Visier®
POWERED BY Alpine

GUIDE

Delivering People Insights at Scale

How to automate foundational people analytics to drive more impact



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The last mile is mission-critical in people analytics.

Your team could produce an exceptional quality of insights about your organization's workforce, but their business impact will be limited if those insights don't get seen by the right people, don't get exposed to the right people, or worst of all, don't get used to improve the quality of daily decision-making.

For a people analytics team to reach its full potential for organization-wide impact, it has to meet the challenge of delivering insights at scale.

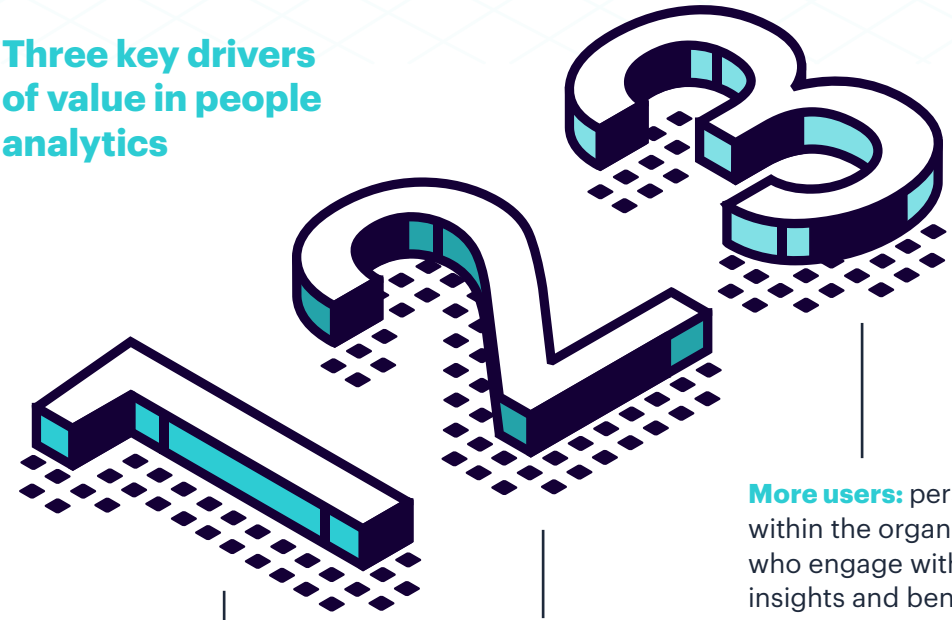
This guide is for you if:

- **You're a people analytics (PA) leader or analyst looking** to increase the scale, breadth, or business impact of your team's output without adding additional headcount.
- **You're a technical leader in HRIS or HRIT** exploring ways to restructure or revamp the people analytics program in your organization, possibly in collaboration with a PA leader.
- **You've felt frustrated** by the amount of time your team spends on routine tasks such as maintaining dashboards or fulfilling basic, administrative requests.
- **You see ways** people insights could have a positive impact on the business, but the current resourcing in your people analytics department means your hands are tied.
- **You're investigating people analytics solutions** and looking to build a business case to show their potential impact.

PART 1
Drivers of value in people (HR) analytics

In their study ***People Analytics Maturity and Talent Management: Linking Talent Management to Organizational Performance***[1], Lexy Martin and Janet H. Marler identify three key drivers of value in people analytics: more data sources, more analytic practices, and more users. The more of each of these you have, the better equipped you are to drive business impact.

Three key drivers of value in people analytics



More users: personas within the organization who engage with insights and benefit from them

More analytic practices: increasing sophistication and depth of analysis

More data sources: HR, finance, etc.

