WHITE PAPER

Grow Your User Community

Strategies to drive user adoption for Qlik® analytics

TABLE OF CONTENTS

SUMMARY

- A successful analytics project is not just technically oriented, it requires change management and strong internal marketing
- According to a McKinsey study, Return on Investment (ROI) for software rollouts was 35% when there was little or no organizational change management. However, the ROI was 143% when there was excellent change management
- Organizations should use a mix of marketing and communications strategies to drive adoption and get the highest impact from their data and analytics investments
- This whitepaper proposes several techniques, ideas, resources, tips and tricks that can be used to engage, enable and drive adoption of analytics amongst your user community

INTRODUCTION

When it comes to technology projects one of the areas that most often receives the lowest level of focus can be user adoption. Most project energy is typically absorbed building the product and deploying the infrastructure for its usage. In most cases technology project teams do not have the change management and internal marketing expertise, or time, to run a comprehensive communication and adoption program.

It is self-explanatory that no matter how good a product might be, if no-one is using it then an organization is not deriving any value from it. This means that there is a direct correlation between user adoption and business value realization. There can be the philosophy of "build it and they will come", but this is a risky approach that has often come unstuck, especially in an environment where there are many different initiatives competing for an individual's attention. As a result, it is critical that user adoption is taken seriously and given the right level of attention, resourcing and time.

The following whitepaper has been written from the point of view of a large enterprise transformation project, but all of the ideas and approaches can be applied in different ways to address different situations. For example, it might only be a small implementation for a limited user community, but many of the techniques and project stages would still be of value and could be achieved in a light weight fashion. Equally, if you are looking to reinvigorate an existing user community with some incremental changes and an adoption drive, then many of the **Operate** phase ideas and other suggestions will help in this goal.

1. Planning

The adage of "failing to plan is planning to fail", often attributed to Benjamin Franklin, is certainly true in this instance.

Budgeting for change management

One of the most important success factors of an analytics project is recognizing the need for change management and securing budget upfront for a dedicated and suitably skilled resource/s. This does not necessarily mean you need to seek out external help, you may already have a change management team, or you could look to your marketing or customer facing web teams for help. The main point is that you recognize it's a distinct skill set and find the right support.

Plan for change

"Invest in the skills and experience of a specialist practitioner"

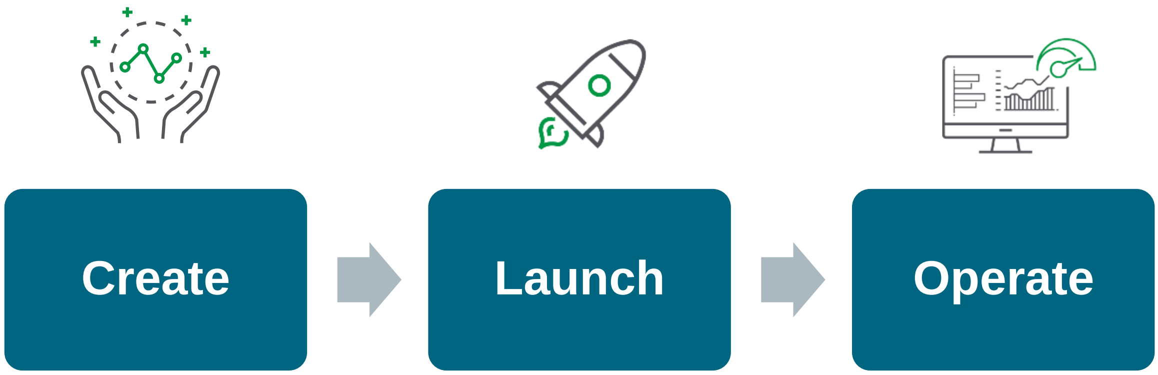
Technical skills alone won't enable an organization to realize the full value of their analytics investments. Experience and skill in running change management and/or internal marketing campaigns is essential.

The importance of marketing

Anecdotally, the most successful analytics adoption programs tend to be delivered by marketing teams that understand how to effectively communicate with groups of people and influence them. They have an innate understanding of the tools and techniques required and have a range of assets and resources at their fingertips. Equally, success is often seen within organizations that involve their customer facing web teams, where they can draw on their design, branding and storytelling skills to help land analytics amongst their internal user communities.

