of related data.

We recommend taking an inventory of all the potential use cases that could be delivered, then prioritizing them in the order they should be delivered. Some use cases may be simple. Others may require input from multiple stakeholders and have a longer lead time. This is normal and expected.

Getting your first win:

After organizing your list of use cases, select the one which results in the highest value for the greatest number of people, but is fairly low in complexity. Low complexity means that the data is ready enough, clean enough, and provides a currently unmet need. This will help you get a quick win and jumpstart the transformation you're looking to achieve. Quick wins are a proven way to build energy and momentum for larger data initiatives.



- ✓ When starting out focus on the “magic quadrant” of high value and low complexity use cases to kick start adoption and start seeing an ROI.
- ✓ As high complexity use cases will require more resources and time to deploy, in order to **maintain momentum** aim for a balance between the high and low complexity.
- ✓ Creating a use case road map will help identify **resource allocation** to support the success criteria.
- ✓ High value may also mean net new analytics for an underserved group; low value may mean competitive tool.

Through this process you'll assess the readiness of the data as well as team members who can help deliver it, business outcomes that can be measured (discuss in more detail later on), the user persona and potential response to change, along with several other factors that help map out your use cases in a matrix.

Go further

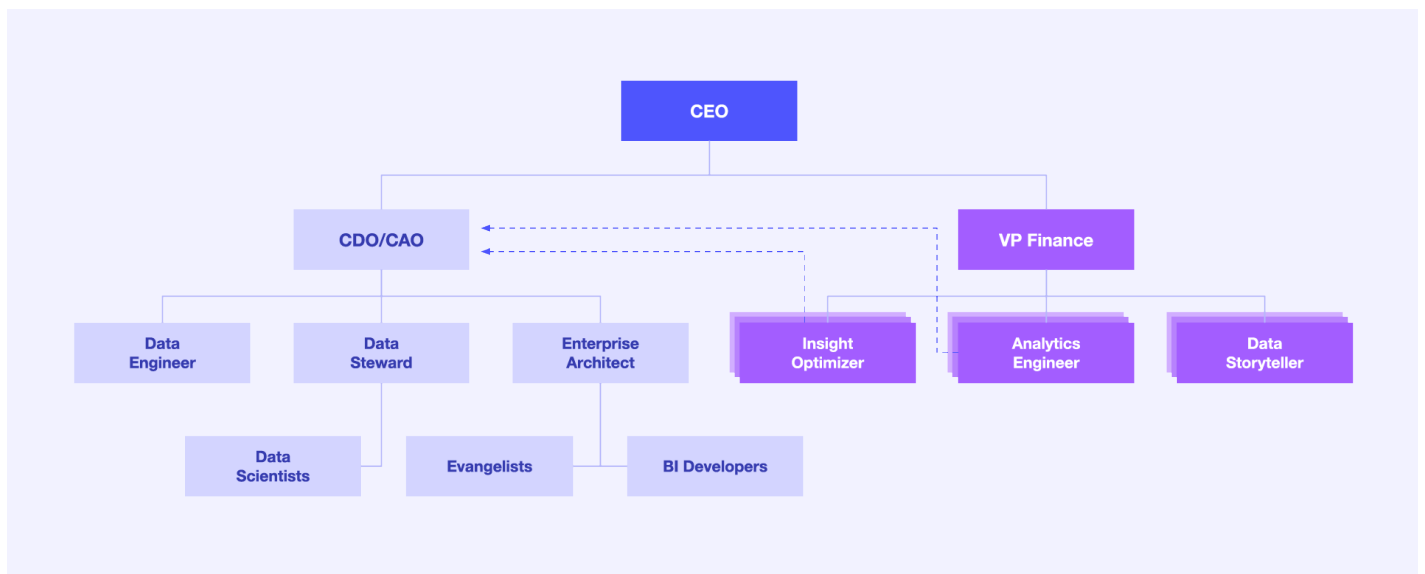
- On-demand webinar: [Success Series: Defining a Thoughtspot use case](#)
- On-demand webinar: [Picking the right use case](#)
- On-demand webinar: [Success Series: Use case prioritization](#)
- Forbes article: [How quick wins can help build momentum for your data initiatives](#)
- The Data Chief Live: [Measuring success and quick wins](#)

