



REAL-TIME ANALYTICS

Learn to Be More Agile, Responsive
and Customer Focused

.....
27 TOP EXPERTS SHARE THEIR SECRETS

FOREWORD

Today, most businesses are software businesses. In industry after industry, a company's software is now the primary way it interacts with customers. To succeed, businesses must know their customers, but how do they do that when the interactions come through a screen instead of face-to-face meetings?

The answer is software analytics—transforming metrics and events from software into actionable data in near-real or real time. The coming together of technology and business metrics with business intelligence and software analytics tools allows business leaders and IT operations to better understand not only how their software performs but also how their business performs—while there's still time to do something about it. Real-time analytics—a key component of software analytics—helps companies be more agile, responsive, and customer focused than ever before. Best of all, it lets creative problem solving happen immediately.

This e-book was created to demonstrate the value of real-time analytics to a wide variety of companies, stakeholders, and use cases. We hope the first-hand experiences chronicled here offer you game-changing insights, best practices, and inspiration for how to leverage the power of software analytics to make better, faster, data-driven decisions.



Lew Cirne,
Founder and CEO,
New Relic
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New Relic is a software analytics company that makes sense of billions of data points about

millions of applications in real time. New Relic's comprehensive Software as a Service-based solution provides one powerful interface for Web and native mobile applications and consolidates performance monitoring data for any technology in your environment. More than 200,000 users employ our cloud solution to analyze more than 200 billion data points across more than 3 million applications. When your brand and customer experience depend on the performance of modern software, New Relic provides insight into your overall environment. Learn more at newrelic.com.

INTRODUCTION

One contributor to this e-book wisely points out that everything happens in real time, but not everything benefits from real-time analysis. That realization underscores the challenge facing analysts and decision makers today. The ability to capture massive amounts of real-time data often exceeds an understanding of how to use that information effectively.

To better understand how to get the most value out of real-time analytics—and with the generous support of New Relic— we collected answers to the following question from 27 top real-time analytics professionals:

A colleague has been tasked with implementing real-time analytics to transform her company (e.g., saving money, improving a product, or smarter marketing). Please share a story from your own experience or a critical piece of advice that will help her succeed.

The first section of this e-book focuses on when it makes sense to use real-time analytics to inform decisions and actions. The second section focuses on getting the most from real-time analytics. One recurring theme from the experts is that to derive value from real-time analytics, you must be able to take real-time action. We hope the insights and experiences these real-time analytics experts share help you strengthen your own business intelligence strategies.



All the best,
David Rogelberg
Editor



Mighty Guides make you stronger.

These authoritative and diverse guides provide a full view of a topic. They help you explore, compare, and contrast a variety of viewpoints so that you can determine what will work best for you. Reading a Mighty Guide is kind of like having your own team of experts. Each heartfelt and sincere piece of advice in this guide sits right next to the contributor's name, biography, and links so that you can learn more about their work. This background information gives you the proper context for each expert's independent perspective.

Credible advice from top experts helps you make strong decisions. Strong decisions make you mighty.

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Data helps us track our
athletes' achievements.

Mark Shaw
CTO & Co-Founder



We are *all* data nerds.





**PIERRE-LUC
SIMARD**

CTO, Mirego



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“Remember that you're putting in analytics because you want to improve things.”

Determine which metrics are core to your business objectives, and then focus your real-time analytics efforts on them. In this way, you get all the benefits of timely data to improve your business' performance in a measurable way and make decisions quickly.



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About the Author: As Mirego's CTO, Pierre-Luc Simard spends most of his time working on projects revolving around mobile technologies. He's all about software running on small devices. He has spent a big portion of the past 16 years working on embedded and mobile platforms in different environments. When he's not working, Pierre-Luc is probably out on a hike somewhere or running.



**TIM
KOOPMANS**

Co-Founder, Flood IO



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“If your data is linked in any way to your revenue or acquisition streams, collect it.”

Go beyond simply collecting data. By answering three simple questions—how much data are you generating, how will you handle storage of those data, and how will you translate the data into meaningful information—you can put the data you collect to the best possible use.