Plan the stages of rollout

During the planning process it is important to recognize the impact that each stage of a rollout program will have on the end-users. Each stage will present opportunities to raise awareness across your user community. Most organizations focus on the **Create** and **Launch** phases, but it is essential to consider all of the stages and plan the associated activities accordingly.



The 3 stages presented here are some typical high-level examples for the purposes of this whitepaper, but of course each organization may wish to plan their own stages. The next section will describe some of the high-level activities delivered during each stage, many of which will be expanded on further within this content of this whitepaper.

Create

This stage should focus on generating buzz and awareness around the purpose of the project, its planning and includes the initial end user community engagement.

Develop a mission

One of the most important activities is developing a mission and user-centric story as to what the project is about, why it is important and how it benefits not just the organization, but the individual. This includes developing a brand and project identity. This activity is very much an opportunity to engage your end-user community as outlined in a later section in this whitepaper.

Plan for User Experience (UX) workshops

Another means by which you can engage the user community is by running some early user experience workshops. There are specialist user experience consultants that can deliver these, but any activity which engages end users and begins to understand their analytics needs and preferences around working with data will be useful.

It is important to map out the different user groups that exist within your community and engage each one in a flexible and practical way. Gaining an understanding of the different user groups in this way will also help in later stages of the adoption drive, as it will enable more persona-based engagements. User Experience workshops are an opportunity to challenge the thinking of the business users in terms of how they wish to work with analytics. Most of us know of something that has worked in the past, but rarely step back and rethink what it was that we were trying to achieve, let alone know the other options that were available to us.

There are good practices to follow when it comes to user experience, but equally there can be many different needs in an organization, so it is important to understand and respect what the users are asking for. At the same time this presents an opportunity to educate users as to both what is possible, as well as the rationale for the good practices to overcome any change inertia. Being guided and educated in this journey will help produce a much better outcome and creates more of a sense of co-creation with your business teams, often called the IKEA effect.

Identify and onboard champions

The **Create** phase is also the stage where you should be identifying and onboarding champions. Champions are essential to spreading the word and helping colleagues get the most value from their analytics solutions. The selection of champions is important to consider, if you ask them to self-select you may find that you have a group of very similar personas or people that are pushing a certain agenda in some circumstances. It is important to get a diverse mix of highly motivated people, from different roles across the business and with different backgrounds and skills. This should include people that are resistant to change or often cynical about the value of analytics. Quite often the most vehement opponents can be the greatest champions once they truly understand the value of the solution and the project mission.

Deliver initial training

Initial training can also take place at this stage, before bespoke application development starts. This can be for a range of different roles in the organization, for example basic end user training on in-app navigation, selection and data literacy skills. This can be very bespoke new user training based on the expected tasks in your organization or you can use some of the pre-built new user training in the Qlik Continuous Classroom. There are then a range of online and instructor led courses available for business analysts, data architects and system administrators. You may also want to consider additional training plans for the champions you have identified. This will be discussed in more detail later in this Whitepaper.

Agile development approach

Following initial user experience workshops, the application build might begin in earnest. Agile development methodologies have been around for some time and are considered the modern way to approach software development. The rapid build and iteration of applications and obtaining business user feedback is a key success factor and very much recommended where possible.

Finally, and importantly, the early part of a project is a time to plan an effective communication strategy that includes feedback processes for the full lifecycle of the project. This should include the creation of a communications plan, which would contain information and timelines around the type, content, frequency and channels of communication.

Launch

The **Launch** phase of the project is where you are engaging the widest group of end-users. It is recommended to run a soft launch or pilot first to ensure any initial challenges are understood and overcome. Subsequently, phased rollouts are recommended so that sufficient time can be dedicated to new users and, in some cases, messaging can be personalized to different user groups. The initial experience of using the software is critical, along with the accompanying communications and resources. Welcome packs, short punchy video examples and local floor walkers are all ways to make that initial experience as smooth, easy and enjoyable as possible.

Bespoke application training

Once development has reached a certain stage, then it is possible to create some Custom Application Training. This should be short and use case focused examples of how to use the analytics software and the typical actions that might result from the discovered insights. The problem, solution, benefit structure is always good here. There are further training options available that will also be looked at in detail in a later section.