Organizing your data and analytics team

Organizing your data and analytics team is one of the most important steps you can take to maximize ThoughtSpot's impact and embed a data-oriented mindset across your entire organization. Notice how in the graphic below, data experts and insight optimizers sit in

each line of business with a dotted line to the CDO. There are many ways to model your team based on your specific organization's needs, but we like this hybrid approach because it combines shared resources for economies of scale as well as domain knowledge for each business unit.

Embed data and analytics expertise throughout the organization



Once you've organized your team, you'll want to clearly define roles and responsibilities. Depending on the size of your organization and the scope of your ThoughtSpot deployment, multiple roles might be filled by the same person. For example the Product Owner and the Analytics

Change Manager might be the same person or team. How many people cover each role is highly dependent on your specific deployment and size of organization. What is most important is ensuring every responsibility listed in the next section is covered.

Support roles and responsibilities

Roles and responsibilities – Center of Excellence

Role	Description
Executive sponsor	<ul style="list-style-type: none"> • Executive-level program sponsor • Provides program guidance and prioritisation • Ensures alignment to company vision
Product owner	<ul style="list-style-type: none"> • Often a member of the business team • Owns use case prioritisation and backlog • Defines new use cases • Monitors success and measures value • Organises product roadmaps
Analytics change manager	<ul style="list-style-type: none"> • Guides and supports enablement program • Monitors and understands adoption metrics • Documents benefits, user stories and feedback • Advisor to the wider program • Defines global rollout and adoption strategy • Owns communication and defines communication plans • Enables data literacy
Platform owner	<ul style="list-style-type: none"> • Owns ThoughtSpot as an application • Authorises and makes architectural and configuration decisions • Oversees the governance and security of the platform • Responsible for migrations and scaling up resources to meet business demand
Data expert	<ul style="list-style-type: none"> • Creates ThoughtSpot content including: <ul style="list-style-type: none"> ◦ Schema to make search friendly (e.g. model for search) ◦ Worksheets, answers, and Liveboards • Assists users with creation of content • Identifies data sets • Assists with database schema questions/issues • Assists with worksheet and schema changes

In addition to defining roles and responsibilities for your data and analytics team, you may also need to define roles and responsibilities for domain-specific experts. This group will be responsible for having in-depth knowledge on the specific details related to a particular use case. To

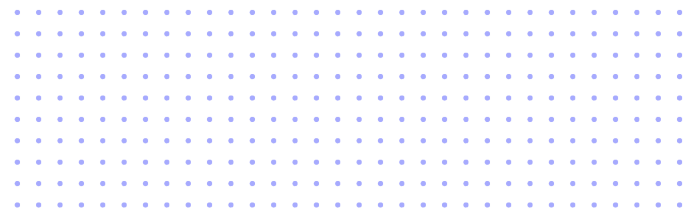
be effective, they should have a pulse on how data fluent the users are, how resistant they might be to change, their unique business drivers, and a deep understanding of the data made available to them.

CoE support roles – Use case/domain specific

Role	Description
Domain executive sponsor	<ul style="list-style-type: none"> Executive level use case / domain sponsor Provides program guidance and prioritization Supports communications and launch activities
Domain product owner / Change manager	<ul style="list-style-type: none"> Works closely with the CoE Often a member of the business team Owns communications for the use case Guides and supports enablement program Monitors and understands adoption metrics Documents benefits, user stories and feedback Advisor to the wider program
Domain SMEs / Champions	<ul style="list-style-type: none"> Assists users with creation of enablement content Aids in change management activities for end users Leads training and rollout for the market Acts as local SME and maintains the market-specific solution long-term
Platform owner	<ul style="list-style-type: none"> Creates ThoughtSpot solution (if pilot solution cannot be reused) including: <ul style="list-style-type: none"> Identifies data sets Modifies schema to make search friendly (i.e. model for search) Creates worksheets, answers, pinboards
Project manager	<ul style="list-style-type: none"> Oversees project timeline Aligns resources with task, and assists with issue resolution Mitigates risks and issues