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About the Author: Following a 12-year career as an Australian Army Officer, Tim Koopmans has spent the past 10 years working as an independent consultant in performance, development, and operations of IT systems. His clients include retail, finance, telecommunications, government, and private companies. Tim helps make the Internet fast at Flood IO, a distributed cloud-based load-testing platform for everyone. He works remotely with multiple clients in Australia and overseas and (in his spare time) farms cows.



HUNG VU

Chief Technology Officer,
VBrick Systems Inc.



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“Look for opportunities to tell the larger story compellingly with a balanced mix of data and stunning graphics.”

Technology allows a level of data analysis that humans simply can't approach. When you're ready to select data analytics tools for your environment, four guidelines—the goal of your investment, latency, continuous improvement, and the ability to create and employ super charts—can help you harness the technology you need to transform your enterprise and take advantage of big data.



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About the Author: Hung Vu has served as CTO with several companies, delivering top products in different markets. Adept at identifying disruptive opportunities, value propositions, and sustainable growth strategies, he works with executive teams and boards to bring strategy, technology vision, and product road maps to the fore before building world-class product teams to implement them. Voted a Top 10 Exec by *The Washington Post*, Hung's accomplishments include a best-in-class enterprise learning management system and a top TELCO interconnect optimization suite with business intelligence and decision support.



TED RUBIN

Social Media Strategist,
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“A social customer service team can have a big impact on customers and improve brand reputation.”

With today's volume, variety, and velocity of data, only those organizations that can understand and act on their data while maintaining customer relationships will emerge as winners. See an example of a smart organization that invested in the people, process, and technology to use real-time analytics for smarter marketing and reduced inefficiencies.



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About the Author: Ted Rubin is a leading Social Marketing Strategist, Keynote Speaker, Brand Evangelist, and Acting CMO of Brand Innovators. Ted is the most followed CMO on Twitter, according to *Social Media Marketing Magazine*, one of the most interesting CMOs on Twitter according to Say Media, number 13 on Forbes Top 50 Social Media Power Influencers (2013), and number 2 on the Leadtail August 2013 list of Top 25 People Most Mentioned by digital marketers. Follow him @TedRubin, @R_onR, or @Parentng.



**ANDREW
ALLAWAY**

Data Scientist,
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“To understand the issues you are implementing analytics to solve, you must evaluate the problems stepwise.”

Analytics refers to a continuum of needs: reporting, analysis, dashboards, prediction, and simulation. When you understand this continuum, you have a framework for analyzing your business' data. Learn how to use this framework to evaluate your projects and better understand the issues your business faces.



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About the Author: Andrew Allaway is a data scientist at Philips Healthcare. Math, science, and art (MSA) are his passions, and ensuring that he applies MSA to his daily life is vital to his creativity and ability to create solutions to complex problems. Andrew has an undergraduate degree in Communication from the University of Dayton and an M.S. in Information Systems from DePaul University



**BOB
GOURLEY**

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“Analytics can assess the meaning of new data in the context of all enterprise data holdings and can alert the enterprise if previously produced analysis should be reconsidered.”

Hardware, software, and communications have evolved together—so much so that enterprises can establish one, unified data architecture to handle an array of workloads. Now, organizations can consider data in the context of the entire enterprise and even receive alerts when a new discovery is made. Discover how real-time analytics fits into this new architectural model.



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About the Author: Bob Gourley is the publisher of CTOvision.com and a co-founder and partner of Cognitio. At Cognitio, Bob leads research and analysis activities, due diligence assessments, and strategic consulting.



**KRISTIAN
ØLLEGAARD**

CEO,
Plecto



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“Analytics won't change anything unless you can see the information.”

Real-time analytics is a powerful tool, but management must maintain its focus during the implementation of a new analytics platform. Users must be educated on and comfortable using the new tool to get the best out of it. Discover three strategies for incorporating real-time analytics into your business.



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About the Author: Kristian Øllegaard is the CEO of Plecto, a European Software as a Service company working with real-time analytics for sales departments. He has helped implement real-time analytics for many organizations, transforming them to be more performance aware.



JEFFREY HAYZLETT

Primetime TV Show
Host, Bestselling Author,
and Sometime Cowboy,
The Hayzlett Group



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“Real-time analytics gives us the opportunity to better tailor our content and develop new programming.”