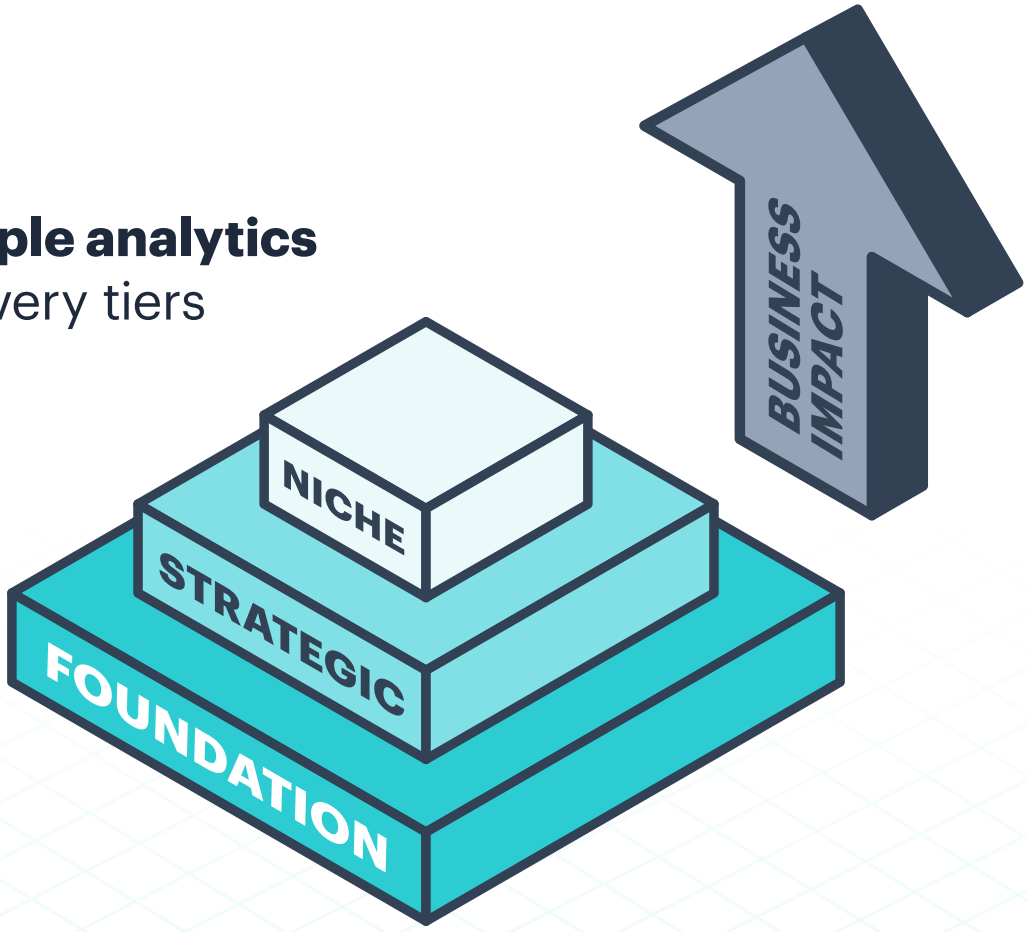
The people analytics operating model

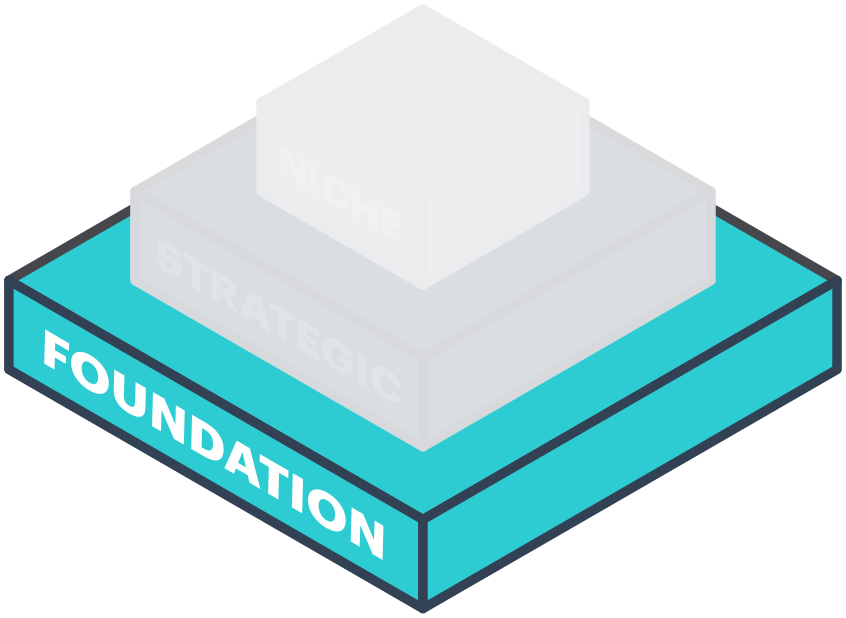
Thus, the question becomes: **how can a people analytics team increase its value?** How can it increase one or more of these three key value drivers?

One obvious answer would be to simply throw resources at the problem—more people, time, or budget to hire contractors. But for most organizations, those solutions aren't realistic. Planning for a big increase in your people analytics team's output without adding resources must mean reevaluating the way your people analytics function is designed. ***The People Analytics Operating Model,***[2] designed by Visier's Ian Cook, is a helpful framework for conceptualizing this.

Based on his experience working in the field as a people analytics practitioner and leader for 20+ years, and after working with scores of leading people analytics organizations at Visier, Cook noticed that all analytics projects and tasks can be grouped into three categories: **foundation**, **strategic**, and **niche**.

People analytics delivery tiers





PA delivery tier | Foundation

This is the basic HR information needed to manage a business. Near-universal to any people analytics function, foundation analytics are typically things like headcount, starts, exits, diversity, compensation, internal mobility, and the like.

This type of work may not be what gets PA folks excited, but every team needs a solid grounding in order to build credibility and serve stakeholders' basic needs.

Characteristics of foundation analytics	Examples of foundation questions
Lower business impact	What's my headcount?
High volume requests	Who joined the organization?
Typically contextual information that doesn't uncover new insights about the business	Who has left the organization?
A mixture of regularly scheduled reporting and ad hoc requests	How is our diversity shifting over time?

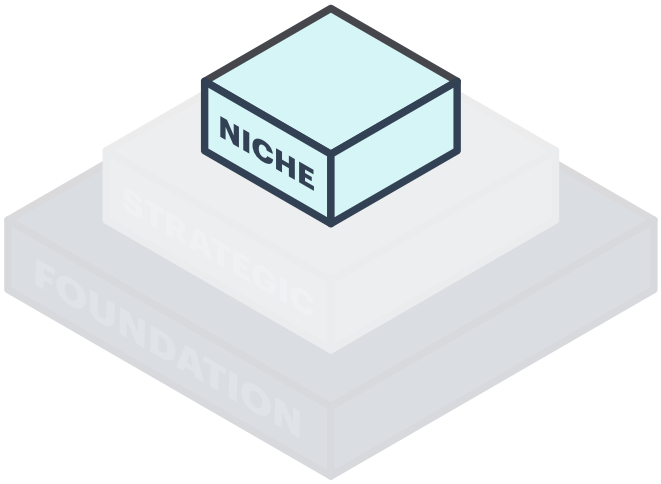


PA delivery tier | Strategic

Strategic analytics are more complex. They're a higher-value activity because they uncover some new insight about the business, which can influence the way a decision is made.