Go further

- The Data Chief Live: [How to organize data and analytics teams](#)
- On-demand webinar: [Evolving your Analytics Center of Excellence](#)
- Ebook: [Building the modern analytics and BI team](#)

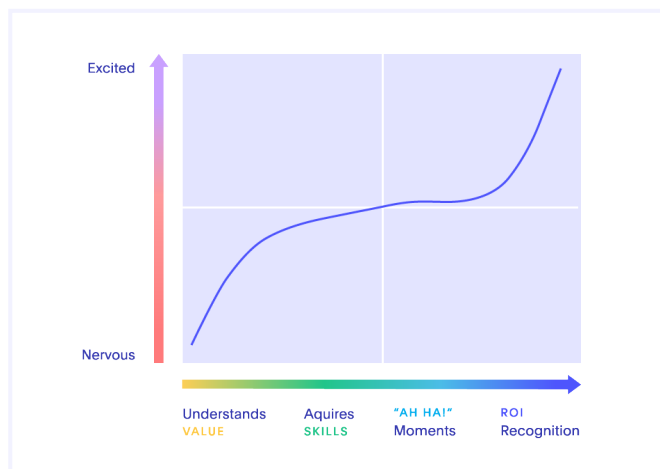


People change management

People change management is critical in driving success with ThoughtSpot. Current analytics processes in which business people are either spoon fed dashboards or have made decisions from gut-feel have been built up over years and decades. Without a plan focused on people and process change, your adoption goals may fall flat.

The following section highlights the five phases of the Kubler-Ross Change Curve, the de facto framework for how humans engage with any major life change. Bringing ThoughtSpot to your company isn't just about introducing a new technology, but asking people to do something fundamentally different when it comes to how they use data. The Kubler-Ross framework will help you not only understand each facet of this change, but create a corresponding plan to support users along the journey to acceptance and engagement.

Kubler-Ross Change Curve



Denial

The starting phase of the [Kübler-Ross Change Curve](#) is about coming to terms with the end of the status quo. Individuals may deny the change is happening or may fear for their jobs. Without support, frustration can build and will impede performance.

Previous BI deployments or transformation efforts that have failed can compound denial as individuals are accustomed to the change not happening or sticking. Consider what's in your deployment graveyard, and remember each failure has eroded confidence from users. This is especially true in analytics, where for years, technology vendors have sold to executives on the promise they'll transform how users engage with data. Realizing that value, however, required more work from users or wasn't really possible. In addition to cultural or organizational history, denial may also stem from users who believe the way they've been working is acceptable and deny the need for change.

As you roll out ThoughtSpot, it's critical to bring users along on the transformation journey so you're helping them deliver on the value of data and addressing the history of other technology rollouts. To address more personal forms of denial, share as much information upfront as possible and provide clear reasoning and benefits (e.g. what's in it for them) for users so they buy into the need for change moving forward.

Frustration

Some frustration is inevitable as you bring ThoughtSpot to new users. It's essential that you provide both formal and informal avenues to hear this frustration from users to address their concerns. Use surveys and other formal mechanisms to gather data around issues causing this frustration. This should be complemented by capturing frustration shared informally, whether in a meeting, a Slack or Teams channel, or even a 1:1 conversation.

This information will provide a starting point, but it's critical you dig deeper to get to the root cause of frustration. For example, the frustration on the surface might be attributed to a new analytics platform, but when you double click, the

real frustration isn't with the UX or search experience, but instead stems from a lack of data literacy that prevents the user from engaging with the data in a meaningful way.