If your organization is preparing to launch a new business area or product, you know the value of doing your homework beforehand. Real-time analytics is critical to a successful launch, helping you to tailor your content to your target audience. Check out a real-world example of real-time analytics at work.



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About the Author: Jeffrey Hayzlett is a global business celebrity and speaker, bestselling author, Contributing Editor and Host of *C-Suite with Jeffrey Hayzlett* on Bloomberg Television and *Mind Your Own Business* on C-Suite TV. He is the CEO of The Hayzlett Group, an international strategic business consulting company focused on leading change and developing high-growth companies. Connect with Hayzlett on Twitter, Facebook, or LinkedIn.



**DR. KIRK
BORNE**

Professor,
George Mason University



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“You can quickly deploy analytics models to other processors through PMML and implement them dynamically through BPEL.”

Most companies do not have the computational and network resources necessary to build complex data models, but there are ways to improve, streamline, and automate the real-time workflow. Discover the value of the BPEL and PMML standards in enabling effective, reproducible real-time analytics.



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About the Author: Dr. Kirk Borne is a Data Scientist and Professor at George Mason University. Having worked for nearly 20 years in positions supporting NASA projects, he has extensive experience in big data and data science, including data mining and data systems. Kirk was named a 2014 Big Data and Analytics Hero by IBM and was identified as #1 Big Data Influencer on Twitter in 2013.



**AMIT
BENDOV**

CEO,
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“Empower as many of your colleagues as possible so that you're not faced with a long queue of pending requests from every department.”

By taking advantage of business analytics, your team can increase efficiency and profitability in a variety of ways. The ability to build dashboards and reports quickly allows real-time identification of problems, and the results of your analyses can fuel growth, prevent customer churn, and increase sales.



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About the Author: A Software as a Service industry veteran, Amit Bendov is leading SiSense's rapid growth as a trailblazer in high-performance business intelligence software. Amit has been at the helm of SiSense's strategy, vision, and customer acceleration since July 2012, leading the company to triple subscription revenue growth, closing \$10 million in Series B funding and \$30 million in Series C funding, and significantly expanding SiSense's global footprint in 49 countries.



**LISA
ARTHUR**

CMO, Marketing
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Teradata



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“Real-time analytics don't have to be performed in real time—they just need to be *used* in real time.”

Real-time analytics don't have to be performed in real time—they just need to be *used* in real time. When you can act immediately on analyzed data, you capitalize on customer interactions, customizing your message and improving the customer experience.



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About the Author: As Teradata's Chief Marketing Officer, Marketing Applications, Lisa Arthur drives customer-centric initiatives and serves as global industry thought leader around data-driven marketing and Teradata's Integrated Marketing Cloud solutions. A 30-year marketing veteran, Lisa is the author of *Big Data Marketing; Engage Your Customers More Effectively to Drive Value*. Her industry thought-leadership blogs have appeared on the Forbes.com CMO Network, and she is a contributor to Lean back, a marketing blog of The Economist Group.



**MICHAEL
CAVARETTA**

Data Scientist/Manager,
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“Take a step back from the technology and understand the ‘why?’”

To find company value, identify where automated decision making provides a significant competitive advantage. For example, can you make better, faster offers to your customers? Can you predict when your customers are likely to defect? Real-time analytics can help you get quick wins and build credibility for your company.



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About the Author: Mike Cavaretta is a data scientist and manager at Ford Motor Company in Dearborn, Michigan. He is a leader for the Predictive Analytics group in Research and Advanced Engineering, where he guides the team to work as internal consultants using technologies in big data, machine learning, artificial intelligence, data mining, text mining, and information retrieval to improve business processes across the enterprise. Mike has worked at Ford Motor Company since April 1998.



**JIM
STERNE**

Founder,
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“If they can tell you why, you can show them how.”

Before implementing something as big as real-time analytics, you must answer one question: Why are you doing it? When you have the answer, you can develop clearly defined deliverables. When you answer that question, you'll know if you have succeeded.