Characteristics of strategic analytics	Examples of strategic questions
Medium-to-high business impact Low-to-medium volume requests Often show up as one-off requests in response to specific business questions, which may then lead to a lasting change in a business process Typically involve insights from across different datasets that improve business performance across a large population	How do we use an analysis of high-performer resignation rates to retain more of our best people? Can we leverage insights from learning and employee experience data to better inform who is approved for certain high-cost courses? How often do promoted employees maintain a high level of performance and how do we increase our promotion success rate?





PA delivery tier | Niche

Niche analytics are one-off research projects that contribute new and unique insights into critical business challenges or opportunities. They're often triggered by a particular business decision, such as shifting to a new work location or reorganizing work in order to increase quality or output.

These specialist projects will invariably seek to provide answers which either improve the outcomes for a specific business unit or de-risk the human elements of certain business changes that are being planned. They are the highest-value activities a people analytics team can do because they influence decision-making at the highest level of the company.

Characteristics of niche analytics	Examples of niche questions
Very high business impact Low volume projects—typically only a small number per year Typically only undertaken on behalf of executives Often sparked by a critical challenge affecting the core of the business	Does pay impact our ability to retain people in critical roles? How much is it costing us when we are short of these key people? Does the combination of experience and tenure impact a team's ability to deliver on its key production targets? Which aspects of learning content and manager coaching work best to reduce the ramp time for our customer service staff?



People analytics resourcing vs. business value

For the vast majority of people analytics teams, there is a major disconnect between the allocation of resources—especially time—and the business value of each tier.

Most find that the foundation tier takes up the lion's share of time and resources. Based on the hundreds of people analytics leaders he has spoken with, Cook reports that the typical people analytics team dedicates 70% of its time to foundational analytics.

This is a problem! This kind of resource allocation places a limit on a team's ability to achieve scale, impact, and value within their organizations. Even though a people analytics team might have deep technical skill, their value, funding, and security will always depend on their ability to make a measurable impact on the organization, rather than just providing analytics as a function.

What's behind this phenomenon? Why don't most teams seem to be able to allocate their time and resources to the projects that drive the most business impact? In other words, why aren't they able to deliver value **at scale**? We'll explore these questions here.



The amount of time the typical people analytics team dedicates to foundational analytics

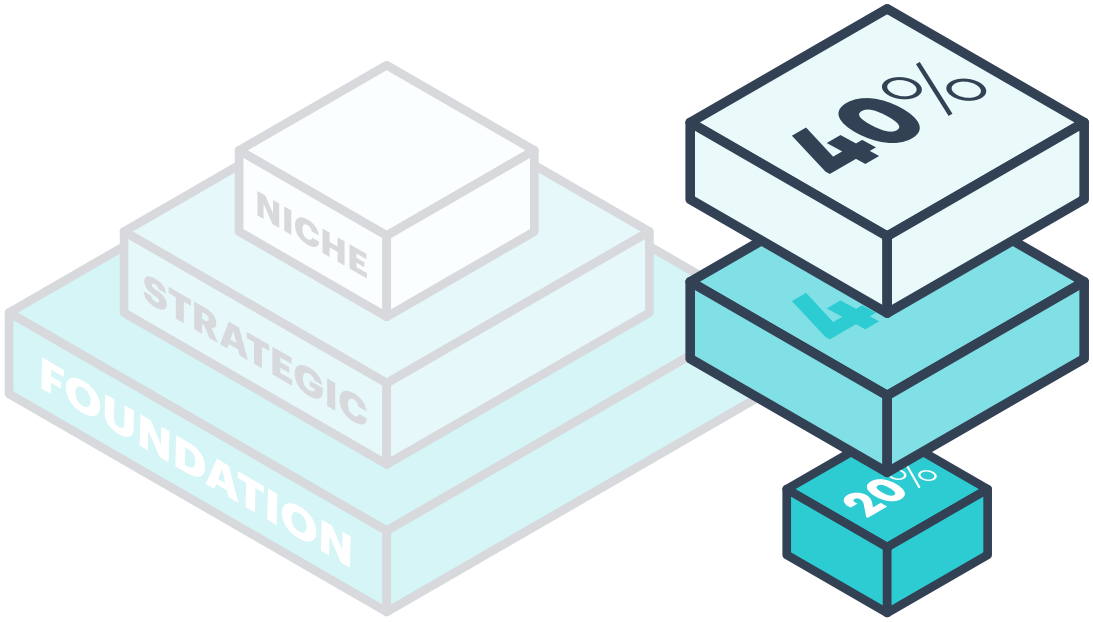
Business impact is capped due to resource constraints

Automation is key to delivery at scale

It is possible for a people analytics team to achieve a structure like the one below, where 40-80% of the team's capacity is dedicated to helping business unit leaders tackle specific business problems—projects that fall into the categories of strategic and niche analytics.

This creates a virtuous cycle. When executives can see value and benefit from the strategic and niche analysis that a people analytics team produces, they'll allocate more funding to the people analytics function, which opens up the opportunity to create even more value. **The key to that kind of change is automation**. It's the key to being able to deliver **insights** at **scale**.

In the next part of this guide, we'll take a look at limits on scale—the practical and technical reasons most people analytics teams spend the vast majority of their time on foundation-type analytic projects—and what it looks like when people analytics teams successfully invert the pyramid.