Once you understand why users are truly frustrated, you can develop and communicate a plan to address the real issues as you scale your roll out of ThoughtSpot.

Depression

When users are unsure how the change affects them, or what they are supposed to be doing, depression sets in and productivity goes down. While mitigating frustration from new users, especially business users, may be part of your rollout of ThoughtSpot, you may have to contend with depression from data professionals and other power users. Many of these professionals have years of experience building dashboards and answering ad hoc requests, and are on your team today.

As you introduce ThoughtSpot, they may be worried about their own job security or question the value they can deliver as business users are able to self serve. It's critical you clearly communicate how their role is evolving and actually expanding as they shape the growth of ThoughtSpot, scale the impact of analytics in the business, and bring new use cases to life. This communication should include clear expectations for their role as it changes.

Help guide your user through the first stages of the change curve by establishing clear and honest communication.

- **Reactions:** Shock, denial, anger, fear, frustration, uncertainty
- **Support actions:** Communication, listening, empathy, encouragement
- **Examples:** Introduction meeting with Q&A session, anonymous feedback form, update newsletter, 1:1 meetings, office hours

Experimentation

Once users are motivated by benefits, they begin to accept that the change is happening and start exploring the new solution. Some users may get to the experimentation stage immediately after being told the change is happening. If users don't feel they have access to adequate knowledge resources to upskill, they can fall back to frustration and anger.

Reducing friction during the experimentation phase is the best way to keep users moving towards acceptance. Be sure to identify who the subject matter experts will be for each data source and department deployment. Establishing a chain of communication can reduce the frustration users face when not knowing who to ask or asking the wrong person.

Acceptance

With the tools and benefits laid out to enable them, users will progress to accepting the solution, but your work is not done here. Continue to solicit feedback and build out a robust support platform to enable all users and learning types.

For inspiration, the [ThoughtSpot Community](#) is a good resource during this phase to help maintain momentum especially with early adopters who will be ahead of the internal curve.

At this stage, try to keep the amount of change to a minimum. For example, if you already use Facebook at Work or an intranet, bring tips and tricks there. If you use ServiceNow to file IT tickets, do the same for ThoughtSpot tickets.

At this point, you'll also have individuals who have accepted and adopted ThoughtSpot with success stories. Turn the success of some into the success of many by sharing their questions and answers, stories, anecdotes of business benefits, learnings, and best practices whenever you're developing your community.

Selecting the right medium for your change management messages

Communication is the cornerstone of successful change management. The medium (e.g. roadshows, email, IM, social post, etc.) sets the tone and perception of the message before the content is delivered. An incorrectly used medium can cause the communication to fail.

To find the balance of where users are and the best medium for communication can be unique to each organization. Before approaching the user community, inventory the existing mediums and create a communication plan identifying who and how you want to communicate with users.

When formulating your communication plan, ask yourself:

- Who will manage and create communication with users?
- How often do I want to communicate with users and using what medium?
- Who do users contact for support?
- How is feedback collected and responded to?

Go further

- Slide deck: [Change management best practices](#)
- The Data Chief: [Why CDOs need a people change management champion on their team](#)
- The Data Chief Live: [People change management in driving self-service analytics](#)

Technical literacy vs. data literacy vs. data fluency

There's a big difference between technical literacy and data literacy. As an industry, we have spent far too much time training people on hard-to-use BI tools (technical literacy) and a woefully insufficient amount of helping people engage with data to answer critical business questions (data literacy.)

Gartner defines data literacy as the ability to read, write, and speak data in a business context. But instead of thinking about this as data — something potentially intimidating and new — you should think of it as the language of the business.

Meanwhile, data fluency is the ability to think in data terms. Just as not everyone reads at the same level of proficiency, not everyone needs to be at the same level

of data fluency. A data engineer may need to understand where data originates, if there are data gaps, potential biases and so on, while a manager may only need to interpret and interact with data in the form of live analytics. This is normal and expected. However, there is a baseline level of fluency everyone needs in order to be able to think critically about data and to recognize when there are both gaps and biases.