Create buzz in your organization

In line with creating buzz, various Launch events should be planned. Obviously, this will depend on the nature of the launch, but as the solution is rolled out there is an undoubted need for communication, feedback and the telling of the overall story and vision, as well as specific details of what, where, when, why and how for each of the user groups and lines of business. This could include lunch and learn events and other creative formats. The Communication, Feedback and Personalization section of this document discusses this further.

Operate

This is often the most neglected stage of any project, but one of the most important. This is an opportunity to monitor ongoing adoption with clear adoption goals (e.g. total log-ins, total unique users, log-in frequency, log-in by department, etc…). This information can then be analyzed to understand if there are specific user groups, or certain user types, that are not adopting the solutions allowing more specific adoption strategies to be developed addressing the issues. Equally you can identify hotspots of usage and understand why and use that information to drive and promote activity in different areas.

Communicate success

The **Operate** phase is also when the successes of the project can be identified and communicated. There is often great real world, business relevant benefits that have been achieved through the use of analytics. Sharing these success stories helps motivate people to use analytics and helps raise the profile of those involved and the overall analytics platform.

Evolve your training program

The training needs of users will most likely change at this point, whereby they need training on self-service capabilities and general good practices. You may also get demand for advanced users to have the ability to author new applications, connect to data sources and model new scenarios in a sandbox or isolated development node. It is essential that all these learning pathways are considered, to continue the momentum and maintain the interest of your user community. This is discussed further in other sections of this whitepaper.

Gather Feedback

Gathering feedback and continuing to respond to the demand of the user community is very important. There will be requests for change, improvements and bug fixes required and putting a process and communication strategy around this will ensure that issues are resolved quickly and visibly and give end users a real sense that they are being listened to and action is being taken. This again helps drive adoption and engagement from the end user community.

Hackathons

Another fun event that can be run at any stage, but often once there is a bit more of a mature analytics community, would be a data hackathon. Hackathon's can be run as purely fun events based on a seasonal theme such as the Christmas holidays, or they can be focused on building prototypes that could have real business benefit. Such events can be a great way of getting the whole analytics community together from across an organization and promote collaboration and knowledge sharing.

2. A Clear Project Identity and User-centric Story

Organizations the world over spend vast sums of money and time raising brand awareness and telling their consumers a story as to how their products or services will improve their life. This investment is for good reason.

Create a brand and project identity

The first and most simple point is to create a name and identity for the project. You must be aware that you are likely competing with a range of other corporate initiatives. Many analytics and technology projects do not conceive of a project name and then when asked to describe their initiative to stakeholders they may say something along the lines of “I am working on an analytics transformation to improve revenue and efficiency”. Whilst technically accurate, it sounds dull and certainly does not create any buzz or interest and does little to differentiate the project from any other.

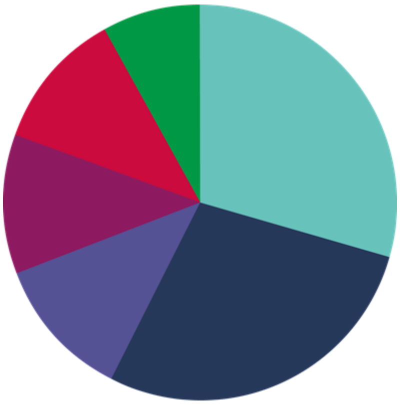
Many customers have run internal competitions to decide upon an appropriate name. The best names tend to reflect an organization’s business domain, are widely understood and can link to a broader meaning. An example is a customer that named their analytics initiative “Lumos”, an idea that came from an internal competition. Fans of Harry Potter will know that this is the name of a spell that casts light. This customer is also in the entertainment industry, so it was relevant to their business and sphere of interest. It also works well in the context of using data to cast light on and reveal insights within their organization.

A further example is a customer who was in the maritime services industry and named their analytics platform “MOBI”. Initially the name started as a rather uninspiring acronym, namely Marine Operations Business Intelligence, but brilliantly it references Moby-Dick, the name of the whale in the famous 1851 novel by American writer Herman Melville. This was a fun, referential and relevant name for this organization and really fostered a sense of something meaningful and interesting.

The creation of a logo and a consistent theme is also recommended to create a common thread across all project applications, communications and assets. When looking for images, graphics and brand assets, don't forget that most companies have some form of brand portal and corporate standards to adhere to, which can include standard slide design templates, icons, images and other useful assets. Also, consider contacting your external customer facing web teams or checking through your own web pages and annual reports for ideas and design themes.

