

# Unlock your data stories with Tessitura Analytics

## **Moderator:**

Mollie Crews, Tessitura Network

## **Presenters:**

### **Odele Peter**

The Flynn Center for the  
Performing Arts

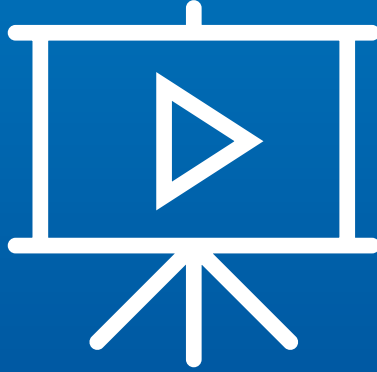
### **Christine Wingenfeld**

Pittsburgh Cultural Trust



## **Distraction Free Zone**

Please keep keyboard and other distractions to a minimum



## **Virtual Broadcast**

This presentation is streaming  
live to our virtual attendees



Unlock Your Data Stories  
With Tessitura Analytics



PITTSBURGH OPERA



Pittsburgh Arts & Lectures



THE AUGUST WILSON  
AFRICAN AMERICAN  
CULTURAL CENTER



PITTSBURGH  
PLAYHOUSE  
POINT PARK UNIVERSITY



Pittsburgh  
CLO



CITY  
THEATRE



PITTSBURGH PLAYHOUSE



PITTSBURGH BALLET THEATRE



PITTSBURGH  
PMT  
MUSICAL THEATER



PITTSBURGH SYMPHONY ORCHESTRA

# Elements to Data Storytelling

INTENTION



```
graph TD; A[INTENTION] --> B[STRUCTURE]; B --> C[DESIGN]
```

STRUCTURE

DESIGN

# Elements to Data Storytelling

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STRUCTURE

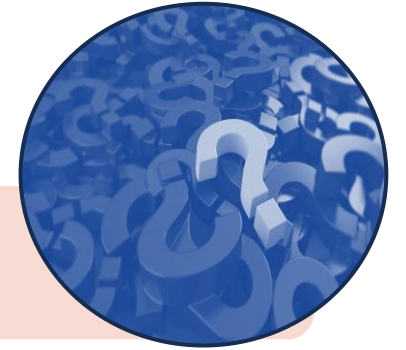
DESIGN



# Setting the Framework

- ▶ **Who** will be using the dashboard?
- ▶ **What** is their experience with data?
- ▶ **When** will they find time to view the data?
- ▶ **Where** will they be viewing the dashboard?
- ▶ **Why** are you creating this dashboard anyway?

# Example Personas



Who

What

When

Where

Why

## Who

- Marketing Team

# Elements to Data Storytelling

INTENTION

```
graph TD; A[INTENTION] --> B[STRUCTURE]; B --> C[DESIGN];
```

The diagram consists of three horizontal bars arranged in a descending staircase pattern from top-left to bottom-right. The top bar is grey and contains the word 'INTENTION'. A grey arrow points down from the right side of this bar to the top of the middle bar. The middle bar is reddish-brown and contains the word 'STRUCTURE'. Another grey arrow points down from the right side of this bar to the top of the bottom bar. The bottom bar is grey and contains the word 'DESIGN'.