> **We strongly believe that when our people adopt or make use of insights, the quality of their decision-making actually increases and that better decisions make us a better organization, increasing our value.**[3]
>
> 
> **Laura Stevens,** VP Global Strategy, Analytics, & Employee Experience, Royal DSM



PART 2
Typical constraints on scale

Why do so many teams find their capacity and velocity constrained? What are the practical and technical reasons that force so many people analytics teams to spend their time on the foundation tier of analysis?

A people analytics team's value is based on three drivers: **data**, **analytic practices**, and **delivery of insights**.[4] Let's break down the factors that keep teams in the foundation zone of analytics according to each of these three drivers.

Typical tooling

In this section, we'll be working with the assumption that the following tools comprise a typical people analytics toolset:

- A **general-purpose business analytics visualization package** such as Salesforce's Tableau, Microsoft PowerBI, or the analytics tools available in HCM suites like Workday, SAP SuccessFactors, etc. (although these are typically limited in scope)
- A **tool for tabulating**, reshaping, and querying data such Python or R and/or Excel for displaying and calculating data
- An **enterprise class data storage system** such as a data warehouse or Snowflake

Value driver 1 | Data

The complex nature of people data

Any analyst who's worked with people data knows that people (HR) data has a number of characteristics that make it different—and more challenging—to analyze than most other types of business data, such as sales, finance, or operational data.

Here are a few examples of why the nature of people data, and the special handling it requires, can keep people analytics teams' resources within the boundaries of foundational analytics:

Multi-source HR data

Sapient Insights[5] found that organizations use an average of 15 distinct HR technologies, in addition to their core HCM systems. These are SaaS applications for talent acquisition, employee experience, time and attendance, and many more.

Since each one of these has its own disparate database, data model, and formatting, any project that requires the integration and analysis of these disparate data sources can be time-consuming and technically challenging. Bandwidth constraints mean that many people analytics teams are forced to limit themselves to performing analysis on core HCM data only, which places major limits on the scope of questions they can answer and the variety of people-related business problems they can tackle.

Sensitivity of HR data

Employee data is among the most sensitive in a company because it contains personal information like social security numbers, medical records, performance reviews, and salary details. It can also be a factor that can limit a team's scale since privacy and security must be respected at a person-by-person level, unlike other types of business data (e.g. operational or sales data).

Time-based nature of HR data

People data is the only type of business data with the concept of a journey—a continuous series of events like the employee's start date, promotions, and pay cycle events—in the lifecycle of an employee. To properly model people data, you need to capture an intricate web of data points taking place over time, which can get extra complex when you attempt to standardize locations, job names, skills and metrics for each of those events.

Value driver 2 | Analytic practices

Let's look at some of the reasons why analytic practices can force a people analytics team to spend most of their time on the foundation tier of analytics. By "analytic practices," we're referring to the analytical output needed to dive into an HR issue or a business challenge.

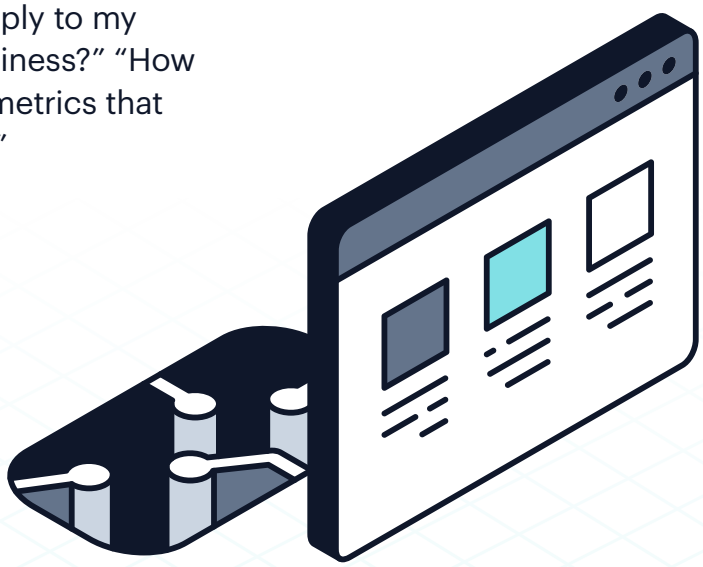
The static nature of dashboards

Dashboards are efficient tools for communicating exactly the information their author intended, but nothing more. They're not exploratory. That's why a dashboard is seldom enough to fully unpack a business issue—including its causes and its impact.

Consider a topic like resignation. If your dashboard delivers a message like, "resignation is up!," you'll quickly be met with a series of natural follow-up questions: "Why is resignation up?" "How does this apply to my specific area of the business?" "How is it impacting the key metrics that my bonus is based on?"

To properly answer any one of these, your team will have to create, publish, and distribute new dashboards. If there's a significant time delay, your stakeholders might get frustrated, and they might not give the resignation issue the attention it deserves since they know it's a problem but they don't know which next steps to take.

This is a limit to delivering insights at scale, because your team has to sacrifice depth of analysis if they want to serve a wide population of stakeholders.



Consistency challenges

Another challenge that can keep people analytics teams operating in the foundation zone is the issue of consistency. How does a team ensure that their entire library of dashboards and reports—produced over a long timespan by various team members for different stakeholders—is consistent? The short answer: it doesn't.

This challenge is also rooted in a people analytics team's technical toolset. A dashboard is an independent entity. It will only show what its author builds. It is not, by default, connected to other dashboards and there is no way of ensuring that the story it tells is consistent with the one told by other dashboards.