Link to strategy, goals and values

Beyond a project name and logo, a distinctive and coherent story is critical, and it needs to be relevant to the overall strategy, goals and values of the organization, but also to the individual. This may require the development of different story lines for different user communities but should still fit into an overarching story for the initiative.



Communicate the individual benefits

In terms of the wider story behind any analytics initiative, then it will of course vary across many organizations and there needs to be a clear articulation of the business mission, strategy and goals and the expected benefits. A very important aspect to always consider is the specific benefits to the individual or the job role. Examples could be:

- Highlighting the opportunity for individual skills and career development
- Rebalancing of a role to more of the "good stuff"
- How this analytics initiative can make the job easier, more enjoyable and result in better outcomes for the customer or citizen
- Achieving formal Qlik qualifications or certifications

Create buzz and interest

Having established a name and story behind the initiative It is important to generate buzz both in advance of the project and ongoing. Simply having a creative name and coherent story is already a great start as anytime the project is introduced or explained there will be sense of something consistent, differentiated and important, this will create buzz and a sense of clear purpose.

To summarize and expand, here are some key ideas for creating buzz around your analytics initiative:

- Run an internal competition to come up with a name for the project/platform that you are building
- Create a logo for the project that can be used on communications and even within the analytical applications themselves
- Create project mascots or action figures, they could even be collectibles (i.e. a family of mascots), which could be used as prizes or rewards for achieving relevant training goals
- Place a project marketing outpost in reception, which might just consist of the logo initially, it will get people talking and generate buzz
- Promotional videos can consist of both senior leaders and end users discussing this project, focusing on the problems they face, how analytics will help and the benefits. The videos could even be a bit cryptic to start, again just generating buzz

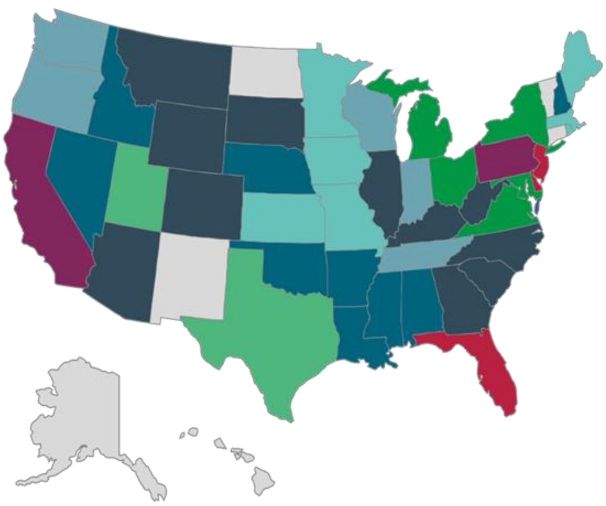
3. Communication, Feedback and Personalization

An important part of any change management undertaking is communication. This includes outbound communications regarding the name, story and purpose of the initiative, dates and roll out plans as well as the expected benefits. Another critical element is how the project takes end-user feedback and then shows and communicates an appropriate response. If end-users feel listened to and can see their feedback having an impact it creates a high level of engagement and in turn they can often help champion the project.

Formulate a communication plan

As mentioned at the start of this whitepaper, engaging the help of a person or team with change management and communications skills is critical to success. It is something that is time consuming, requires creativity, but massively impacts adoption and return on investment.

Without going into the detail of the discipline of change management this Whitepaper will simply seek to provide some examples of practical ideas to engage and inform your end-user community.



A basic component of planning communications across any organization is to carefully consider the different channels available. This could include traditional channels such as email, corporate intranet and the physical placing of posters and leaflets. It is also important not to ignore various meeting forums and team meetings, these are also opportunities to communicate messages and tell the story. Instant Messaging channels are being increasingly used to collaborate as well. It is good to have a basic plan that covers what, where and when you want to communicate.

Target and personalize communications

A key principle is to be as targeted and personalized as you can in your communications. That can be as simple as sending communications addressed to individuals by name, or sending specific communications based on job role for example. The content should also be tailored to the individual as far as is possible. As mentioned earlier, a documented persona map will help this personalization effort.

Capture and respond to feedback

One of the most important aspects of working with your user community is to ensure that feedback is captured, documented, shared and that there is a response. A simple and easily accessible log of prioritized feedback points, with updates and actions can be very effective. It is also important to ensure that any feedback points that have been acted upon are communicated widely, including crediting the source of the feedback (with agreement). This encourages others to give feedback and rewards those that have already provided feedback.