As you launch ThoughtSpot, ask yourself:

- What is the desired level of data fluency for every role in my organization?
- How can I enable users to learn the language of the business, in context?
- How will I incentivize upskilling and achievement of desired levels of proficiency (e.g. badges and certifications) using learning platforms?

Go further

- The Data Chief Live: [How to champion data fluency](#)
- The Data Chief: [Can you achieve self service analytics amid low data literacy](#)
- On-demand webinar: [Cultivating a data fluent culture](#)

Rollout planning

The final step to launching ThoughtSpot in your organization is developing a rollout plan.

Rollouts are most successful when:

- Executive support around change management is ongoing
- The pain point is obvious and acute
- You've clearly communicated the WHY and 'What's In It For Me' (WIIFM)
- People trust the data is accurate and up to date
- Using the tool is easy

There are many ways to do this. For example, you could opt for a 'big-bang' approach where you rollout to your entire end user group in one go. At ThoughtSpot, we recommend implementing a phased roll out. How you plan your phases is dependent on your organization. Consider whether this is your team's first analytics tool or if ThoughtSpot is replacing a legacy tool. How data fluent are your users? A general rule of thumb is to do a minimum two-phased rollout.

PHASE ONE:

Power users

In the first phase, we recommend rolling out your solution to a smaller subset of the target user group and leveraging this group as power users. Selecting who will be in the initial rollout group is a critical step to ensuring success. Put thought into who these people in your organization should be. They'll give you feedback on ThoughtSpot and serve as internal ambassadors and enablers as you scale your end user base. We recommend curating a diverse group across many different teams, departments and roles. Ideally, your power users are those who are inherently curious, early adopters of new technology, and are already comfortable working with data.

PHASE TWO:

Wider community

In the second and subsequent phases, you are delivering your solution to the masses. After incorporating the feedback from your power users and refining your processes, you are ready to roll out to more business users.

Here is a sample checklist for rolling out to users using the two-phased approach:

1. List of identified power users and business users
 - a. Set up their accounts in ThoughtSpot
 - b. Incorporate any feedback
2. Set up internal documentation site
 - a. Glossary of terms (what is the scope of search, what's in the data)
 - b. How to get started with ThoughtSpot, FAQ
 - c. Refine based on continuous feedback
3. Enable power and business users
 - a. Put together training deck: ThoughtSpot Tool + Your Data
 - b. Train the trainer(s) (Power Users as enablers)
 - c. Schedule training (and post-training follow ups)
4. Give power users a three week testing and feedback period
5. Set up email or chat help groups
6. Set up daily or weekly adoption pinboards
7. Schedule weekly office hours and feedback sessions (If the organization is big enough, holding departmental office hours goes a long way. Each department has some specific needs that can be answered or handled easily in separate groups)
8. Hold monthly ThoughtSpot lunch and learn sessions

In the days and weeks following any rollout, you'll want to track engagement and adoption to measure the value users are getting from ThoughtSpot. We will cover more on adoption and communications planning in the next section.

KEY TAKEAWAYS FOR A SUCCESSFUL ROLLOUT:

- The use case aligns to a specific pain, vision, or a roadmap
- User roles are understood and What Is In It For Me (WIIFM) is documented
- You have executive commitment within target business areas
- The end solution is user and value focused and not technically focused
- Continuous user enablement is built into your plan

Enabling business users is all about teaching them how to fish. Most legacy BI tools focus on the end report or dashboard 'product' because the process of finding insights is hidden. ThoughtSpot breaks this barrier and gives the user direct access to the most granular insights to explore new discoveries and actions.

As a best practice, you should ensure users know the problem they are trying to solve, understand the vision and how they can benefit from using ThoughtSpot. Have training classes in which you explain the features they have available but also the data they get access to. If not all the data is ready, have a roadmap at hand.

