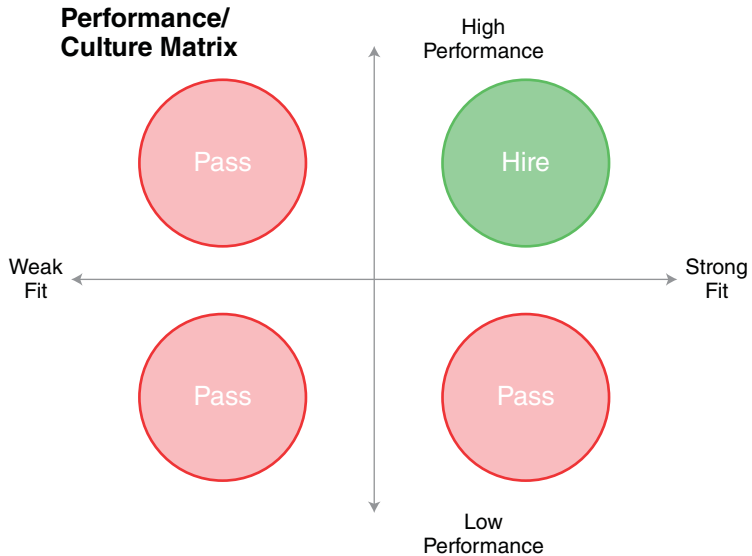
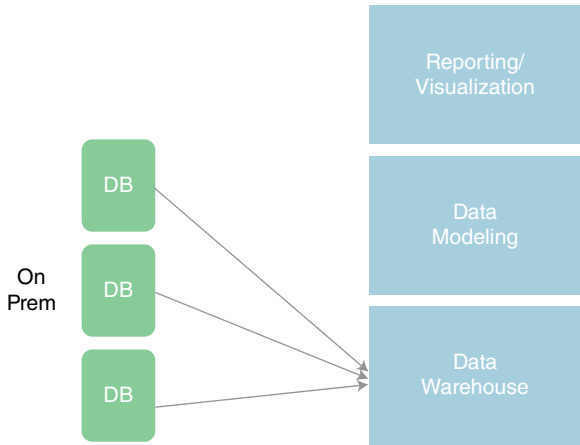


Rep	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Pipeline/ Quota
<b>Cailin Cloutier (I)</b>	156%		65%	37%	47%	143%	1.2
<b>Holden Johnson (I)</b>		1%		64%	10%	140%	3.5
<b>Laurence Woodward (O)</b>		73%		138%	145%	24%	2.4
<b>Roberta Collins (O)</b>			140%		137%	145%	1.6
<b>Sarah Read (I)</b>			32%		120%	90%	1.0
<b>Steve Tennison (O)</b>						7%	2.0
<b>Gemma Anabel (I)</b>						14%	3.7

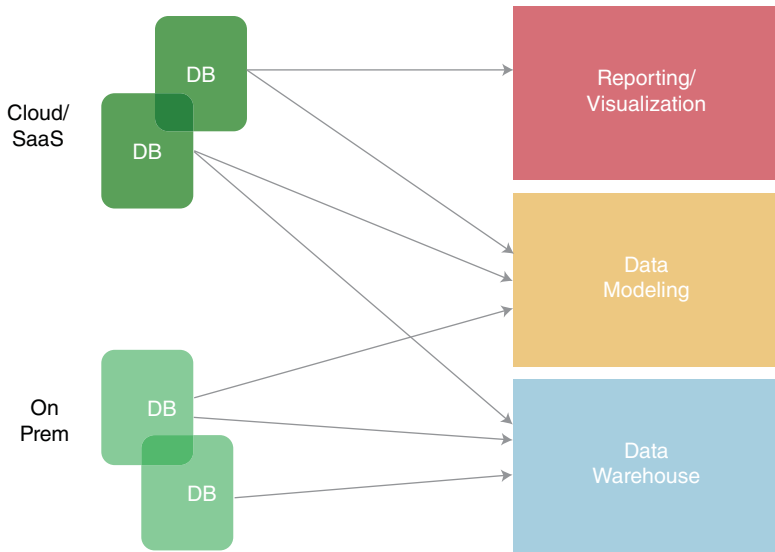
**FIGURE 4.1** Looker's Sales Productivity Report



**FIGURE 5.1** The Performance/Culture 2 × 2 Matrix



**FIGURE 6.1** The Traditional On-Premise Business Intelligence Stack



**FIGURE 6.2** The Bring Your Own Business Intelligence (BYOBI) Stack

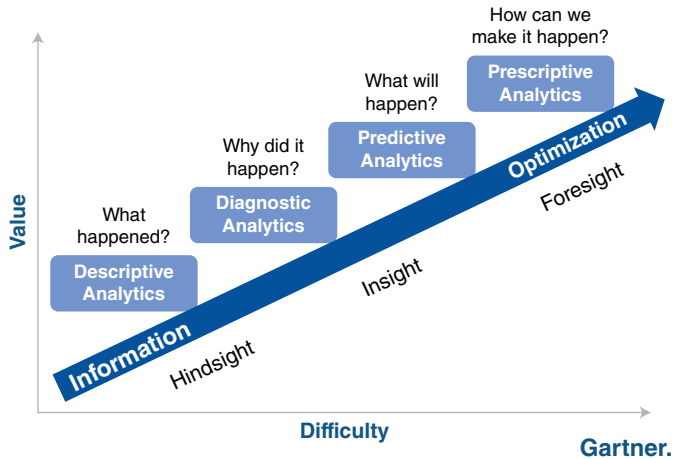


FIGURE 8.1 Gartner's Data Sophistication Journey

$$\textit{Sample Size} = \frac{1.28^2 * 0.5 * (1 - 0.5)}{0.05^2} = 163.8$$

**FIGURE 8.2** Formula for Sample Size Required to Achieve Statistical Significance

P-Value	Confidence Level	Z-Score
0.01	99%	2.58
0.05	95%	1.96
0.10	90%	1.65
0.20	80%	1.28
0.30	70%	1.04