Qlik and cake

Expanding on this idea, we have seen customers implement “Qlik and Cake” sessions, whereby feedback is provided to the project team, updates are given and cake is consumed. What really drove attendance to these sessions was the fact that feedback was often acted upon quickly and the following week, end users could see their suggestions incorporated into the analytics applications.

Gather feedback at key moments

Another successful approach, time permitting, is to contact each user on the day or the following day of their first log-in. It is an opportunity to check that they had all the information and training that they needed and to gather any initial impressions and feedback, what did they find easy, were there any difficulties? What worked well?

A further way to incorporate feedback into a project is to aim for a phased roll out, including a pilot, as mentioned in the Planning section of this document. Splitting the project into smaller iterative phases allows opportunities to gather feedback and improve communications and engagement in later phases. Again, capturing the feedback and showing the community that it is being acted upon is critical. Agile software development methodologies are also in line with this approach and can help support a successful engagement with the recipient group of any analytics program.

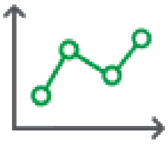
Celebrate success

Communicating success is vitally important. As the project progresses there are often multiple opportunities to communicate both soft success, such as how the analytics applications have made their job easier, more enjoyable and how they have developed new skills. There should also be hard benefits coming from the project, for example time efficiencies, increased revenue or a reduction in risk. It is important to capture all of these and communicate them, both during the **Launch** phase, but also the **Operate** phase, which can really help ensure the momentum of adoption. A great format for communicating successes can often be in testimonials from end-users in short video format. Qlik often works with customers to help capture, produce and publicize this type of content.

Typical sources of value can include:

- Additional revenue generated or identified
- Improved customer experience and reduced churn
- Reduced risk
- Process efficiency
- End user time savings
- IT team time savings
- Legacy solution decommissioning savings
- Improved skills, knowledge and capability

Monitor adoption



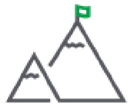
Throughout the **Launch** and **Operate** phases, there is the opportunity to use Qlik itself to monitor adoption and usage. Qlik provides prebuilt applications to help customers monitor the number of active users, average session length, number of log-ins, such as the Session Monitor app or the Entitlement Analyzer for SaaS. This information is very helpful to understand which departments, job roles and personas are getting value from the analytics tools and those areas of the business that are not adopting the solution. Areas that have good adoption can share the value they see in the insights and the information they are finding, and those parts of the business that are not using the solution can be asked about any barriers, difficulties or reasons that they are not getting value. Both aspects of this feedback can be used to drive further adoption, and therefore return on investment.

You can even take this a step further and get into the granular detail of which sheets and objects are being used within an application. This is real world data helps to see exactly what your users are getting value from and can be used to inform future development activity and data representation. The telematics application is an example of something that can help in this regard, along with other 3rd party and more advanced tools. Many of these tools can be found as part of the Diagnostics Toolkit.

4. Leadership

Senior sponsorship has long been recognized as a key success factor to any project or undertaking. This often takes the form of budget allocation, organizational goal setting and communication. At the same time there are several practical ways to enhance the leadership impact when it comes to analytics.

Lead by example



Leading by example is one of the most powerful ways to influence the behavior of others, especially if that example is being set by a recognized leader. In this context it is important for colleagues to see their leader's using analytics as part of their everyday work flow. One of the most effective ways to do this is to use the analytics as part of regular governance meetings, forming the backbone of the conversation (or at least an important part of it) and encouraging leaders to discuss and learn from the insights being shared.

Storyboards to embed analytics into the workflow

A great option for this is Storyboards in Qlik Sense, which not only allows for the presentation of important data insights, but unlike normal presentation slides also enables live interaction with the data. This allows participants to pose objections and work through the scenario to get to a point of decision.

An effective way to get this embedded into operational or management review meetings is for a skilled analyst to start adding narratives to the Storyboard and driving the interaction with the data during the meeting. The next step is to plan a round robin schedule for all the meeting participants, whereby they will take turns in being responsible for driving the tool to address the different questions raised in the meeting. They will need to be provided the relevant enablement and support to be effective, but the combination of there being a practical reason and being in the spotlight of their colleagues should provide a powerful motivation to engage and learn.