Not everyone will be an expert after the first training. Give your users time via office hours. Share tricks and tips, and make it fun with competitions or gamification.

Go further

- [Rollout and adoption plan](#) (Slides 3, 5, 7)

Adoption, retention, and community

Adoption and communication plan

Once your rollout plan is complete, it is important to know how you will regularly engage users to reinforce the new habits we want them to form. Holding regular office hours or enablement sessions, creating an online forum for tips and tricks, gamification, and newsletters are all excellent examples of adoption and retention activities.

Remember, the first four weeks post-rollout are especially important to successful adoption. Having a detailed plan can make a big difference for a great first impression with the tool.

Building your plan

Define goals and manage as a project

Having key milestones and goals defined is a way to ensure you are tracking progress around adoption. Adoption is the first indicator of success for your organization on how the rollout went. For this reason, it is important to have someone for each line of business/ team/department who is the owner/project manager for managing and tracking adoption. This includes creating and maintaining timelines and activities to drive adoption. Use ThoughtSpot to track your weekly active users, look for stalled momentum, and re-engage to ensure adoption is tracking as planned. When adoption stalls or is lackluster, understand why and revisit the Quick Win section.



- Define adoption owner per use case
- Define adoption milestones and key outcomes
- Define timelines and key projects owners
- Create and execute a project plan for adoption

Build users and community

Having a robust user community is critical to driving self-service consumption of ThoughtSpot. This helps not only for sharing knowledge and experiences among business users but also frees up the product manager's time. It also often inspires new ideas and use cases for ThoughtSpot.



- Build and execute end user training monthly (video in LMS and live)
- Create and guide a digital community for end users to interact with experts
- Capture and share success stories with the community to increase awareness and excitement

Establish scheduled activities to ensure retention

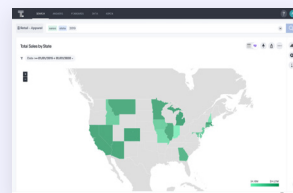
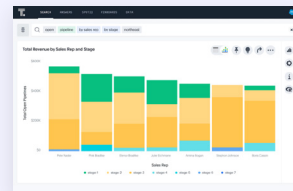
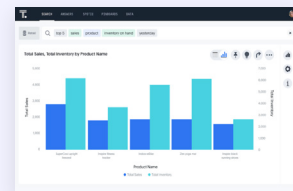
Reinforcing new habits is key to your business users understanding and feeling more comfortable working with data in ThoughtSpot. For business users that have never worked with data before, it is best to have more frequent and short meetings that focus on helping them navigate the data available to them, and then at a later point move into more in-depth topics. For more advanced data-savvy users it is best to spend more time helping them understand how to leverage all the aspects of ThoughtSpot.



- Weekly office hours
- Monthly newsletter
- Quarterly user groups, quarterly executive review

Use case momentum

When rolling out ThoughtSpot to your organization, we recommend documenting and managing the incoming demand in a use case pipeline. Then using the use case selection and prioritization best practices covered earlier, you can reassess the order in which you respond.



- Create and manage a “use case” pipeline
- Establish phase out plans for existing solution per use case
- Review adoption weekly

Go further

- [Office hours – Never just open time, have an agenda](#)
- [Challenges](#)
- [Community](#)

Measuring success and value

Measuring business benefits is a great way to document your transformation progress and driving funding and interest in subsequent use cases.

The goal of this value-based approach is to help business users generate insights that drive action and decision-making which leads to measurable value. This starts with understanding the pain (or opportunity) you are addressing with ThoughtSpot, and what the ideal future state looks like.