STRUCTURE

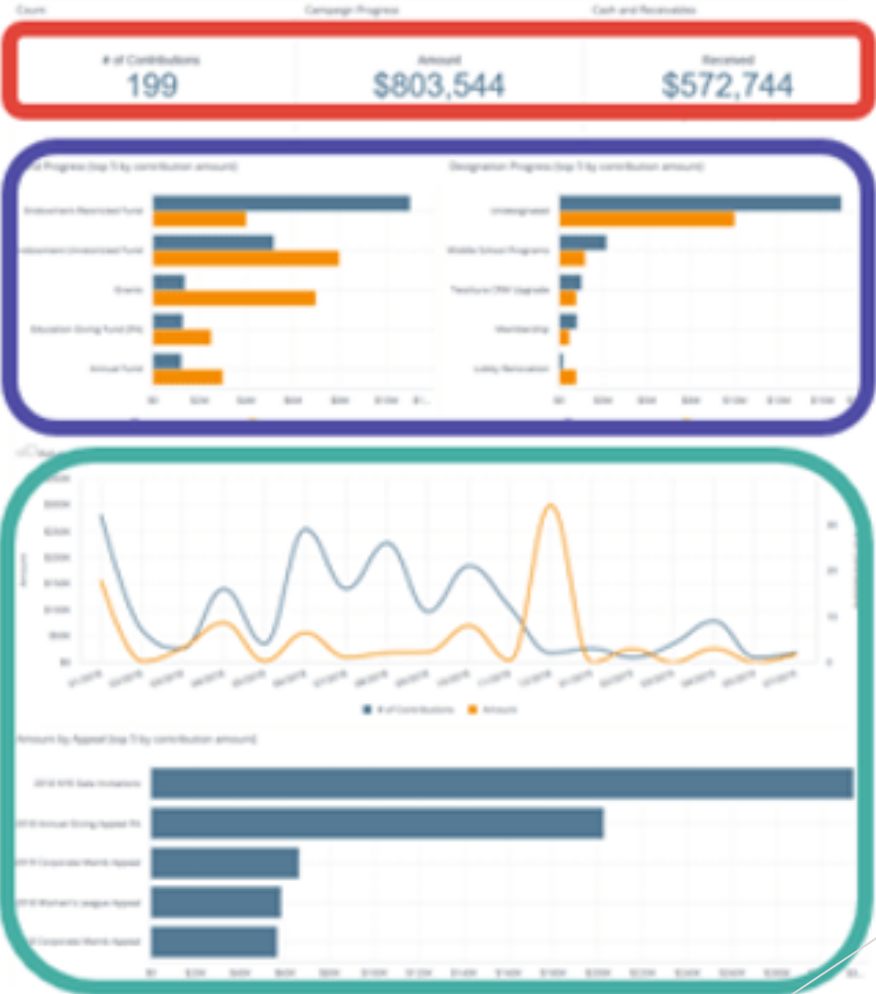
DESIGN

# Layout as a Story Arc

Cover: Highlights

Synopsis: Context

Excerpt: Details



“Once upon a time, in a world where data became insight...” from Tessitura Network

# Layout for Adoption

## Zone Detail

Inspired by the CD Perf Audit by Zone Report

Zone Detail | Jump-to Seating Book



Zone	Paid Count   Subs	Paid Count   Singles	Paid Count   Groups	Non-Rev. Count   Comps	Non-Rev. Count   Reserved	Capacity   Available	Capacity   Paid/Reserved	Potential   Capacity	Potential   Gross
Price Zone 1	438	932	157	55	0	17	96%	1,652	\$191,219
Price Zone 2	345	863	135	141	0	52	96%	1,544	\$147,838
Price Zone 3	221	1,038	283	290	0	212	89%	2,048	\$157,184
Price Zone 4	111	1,217	143	39	0	63	93%	1,616	\$80,396
Price Zone 5	125	776	41	1	0	17	57%	1,648	\$45,732
Grand Total	1,240	4,826	759	526	0	361	86%	8,508	\$622,369

Zone Detail by Price Type Category



Zone Detail Sales Summary



# Elements to Data Storytelling

INTENTION

STRUCTURE

DESIGN



Choose  
effective  
visualizations.