Headcount is a good example. Should a headcount report include interns? Temporary workers? Employees who have given notice to resign but not yet worked their last day?

Some people analytics teams will apply the discipline and rigor to define, document, and enforce uniform definitions for things like headcount, but most won't—and even the most disciplined analysts are still prone to human error. Consistency between disparate dashboards is simply very hard to enforce at scale.

The time requirements of advanced analysis

Many people analytics teams also find their scale limited by the sheer amount of time it takes to dive deeply into a topic and perform advanced analysis.

An example is a business question that requires cohort analysis—a powerful analytic practice, but prohibitively time consuming to code by hand. For example, you may want to examine the survivorship curve of new hires from 2020 and whether or not they went through a specific onboarding program.

The team's bandwidth places a tight limit on the number of questions of this nature that it can handle. Most teams find themselves having to be extremely selective of which complex requests to tackle—and on behalf of whom.



Value driver 3 | Delivery of insights

The “last mile” of people analytics—where people data gets turned into actions that lead to business value—is make or break. No matter the quality or depth of the analysis your team has done, they’ll be judged by the way those insights are delivered to the business—that is, the user experience for consuming analytic insights.

Unfortunately, there are a number of reasons why generic data visualization solutions like Tableau and PowerBI simply aren’t up to the task of delivering people insights at scale. We’ll explore those here.

Three technical limitations of dashboards

1. Dashboard maintenance consumes an enormous amount of a people analytics team’s time. One well-known HR tech industry analyst estimated that just keeping dashboards up and running takes 50% of a people analytics team’s time! This alone is a significant barrier to delivering value and achieving scale.

Dashboards are brittle: every time something in the underlying data pipeline changes, the dashboard will break. That’s a particular challenge for analyzing HR topics, because people data changes so often.

The classic example is the org structure: it’s constantly changing with supervisors joining and leaving the hierarchy, as well as re-organizations in reporting relationships or business units. If the onus is on your team to reflect every org update in every dashboard, you’re going to be faced with a constant need to update hierarchical data across multiple locations.

Depending on how your source system and data pipeline are built, you may have to update every single instance of the visualizations you have distributed across the business. That’s hundreds of places to check and fix constantly. To avoid this, some organizations opt to only share data on the cost center hierarchy which is typically static for at least 12 months. However, this rarely aligns to the important people challenges that make the business run, meaning that assets are easy to maintain but almost irrelevant to solving the business problem.

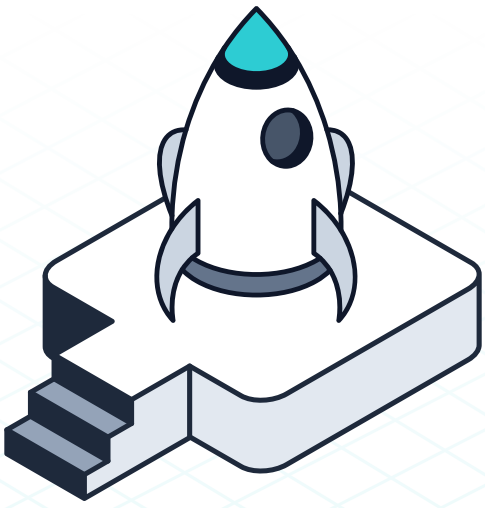
People analytics teams spend about 50% of their time just keeping dashboards updated.



2. Securing dashboards is another technical barrier. Unfortunately, securing traditional dashboards is inflexible. People analytics teams are forced into deploying only one of two requirements when it comes to information access: either the dashboard has all aggregate information, or all detailed sensitive information.

If the dashboard shows aggregate metrics—say, organization-wide salary per FTE with no specific people's salaries shown—then a people analytics team is free to distribute it to a wide audience. But this may not meet the needs of a manager who needs detailed metrics—for example, the salary of one of the people who reports to them.

This "all or nothing" choice is a barrier to teams delivering impactful analyses, because often the sweet spot is somewhere in the middle. What's most useful for your users may be a combination of the aggregate and the detailed. It's a common use case for managers to compare their individual team members to other people in similar roles across the organization, but typical dashboarding tools cannot easily and consistently support this.



3. Capacity limitations are another common barrier for people analytics teams. Under a service desk model, where each request is handled manually by an analyst, there is a linear relationship between the number of insights generated and the resources required. Fulfilling more requests takes more resources.

This has two consequences, which are very well known to most people analytics teams. First, there are almost always more requests coming to the team than they have the capacity to fulfill. It's a constant struggle to clear the request backlog, which can feel like a never-ending treadmill.

Second, it forces the people analytics team to adopt a concierge model, typically only serving a small number of executives with bespoke or detailed insights. The vast majority of stakeholders only get general purpose dashboards—a missed opportunity.