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About the Author: Jim Sterne (<http://www.targeting.com>) is an international consultant who focuses on measuring the value of the Web as a medium for creating and strengthening customer relationships. Jim has written eight books on using the Internet for marketing, is the Founding President and current Chairman of the Digital Analytics Association (www.DigitalAnalyticsAssociation.org), and produces the eMetrics Summit (www.emetrics.org).



Data helps us
revolutionize fashion.

Camille Fournier
Chief Technology Officer

RENT THE RUNWAY

We are *all* data nerds.





**ANIL
BATRA**

Consultant

  
Twitter | Website | Blog



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“Real-time analytics is helpful only if you are ready for real-time actions.”

Real-time analytics is helpful only if you're ready to act on the data in real time. When you are, you can fix glitches before they become problems and capture your customers' minds—and wallets. If you run a Web-based business, the ability to act in real time is imperative. Are you ready?



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About the Author: Anil Batra is a Digital Marketing and Analytics professional with 15 years of experience. He has worked with companies ranging from Fortune 50 to startups, including Microsoft, SmartMoney.com, ESPN, T-Mobile, Hoovers, RealNetworks, Starbucks, and TheStreet.com. Anil holds a B.Tech. in Electronics and Communication Engineering from India and an MBA from the University of Washington, Seattle. He has taught digital marketing and analytics for the past nine years at UBC and the University of Washington, spoken at conferences, blogs at <http://webanalysis.blogspot.com>, and served on the Board of the Digital Analytics Association.



**GARY
ANGEL**

Principal, EY



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“No matter how good your analysis is, it isn't worth anything if you don't have the operational wherewithal to take advantage of it.”

You can fail to transform analytics in three major ways: by confusing real-time events with real-time analytics, by performing analytics without an operational strategy, and by picking the wrong problems. But when you understand the difference between real-time data and real-time decision making, you can focus on the outcomes that deliver true competitive advantage.



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About the Author: As President of Semphonic, Gary Angel led his company's growth from a two-person organization to one of the leading digital analytics practices in the United States. When Ernst & Young acquired Semphonic in 2013, Gary became the leader of EY's Digital Analytics practice. Voted the most Influential Industry Contributor by the Digital Analytics Association, Gary writes an influential blog (<http://semphonic.blogs.com/semangel>), has published numerous white papers on advanced digital analytics, and is a frequent speaker at industry events.



ANU CHITRAPU

Senior Vice President,
Bank of America



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“As you examine your business environment for opportunities to apply real-time analytics, start with two places: focus on a problem, or focus on data.”

Real-time analytics offers tremendous cost savings for two reasons: it helps you spot relevant events quickly and respond to those events faster than you would be able to otherwise. Real-time analytics helps you make money, too, by allowing you to spot trends before the competition and capitalize on them.



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About the Author: Anu Chitrapu works in the Vendor Analytics group at Bank of America. With 20 years of experience in business intelligence, analytics, marketing, and general management, Anu has a passion for using analytics to make smart business decisions. She holds an MBA from the MIT Sloan School of Management and is President of Vision Aid, a nonprofit organization that serves the visually challenged in India. She is also on the advisory board of Saheli, an organization that seeks to empower victims of domestic violence.



**CHRIS
RIETH**

Program Manager, Open
Performance,
Socrata, Inc.



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“Data-centricity is reshaping the connections between governments and citizens.”

A new data-centric view of our public institutions is reshaping the connections between governments and citizens to power new forms of on-demand, real-time services delivered by private enterprise. Learn how real-time analytics is creating new markets and changing how we view the future.



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About the Author: Chris Rieth joined Socrata to help governments, nonprofit organizations, and nongovernmental organizations find new and exciting ways to measure performance, improve transparency, and empower citizens to better understand and track progress toward a better future. Chris previously served as a senior aide to Governor Martin O'Malley. A steadfast proponent of public-sector innovation, he enjoys finding new ways for citizens to engage with government to help solve our most pressing public policy challenges.



JUNE DERSHEWITZ

Director of Digital
Analytics,
Apollo Education Group



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“Start business transformation by imagining the value of real-time action.”

If you want to transform your company with real-time analytics, start by imagining the value of real-time action. Closed-loop automated systems hold the greatest promise for real-time action. Humans play a role, too, but only when they're able to jump when they see the data. To capitalize on real-time analytics, find the points in your business where real-time action is achievable and worthwhile.