There are five key elements to consider when capturing ThoughtSpot's value delivered for your organization:

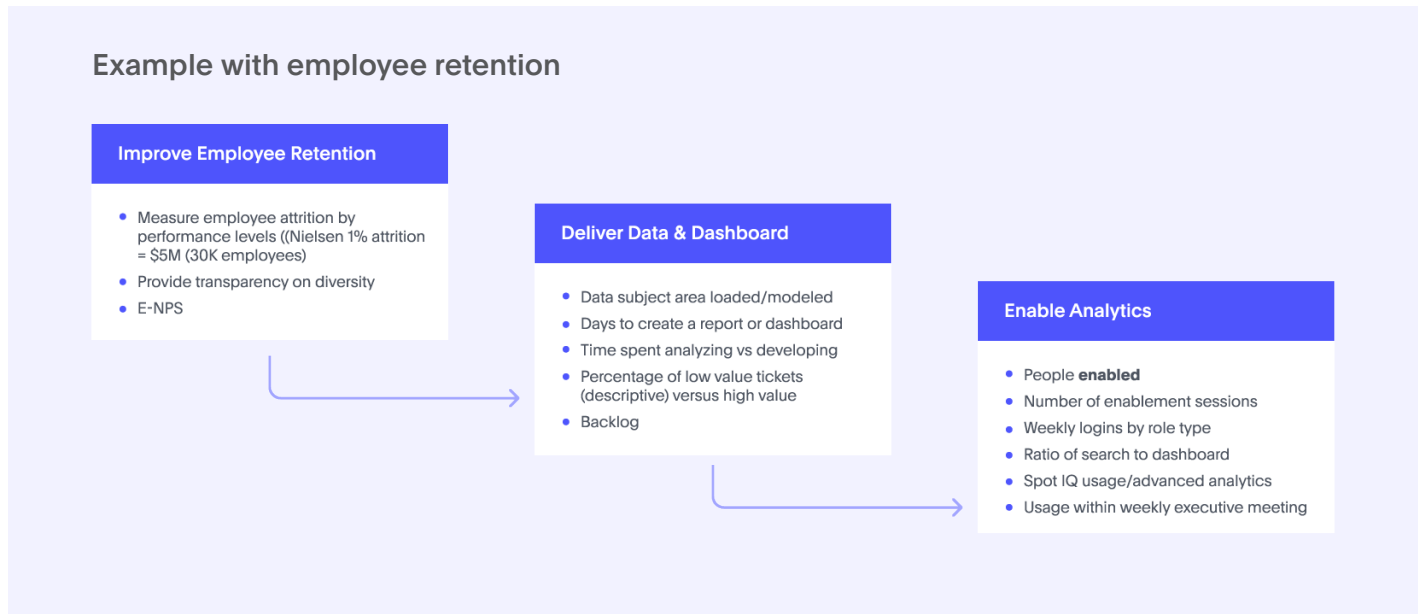
- **Owner:** Who is responsible for owning this use case?
- **Persona:** Who are the users engaging with ThoughtSpot?
- **Insight:** What insight(s) will this persona gain from ThoughtSpot that they cannot today?
- **Action:** What action(s) will be taken as a result?
- **Measurement:** How can we measure the impact of these actions?

Your ultimate measure of success will be improving a particular business outcome, but there are also leading indicators that show progress. For example, in a people analytics use case, your desired business outcome may be to retain top employees and reduce attrition of high performers. Unwanted attrition will have a monetary cost.

Prior to launching ThoughtSpot, take a baseline of the current metrics such as:

- Attrition rates, employee NPS
- Days to respond to requests for this information or to create a new dashboard
- Request backlog, along with the mix of requests from low value descriptive analytics to higher value requests such as new data sets and predictive analytics
- Number of people with direct access to this information
- Enablement sessions for this use case
- User satisfaction with the ability to answer key business questions
- Attendance at weekly office hours

Measure data-driven impacts: Lagging and leading indicators



As you deploy ThoughtSpot, capture the anecdotal stories of business value — whether it is an insight discovered or time saved. Socialize these value statements as a way of continuing to drive change and excitement.