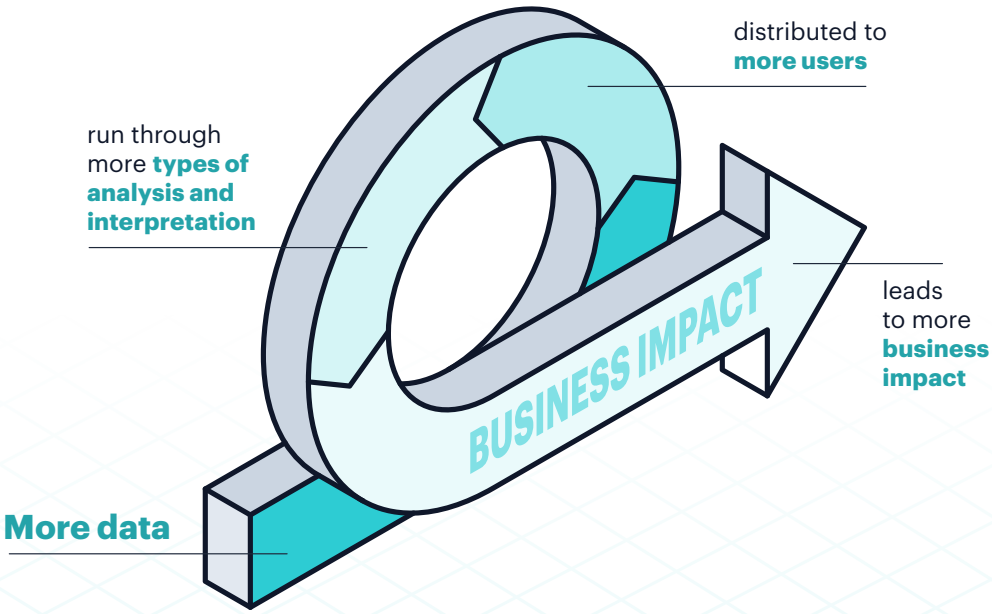
These capacity issues impede people analytics teams from delivering insights at a velocity that keeps pace with the business. When the turnaround time for an analysis request ranges from multiple days to multiple weeks, it's highly likely that by the time the answer comes back, the issue has evolved or changed, the stakeholder has moved on, and the question may no longer be relevant.

PART 3

Using automation to increase the value of people analytics teams

Automation changes the paradigm of people analytics. A dedicated people analytics platform can help you automate the foundational aspects of your people analytics practice so that they require only a minority of your team's resources.

Automation frees up your people analytics team's capacity up to 80% so they can focus on high-value projects in the strategic and niche tiers, as well as the other important activities that cement a people analytics function's value: Change management, educating stakeholders, and engaging with business leaders on specific problems.

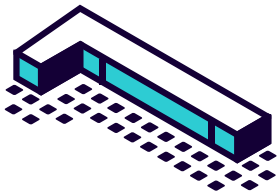


Three ways automation enables business impact

Earlier, we noted the three ways to increase a people analytics team's business impact. Next, we'll look at how automation can enable each one of these.

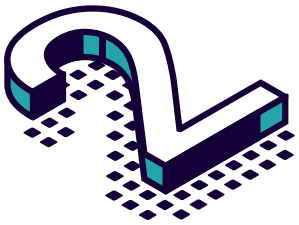
1. More data | Scale your data intake

The first way to increase the value of a people analytics practice is to increase the amount of data—particularly, the number of data sources—you can analyze. **Visier powered by Alpine** is purpose-built to enable people analytics teams to scale data intake in three key ways:



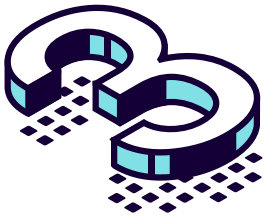
Prebuilt data model made for people data

Visier's prebuilt data model is designed specifically for the intricacies of people data, giving you a place for your data that includes common calculated fields and filter concepts. There's no need to build this out from scratch.



Reduce the friction of adding new data sources

When you add a new data source, all the preprocessing, cross-referencing, and alignment to existing data is already in place, tested, and ready for use. There's no need to rebuild or redeploy what you've already put in place.



Customize and extend to your business needs

To go beyond its prebuilt capabilities, you can independently extend the Visier data model. Customize it to your liking so you can integrate virtually any data, including data outside the traditional people analytics model.

With the effort surrounding data ingestion, harmonization, and management out of the way, a people analytics team is free to include as many data sources in their practice as they wish.

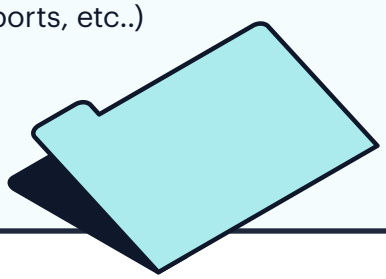


The built-in cost of integrating new data sources was why the City of Edmonton chose Visier. With other solutions, the city would have had to pay for consulting and implementation for each data source to its people analytics system. With Visier, the City of Edmonton was able to unify all of its workforce data and continues to procure other workforce systems and add their data to Visier. They have a single source of truth of all data for analytics and they have freed up reporting and analytics staff as they continue to scale.[6]

2. More analysis | Routine analytics at scale

A people analytics platform like **Visier powered by Alpine** can automate the work that would otherwise keep a people analytics team on a treadmill of core routine tasks. **This includes**:

- Extracting data from source systems (e.g. HR systems of record)
- Running machine learning to understand the structure of the data
- Performing routines that standardize, structure, and sometimes augment, the data based on standardized definitions to ensure consistency
- Applying granular, user-based policies right down to the row and column level
- Performing analysis and calculations
- Actually delivering insights to users (e.g. sending out reports, etc..)



With this toolset set up, the people analytics team can deliver foundational analytics, things like headcount, starts, exits, mobility, turnover, and diversity insights, to thousands of managers on a fully automated basis—no touch, no input.

The resources required to manage the system also drop dramatically—typically to just one or two people—since the data infrastructure, security, analytic modeling, and distribution do not need to be managed individually for every single dashboard and report.

The result: a dramatic increase in both the people analytics team's capacity (number of requests served) and velocity (turnaround time). In short, automation helps the people analytics team achieve scale.