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About the Author: June Dershewitz has had a 15 year career driving analytics strategies for major corporations. Currently, she is the Director of Digital Analytics at Apollo Education Group, the parent company of University of Phoenix. Before that, she was a member of the leadership team at Semphonic, a prominent analytics consultancy now part of Ernst & Young. As a long-standing advocate of the analytics community, June was a co-founder of Web Analytics Wednesdays she's also a Director Emeritus of the DAA.



ALLISON HARTSOE

Consulting Partner,
Allison Hartsoe LLC



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“Today, using real-time analytics to identify cost-saving measures is surprisingly easy.”

Unsuspected errors create poor visitor experiences, but real-time analytics can help you avoid costly mistakes in your online sales environment. “Smart” devices and data will continue to multiply, but real-time analytics can help you eliminate the unexpected and capitalize on customer buying habits.



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About the Author: A digital marketing analytics expert, Allison Hartsoe writes the blog *Schrödinger's Cat* to help marketers handle the impact of what they didn't see until it was measured. Previously a Senior Manager at Ernst & Young, VP Analytics at Semphonic, and founder and CEO of Aspyro, an eBay analytics company, Allison co-founded iSyndicate in San Francisco, a venture-backed marketplace that sold digital content to Fortune 500 corporations from media publishers. She has appeared on CNN Europe and NPR's Real Computing and spoken at eMetrics, eBay Live, and Internet World.



DOROTHY CREAVEN

Co-Founder and Chief
Executive,
Element Wave



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“Real-time feedback is critical to influencing mobile app users exactly at the right time.”

Employ a live feedback mechanism in your real-time analytics to influence customers' buying decisions in real time. In this way, you can analyze drop-off points for mobile users and offer incentives for them to stay connected.



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About the Author: Dorothy Creaven is Co-Founder and CEO of Element Wave, a software company specializing in Mobile Marketing technology and Mobile CRM. Featured in such publications as *The Sunday Times* and *VentureBeat*, she is regularly asked to speak at conferences in the area of mobile engagement and retention technology for the mobile app market. Element Wave's award-winning product is a mobile user engagement and customer retention tool that dramatically increases app usage for brands, through mobile analytics and push messaging, a proven way to significantly increase mobile app revenues.



**KEN
HERRON**

Advisor,
Multiple Tech Startups



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“Real-time analytics frees you to focus on accelerating customer and revenue growth for your brands.”

Asking the question, “What if?” gives you and your team the freedom to pursue as many out-of-the-box ideas you can conceive. But without the ability to know the impact of those ideas on results in real time, those ideas may never reach their potential. Discover how real-time analytics lets you know the results of marketing ideas fast enough to take advantage of marketing windows.



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About the Author: Ken Herron drives revenue by developing stronger emotional connections between companies and their customers. He has held executive-level marketing and sales leadership positions in multiple Web and mobile tech companies. A graduate of Stanford Graduate School of Business' Marketing Management program, Ken earned his MIM from the Thunderbird School of Global Management. Ranked the #2 CMO on Twitter worldwide by *Social Media Marketing Magazine*, he is an author and frequent speaker on leveraging technology for marketing. Follow Ken @KenHerron.



PRATIK BANG

Advisor,
Multiple Tech Startups



Website



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“So far treated as a luxury, real-time analytics will become critical to a company's strategy.”

As the world becomes more digital and the amount of data available to companies increases exponentially, you need a way to keep pace. By employing real-time analytics, you can determine what your customers want, how to engage them, and how to deliver your products and services more efficiently.



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About the Author: Pratik Bang is the Director of Alliances for the Data & Analytics group at Equifax, where he is responsible for developing partnerships with third parties and helping develop the overall analytical strategy. Before that, he was a consultant for McKinsey & Company, working on technology strategy studies for clients in many industries. He has held various leadership positions at Genesys Telecommunications, most recently Senior Manager of Engineering. Pratik has an MBA from Emory University and M.S. and B.S. degrees in computer engineering from the Georgia Institute of Technology.