Capturing benefits begins with establishing the right fit

Human success stories (informal)

- Train team and LoB experts to watch and listen for: “I love ThoughtSpot”
- Ask users why and how it improves their day to day
- Investigate how we impact the business area they support
- Tell the story in one slide
- Advocate for the advocates, share stories and impact with internal user community to drive excitement and recognition

Business value realization (formal)

Use-Case	Potential \$M	Data/Technical	Adoption	Group	Current Status
SKU mix	10			S&OP	Deployed
Promotions: sales lift	4			S&OP	Implementation
Warranty claim and defect rate	8			S&OP	Data Prep
Product replacement lifecycle	5			Sales	In queue

- Identify specific improvements and quantify the dollar value of positive business outcomes achieved
- Understand the “before state” & “after state”, interview key users and stakeholders
- Keep an ROI scorecard, quantify the value of ThoughtSpot use-cases
- Review ROI use-case score card & pipeline status of use-cases quarterly with stakeholders
- Create an executive roll-up summary as a measure to enforce joint accountability toward success

Go further

- The Data Chief Live: [Measuring success and quick wins](#)

About the authors

Cindi Howson

Chief Data Strategy Officer

Cindi acts as a strategic advisor to ThoughtSpot customers to deliver bigger business impact from analytics. She is the host of The Data Chief podcast and is a former Gartner Research Vice President.

Maria Stroukhoff

Manager Customer Success, EMEA

Maria manages the Customer Success team in Europe, working with our key customers like T-Mobile, NatWest and Siemens to drive enterprise-wide analytics transformational journeys. She is passionate about leveraging data to change the way we work and helping teams understand the value analytics brings to their organisation. Prior to ThoughtSpot Maria worked at Deloitte in both the US, UK and Germany helping customers on analytics transformation journeys, evaluating which BI tool for which use case and was a BI developer at times.

Andrea Frisk

Engagement Manager

Andrea drives the successful launch of ThoughtSpot by managing all aspects of project delivery during service implementations. She is laser-focused on ensuring our customers feel enabled and confident in building for and adopting ThoughtSpot into their organization. Before joining us, she scaled the ThoughtSpot deployment at mega-retailer Canadian Tire and continues to leverage her experience to drive customer satisfaction.

Josh Royse

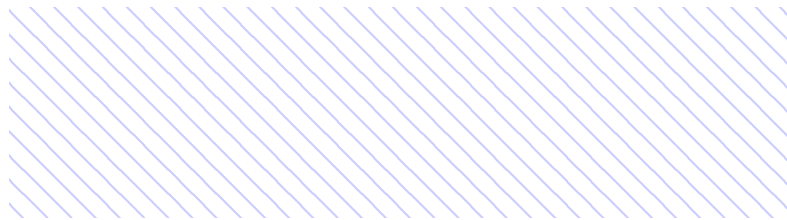
Customer Success Manager

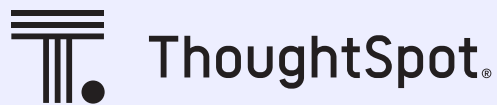
Josh supports ThoughtSpot's enterprise customers in the US and Canada, helping drive transformational user adoption through organizational shifts to self-service analytics. Formerly a customer of ThoughtSpot, Josh enabled 1,000+ users across dozens of business units, making ThoughtSpot a key part of their finance operations transformation story and transforming dashboard developers into analysts of the future.

Ovidiu Bodnar

Customer Success Manager

Ovi supports ThoughtSpot European customers including Just Eat Takeaway – winner of the Best Cloud Project in 2021 at the Cloud Excellence Award , Nationwide Building Society – finalist of the Best Transformation Programme of 2020 at the UK IT Industry Awards, and Schneider Electric that boasts a 78% BI adoption rate.





About ThoughtSpot

ThoughtSpot is the Modern Analytics Cloud company. With ThoughtSpot, anyone can leverage natural language search and AI to find data insights and tap into the most cutting edge innovations the cloud data ecosystem offers, extend the value of their data to partners and customers, and automate entire business processes.

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