> **With Visier we cut reporting time by two-thirds overnight which was massive in terms of the time saved for the team and the effort we were spending on it.**[7]



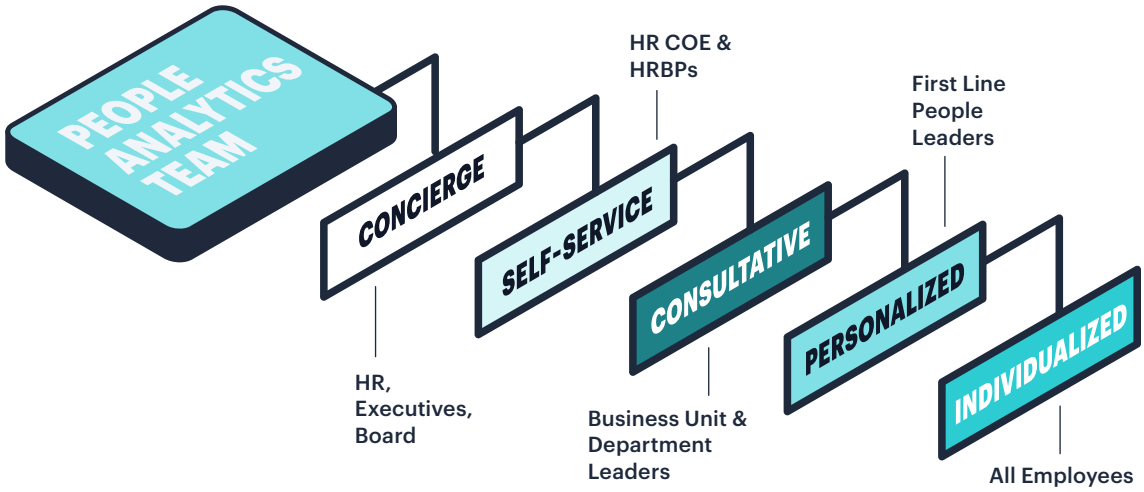
Kevin Metherell, Head of People Analytics Insights and Innovations, Experian

3. More users | Personalized insights at scale

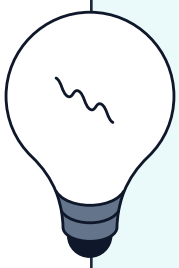
In addition to saving time by automating core analytics tasks, a purpose-built people analytics platform can help you scale your audience—that is, to dramatically expand the user populations you serve.

A people analytics team without automation in place will have to focus on a concierge model of analytics. Typically, a talented analyst with skills in extracting, manipulating, and visualizing data will be assigned to a small number of projects serving a small number of high-ranking people: HR leadership including the CHRO, and perhaps other members of the C-suite or board. But you only have a certain number of those analysts. And, much additional team capacity will be devoted to just "keeping the lights on"—that is, keeping up with foundational analytic requests.

But more value in people analytics comes from serving more users. A dedicated people analytics solution is the only way to achieve personalization at scale. As you scale your audience beyond the concierge model, it's crucial to recognize the different approaches necessary to properly serve the needs of different personas in the business. Visier allows you to deliver insights to each of these audiences according to their own needs, preferences, and access levels.



The different approaches to properly deliver personalized insights to various personas in the business.



At Micron, a semiconductor manufacturing company, the people analytics team is using Visier to provide workforce insights directly to leaders—giving them a way to test hypotheses and avoid making decisions based solely on anecdotal evidence. The time required to prepare customer analysis has been reduced from hours to seconds, which in turn has also allowed HR business partners to work more efficiently. To provide the same level of support without Visier, the analytics team would have needed to hire up to four more staff at an annual cost of approximately $500,000.[7]

People analytics delivery stages

Delivery model	Audience	Frequency and consistency	Example insights
CONCIERGE	HR & Executive Leadership Team; Board of Directors	High frequency Low consistency	Forecasting achievement of headcount and cost goals Identification of talent risks such as skills gaps or cost escalation
SELF-SERVICE	HR Center of Excellence; HRBPs	High frequency High consistency	Core talent information such as changes in headcount, resignation, compensation, etc.
CONSULTATIVE	Business Unit & Department Leaders	High frequency High consistency	Business-aligned people research (e.g. what contributes to a successful sales leader)
PERSONALIZED	First Line People Leaders	High frequency High consistency	Core insights into team formulation, costs, and changes
INDIVIDUALIZED	All Employees	High consistency Variable frequency	Next best learning course or career step

Our HR leadership has access to Visier. Our head of finance also has access—they use it for cost and FDA reporting. I think the executive committee finds it one of the greatest tools or platforms that came out of HR over the last few years.[9]



Laura Stevens, VP Global Strategy, Analytics, & Employee Experience, Royal DSM

Generative AI: An accelerator to insights at scale

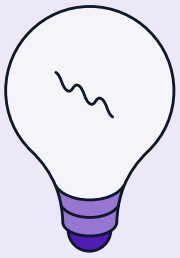
AI takes the automation of people analytics to a whole new level.

When you deploy a people analytics platform like **Visier powered by Alpine** to users beyond HR, there are still some friction points to consider in the "last mile" of people analytics delivery. Varying levels of data literacy and technical aptitude can be a barrier, on top of the ingrained habits and inertia you have to overcome when introducing any new tool or process.

Generative AI can blast past those friction points and make self-serve analytics a reality at an unprecedented pace.

Vee is a generative AI assistant for people analytics by Visier. Designed for enterprise-level scale and security, any user can ask people-related questions and get answers in seconds in a conversational, chatbot-style interface. This guarantees that any people leader, irrespective of their expertise level, can instantly access relevant workforce insights with ease.