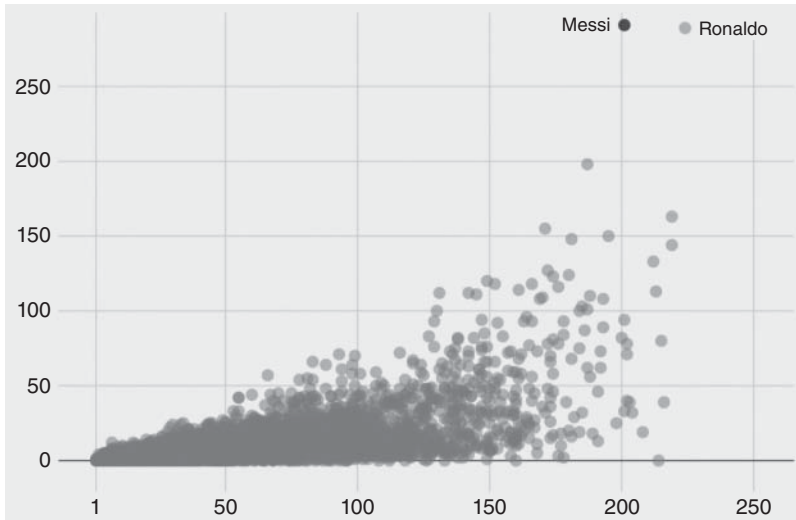
**FIGURE 8.3** Z-Score Table

The margin of error is also called the confidence interval. See Figure 8.4. When a political poll says a candidate commands 19 percent of the vote  $\pm 5$  percent, the 5 percent is the margin of error. Let's use 5 percent.

*Sample Size*

$$= \frac{Z \text{ Score}^2 * \text{Standard of Deviation} * (1 - \text{Standard of Deviation})}{\text{Margin of Error}^2}$$

**FIGURE 8.4** Sample Size Calculation for 80% Confidence



**FIGURE 9.1** Overall Scoring Production (Total goals and assists versus games played since 2010 World Cup)



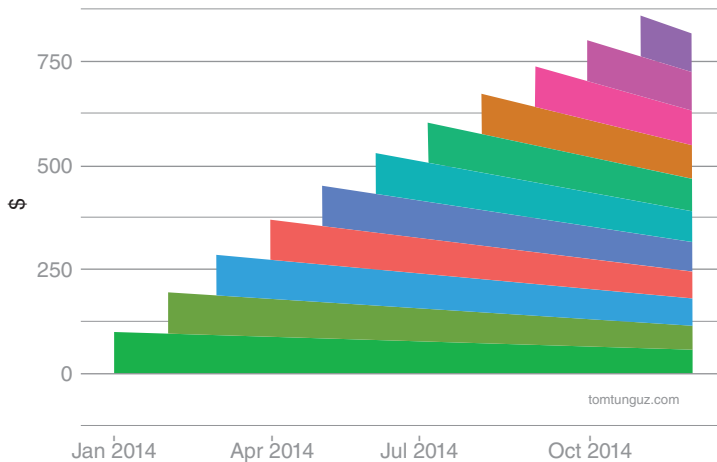
	\$50M fund	\$500M fund
Target Return Multiple	3	3
Implied Portfolio Holding Value	\$150M	\$1,500M
Average Ownership	10%	25%
Total Market Cap of Portfolio	\$1,500M	\$6,000M
Avg Investment Size Including Reserves	2.5M	\$10M
Number of Investments per Fund	20	50
Company Failure Rate	50%	70%
Successful Investments	10	15
Avg Market Cap of Exit	\$150M	\$400M

**FIGURE 9.2** Sample Fund Return Strategies for a \$50M and \$500M Venture Fund

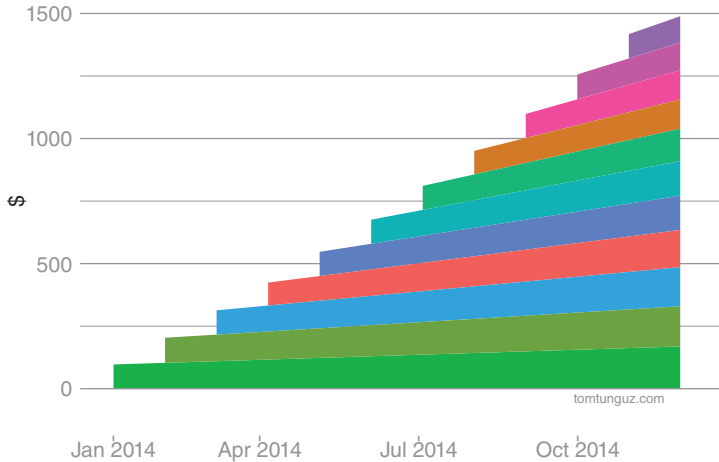
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Month	Jan	Feb	Mar	Apr	May	Jan
ACV bookings	12,000					
MRR	1,000	1,000	1,000	1,000	1,000	0
Recognized revenue	516	1,000	1,000	1,000	1,000	484
Billings/cash collections	3000			3000		

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**FIGURE A.1** Account Value by Cohort at 5 Percent Churn



**FIGURE A.2** Account Value by Cohort at 5 Percent Negative Churn