**SETH
YATES**

VP, Technology,
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“The insights you get in real time are useless if you can't act on them in real time.”

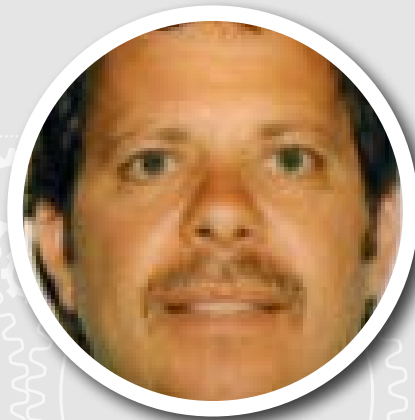
As the volume of data increases, your company needs a way to make better sense of these data, but what really matters is a real-time analytics solution that highlights “actionability” in the data you collect.



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About the Author: Seth Yates is a technology entrepreneur who has been working in programmatic advertising since 2008, having founded and sold an early demand-side platform. Seth is now focused on leveraging big data management to benefit marketers and publishers.



**RICHARD
SINK**

Founder,
Critical Connections



Twitter



Website



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“Resist the temptation to focus only on what happens on your website.”

Whether your goal is to save money, improve a product, or employ smarter marketing, today's savvy business owners need deep analysis of how their consumers are behaving online. If you can address your consumers' needs through quick response, you put your business at a significant advantage. Real-time analytics helps you do just that.



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About the Author: Richard Sink is the founder of Critical Connections. He has more than 30 years of tech experience and 10 years of experience in online business optimization. He is well versed in how new technologies, search engine optimization campaigns, Web development, and social media strategies can solve business problems, improve business processes, and achieve a competitive advantage that will positively affect his clients' bottom-line results. You can find Richard on LinkedIn, Facebook, Twitter, Pinterest, and Google+.



**CHRIS
NEUMANN**

CEO and Co-founder,
DataHero



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“What happens when the bottleneck is in our processes and people?”

We are forever looking for ways to make our systems faster and more efficient at delivering answers to our users. But what happens when the bottleneck isn't technical? What happens when the bottleneck is in our processes and people? Self-service cloud BI solutions can empower your users and relieve bottlenecks in your current systems.



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About the Author: Chris Neumann is CEO and co-founder of DataHero, the leading platform for visualizing data from online services. After helping create the Big Data space at Aster Data Systems, he has spent the past three years evangelizing an industrywide shift to the cloud, helping to position DataHero as the first truly freemium business intelligence platform in the cloud space. Chris holds an M.S. in Computer Science from Stanford University and a B.S. in Computing Science from Simon Fraser University.



**ADAM
GOTTERER**

Head of Engineering,
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“Brick-and-mortar retailers and service providers often find themselves on the losing side of the data analytics battle when competing with online retailers.”

If you're a brick-and-mortar retailer, you may be finding it difficult to keep up with your digital counterparts. After all, online companies have access to cookies, click tracking, and targeted advertising; in the physical world, decisions are often based on instinct. Discover how real-time analytics can help you level the playing field.



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About the Author: Adam Gotterer is Head of Engineering at Nomi, an omnichannel marketing platform that helps retailers better engage with their customers. He has held roles as the co-founder of Shopalytic, VP of Engineering at Lot18, and the Director of Engineering at CollegeHumor/Bustedteens.



**KURT
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“If talent is the fuel that powers your organization, analytics is the performance accelerant.”

If talent is the fuel that powers your organization, analytics is the performance accelerant. Real-time analytics can help your HR team deepen your talent pools and capitalize on your HR resources. Learn how to employ analytics not just for hiring new talent but to manage that talent over the long term.



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About the Author: Kurt Ballard has spent 20 years in the human capital management field. Prior to coming to ACT Bridge in 2011, he had co-founded talent measurement leader PreVisor, helping to build a global leader in cloud-based talent measurement. As CEO at ACT Bridge, Kurt is leading the expansion of the company's products and services. Kurt is an industry speaker and past contributor to *BusinessWeek*, *Human Resource Executive*, *SourceCon*, and the Human Capital Institute.



Data helps us make
messaging more fun.

Guy Fighel
Director of Engineering



We are *all* data nerds.