76% of HR leaders agree they will be lagging in organizational success if they don't adopt and implement generative AI in the next 12 to 24 months.[10]



Secure: Vee is governed by Visier's trusted enterprise security model

Compliant: Vee is never trained on your sensitive people data

Accessible: Vee delivers insights to users at the speed of conversation

> **Vee combines generative AI with the Visier People® platform to let any business person simply ask questions to get systemic analytics information. Since Visier is a metadata-based multi-dimensional platform, it can answer almost any question you throw at it.**[11]
>
>  **Josh Bersin**, Founder & CEO, The Josh Bersin Company

PART 4
People analytics teams operating at scale

In this section, we'll highlight examples of strategic and niche projects that we've seen teams able to accomplish because of the automation they've put in place using Visier.

Strategic analysis examples

AAA The Auto Club Group

A forward-thinking HR leader at AAA The Auto Club Group noticed that when specific roles became vacant, it significantly impeded regular business operations. The question was, what could the organization do to ensure low turnover and quick vacancy planning for these critical roles?

Auto Club Group did a strategic project to get a data-backed understanding of the top five most critical roles were, and the factors that put those employees at risk of resigning. They included comp analysis, and employee experience feedback, as well as each manager's responsibilities and the estimated burden due to the number of direct reports, the seniority of the direct reports, and other key data points.

The people analytics team provided HR leadership with concrete strategy recommendations for how to identify and mitigate turnover in these critical roles (e.g. performance management coaching, adjustments to span-of-control, etc.).[12]

Leading pharmaceutical company

An international leader in pharma used Visier for a strategic project focused on high performing employees. They identified a trend: High performers were more likely than average to resign within a three-year window, especially if their time in a particular role exceeded 18 months.

The people analytics team teamed up with HR to create a process whereby every business unit leader was provided with a regular list of people who were at risk of resignation based on this criteria. The leaders were tasked with (and measured on) having "stay conversations" with the high-performing employees to talk about their career growth. This led to a significant reduction in turnover and to substantial cost savings.

Niche analysis examples

Providence

In 2020-2021, a time of critical healthcare talent shortages, this 120,000 EE healthcare organization undertook a niche analytics project to determine whether raising salaries would affect turnover, and how much it would cost. The people analytics team was able to use Viseir to prove that a "pay to stay" concept did not make sense to apply as a blanket policy org-wide.

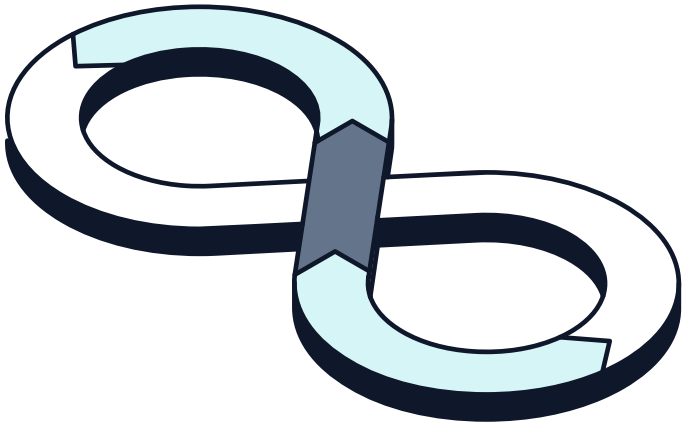
Instead, they found very specific pockets (less than 1% of roles, but a large number of employees) within the organization where there was so much sensitivity to pay with regards to attrition that raising pay was indeed a cost-effective driver. The project improved retention by 30% in key areas and saved $6 million through upping pay.[13]

Luxury goods retailer

One of the world's foremost retailers of luxury goods embarked on a niche project to find out whether their significant investment in specialized training of new salespeople (much higher than the industry average) yielded a positive ROI. They wondered whether a more lightweight (and much less costly) onboarding process might be equally effective in getting new retail sales representatives to productivity.

Using the power of Visier's extensible data model, they were able to load sales performance data alongside their core employee data to answer this critical business question. They were indeed able to find cost efficiencies by moving to an equally-effective blend of online and in-person learning.





Conclusion

As we've seen, the only way a people analytics team can break free of the linear relationship between their resourcing (time and people) and their analytic output is through automation.

A purpose-built people analytics platform empowers analysts to automate a significant portion of the time-consuming work that prohibits them from focusing on strategic and niche analytics.

With **Visier powered by Alpine**, delivering insights that used to take weeks now happens within minutes. Visier further enables self-serve analytics, allowing users across the business—including analysts, business partners, people managers, and executives—to explore data independently based on their role and level of access required. They can access, analyze, and interpret data without constant IT or technical support, promoting faster decision-making.



Ready to explore Visier for yourself?

Start your **30-day free trial** to see what you can build in your own secure sandbox, or **schedule a demo**.

Endnotes

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About Visier

Visier is the recognized global leader in people analytics, workforce and compensation planning, embedded solutions, and GenAI for people answers.

At the core of Visier's innovations is a simple premise: People impact is business impact, and you can't manage what you don't measure. Visier gives people-powered organizations the tools and insights to drive productivity, performance, and business outcomes through people impact.

Founded in 2010 by the pioneers of business intelligence, Visier has over 50,000 customers in 75 countries, including enterprises like BASF, Panasonic, Experian, Amgen, eBay, Ford Motor Company, and more. Visier is headquartered in Vancouver, BC with offices and team members worldwide.

For more information, visit www.visier.com.



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