Identify opportunities for analytics adoption

It is recommended that appropriate forums be identified early on so that relevant analytics applications can be built to support the specific needs of those decision-making processes. Getting this right has multiple benefits, which can include:

- Reduction in the manual effort required to collate multiple spreadsheets and, in some cases, building out 00's of static slides / reports

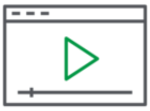
- Being able to effectively harness the skills and knowledge of people in the meeting and make decisions in the moment through live analysis rather than delaying or not making decisions due to the need for further information

- Building trust and confidence in using data to assist decision making, through clear data provenance and a common set of assumptions, terminology and calculations. This contrasts with hand curated spreadsheets and presentations whereby reporting can seem like management theatre, rather than a transparent and consistent process

Being a bit sneaky can be ok

Another leader led approach that can help accelerate adoption and usage of analytics is something hereby named *covert insights*. It is a rather Machiavellian approach, but all the more fun as a result. The basic idea is that a skilled analyst looks at the data in detail along with a senior manager at each reporting cycle to identify interesting insights, anomalies and outliers. The senior manager then presents these findings as their own to their team and asks them to investigate and provide further information and proposed actions. This is influencing adoption by example, but also making it practical by compelling teams to understand the data, investigate the issues and proactively engage with the data in future. Over time it should also be the case that the senior manager will be able to skillfully navigate the data each reporting cycle based on their experience and learning from working with the Analyst. Even better is when teams pro-actively engage with the data to pre-empt the questions from their manager and address any opportunities that are highlighted.

Create short snappy videos



Simpler forms of leadership are also effective. Taking the time to record short videos where members of the leadership discuss the value of analytics to the company, their customers and the various teams can also be very effective. This works especially well when in conjunction with a clear project identity and story.

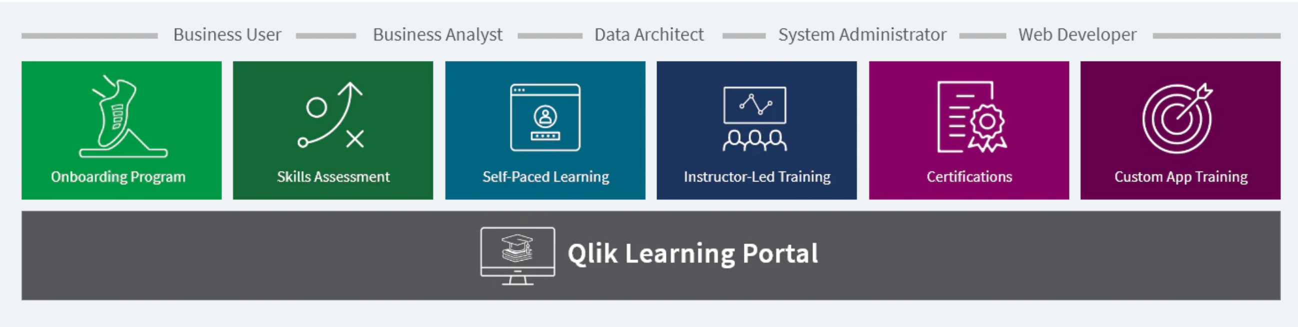
Use objective setting as tool for adoption

The last top down technique to cover here is the use of formal objectives around analytics adoption and training. Managers should set relevant SMART objectives around the use and application of analytics technologies where appropriate. An example could be to "support data driven decision making process in a recurring meeting forum utilizing the Storyboard capability" as mentioned earlier. Another simple option is to set goals around achieving appropriate levels of formal Qlik qualifications or certifications.

5. Focused Training

Training and enablement is a key element for ensuring wide adoption and more importantly helping users get the full value and insight from their data. Qlik offers a wide range of product training in many different forms to suit every persona and organization. More details can be found here:

https://www.qlik.com/us/services/training



An important element to training is ensuring it is structured and communicated in the right way and at the right time. A useful way to structure this thinking is to identify the different personas, job roles and skill levels in your organization. This enables you to be specific about the different needs within your user community and targeted in your approach. This can be aided with Qlik's online skills assessment tool, which can be completed free of charge:

https://www.qlik.com/us/services/training/skills-assessment

Typical personas are listed below and mirror most of the training offered by Qlik:

- Business User – A typical end user that needs to consume pre-built applications and explore their data to identify risks, issues and opportunities and to take relevant business actions
- Power User – Like a Business User, but can also perform governed self-service on published applications, whereby they can create and share new content, but not change the underlying data model
- Business Analyst – A skilled practitioner that has experience in working with dimensions and measures and understands how to explore and represent data for maximum business impact. They are confident building visualizations, expressions and creating beautiful and engaging user journeys within Qlik applications

- Data Architect – An experienced data developer who understand the mechanics of bringing multiple data sources together, creating efficient load processes and liaising with the business to understand the requirements that drive the data model design

- System Administrator – Responsible for all aspects of system administration from product installation, users/license management, security, infrastructure requirements/sizing, upgrades, backup and restore processes, data refresh schedules and logging

Some of these personas can overlap or combine, for example you may have the Business Analyst and Data Architect roles taken up by a single specialist business intelligence developer. In some cases, you might not initially have a Power User and only develop the self-service model later in the product lifecycle.

Document and plan training around your identified personas

These personas should form the backbone of any training plan and you should document the mix of personas within your own organization. There are two additional elements that are important. The first relates to the line of business and use cases that your Business and Power Users will be working with, this will help ensure the training materials are as specific and relatable as possible. Secondly you should consider the training needed/possible at each stage of the project in line with the broad project phases from the previous section and below.

You can of course divide your own project into different phases and/or give them your own names, but the most important aspect is to ensure you are delivering the required training at the right time to the right personas and to the right parts of the business.

For example, a Business User may receive some simple product orientation training during the **Create** phase, followed by custom application training early in the **Launch** phase (application readiness permitting). Later in the **Launch** phase a new starter pack might be shared along with a floor walker (if enough colleagues are all in one location) on launch day. During the **Operate** phase there maybe training plans that focus on specific value use cases or slightly more advanced skills, as well as clear tracks for new joiners and movers.

Tailor materials

An important and distinct activity from the generic product training can be focused, use case specific videos and materials. These can be created in-house or by Qlik as part of the Custom Application Training offer. The key aspect of this approach is to focus on the applications that your organization has developed and create short videos and supporting materials, showing the practical use and user journey of a Business User as they uncover insights and analyze the data to the point of decision. This helps Business Users contextualize analytics in terms they understand and can immediately apply.

Incentivize Users

A key part of any training program is to incentivize users to invest in their skills and capabilities. It is essential to ensure that users with enhanced entitlements have the skills and training needed to use them in a responsible and sustainable way. In this regard it is recommended that there are clear training gateways between each of the personas, for example moving from a Business User to Power User. In this example, there should be some specific training goals and checks to ensure that the user both has the knowledge and skill to benefit from and apply the increased capability. These could also be linked to of formal Qlik qualifications or certifications mentioned earlier. Creating and communicating clear training and skills development paths is essential to both engage and incentivize the user community, but also to protect the integrity of the platform.

Keep users updated and engaged

During the **Operate** phase it continues to be important to update the user base on new capabilities introduced into the Product or the Applications over time as well as building on existing knowledge to ensure good practices are continually shared and adopted. Setting a regular cadence on these updates helps set expectations and ensures the analytics program continues to stay fresh and relevant for the long term.

CONCLUSION

One of the key takeaways is that change management and marketing skills are often not planned for as part of many analytics project implementations. It is important that this area is given the right focus and budget to ensure the overall success of the initiative or platform. Ideally, this means finding the right person or people with the right experience and knowledge to successfully communicate the value, change existing mind sets and drive engagement.

Even if you are not at the beginning of your implementation journey and are just looking for some incremental gains, you should still be able to use many of the ideas and approaches suggested in this white paper to improve adoption and find colleagues that can help in the endeavor.

Hopefully this whitepaper has challenged you to consider all the practical options available to you to drive user adoption and make your analytics platforms part of the everyday work flow of your organization and integral to delivering value both organizationally and for your customers, stakeholders or citizens.

About Qlik

Qlik's vision is a data-literate world, where everyone can use data and analytics to improve decision-making and solve their most challenging problems. Our cloud-based Qlik Active Intelligence Platform delivers end-to-end, real-time data integration and analytics cloud solutions to close the gaps between data, insights and action. By transforming data into Active Intelligence, businesses can drive better decisions, improve revenue and profitability, and optimize customer relationships. Qlik does business in more than 100 countries and serves over 38,000 active customers around the world.