# Starting with a pivot

☑ Top 20 by Paid Count

Constituent ID	Constituent Sort Name	Total Ticket Paid Count	Total Ticket Paid Amount
4286262	Hannay/Haley	460	\$24,060
3880173	Thomas/M...	425	\$39,345
4229638	Entertainment...	326	\$17,534
3814228	Stark/Gary...	323	\$29,623
3841388	Woffinger/L...	315	\$31,275
3794538	Campione	291	\$26,838
3574888	Arzu/Pat	280	\$13,724
3880580	DeLuca/Rick	273	\$23,275
472658	Shaw/Charl...	250	\$27,310
3378334	Arora/Wendy	247	\$19,900
3248888	Lacivita/Chris	245	\$24,142
3442828	Central Cal...	232	\$14,611
3882548	Vissery/B...	195	\$18,405
3812454	Reisley/Cheryl	189	\$19,833
125875	Adley/Kim...	183	\$16,775
88882	Winkler/Jane	178	\$19,468
3817252	Pittsburgh ...	178	\$15,723
3880538	Walker/Cheryl	167	\$15,194
3880118	Buckley/Kim	158	\$21,962
118758	Bell/Barbara	150	\$18,425
Grand Total		5,065	\$437,421

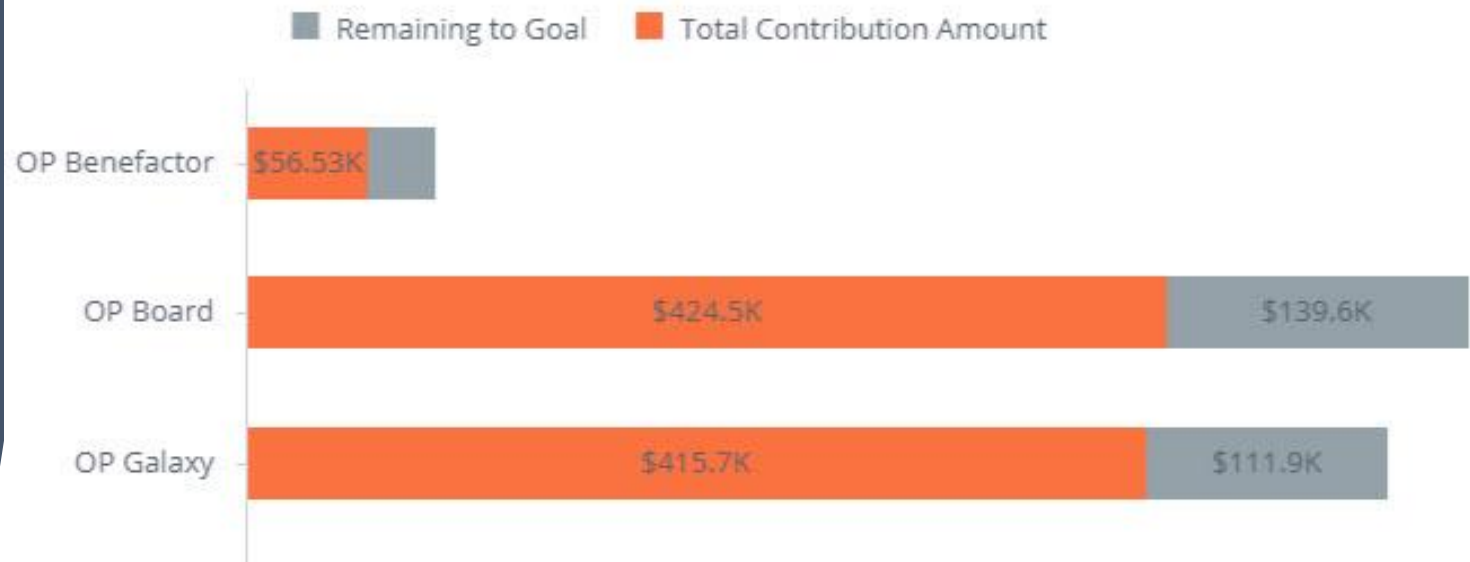
- ▶ Understand the data you're working with
- ▶ Add elements to spark interest
  - ▶ Grand totals and data bars

# BEST PRACTICES: Column/Bar Charts

## ▶ Design Tips

- ▶ Always start at 0
- ▶ Horizontal (bar) for basic layouts and long names
- ▶ Vertical (column) for ordinal data
- ▶ Legends at top
- ▶ Maximum 3 bars per cluster

Goal Progress by Plan Type



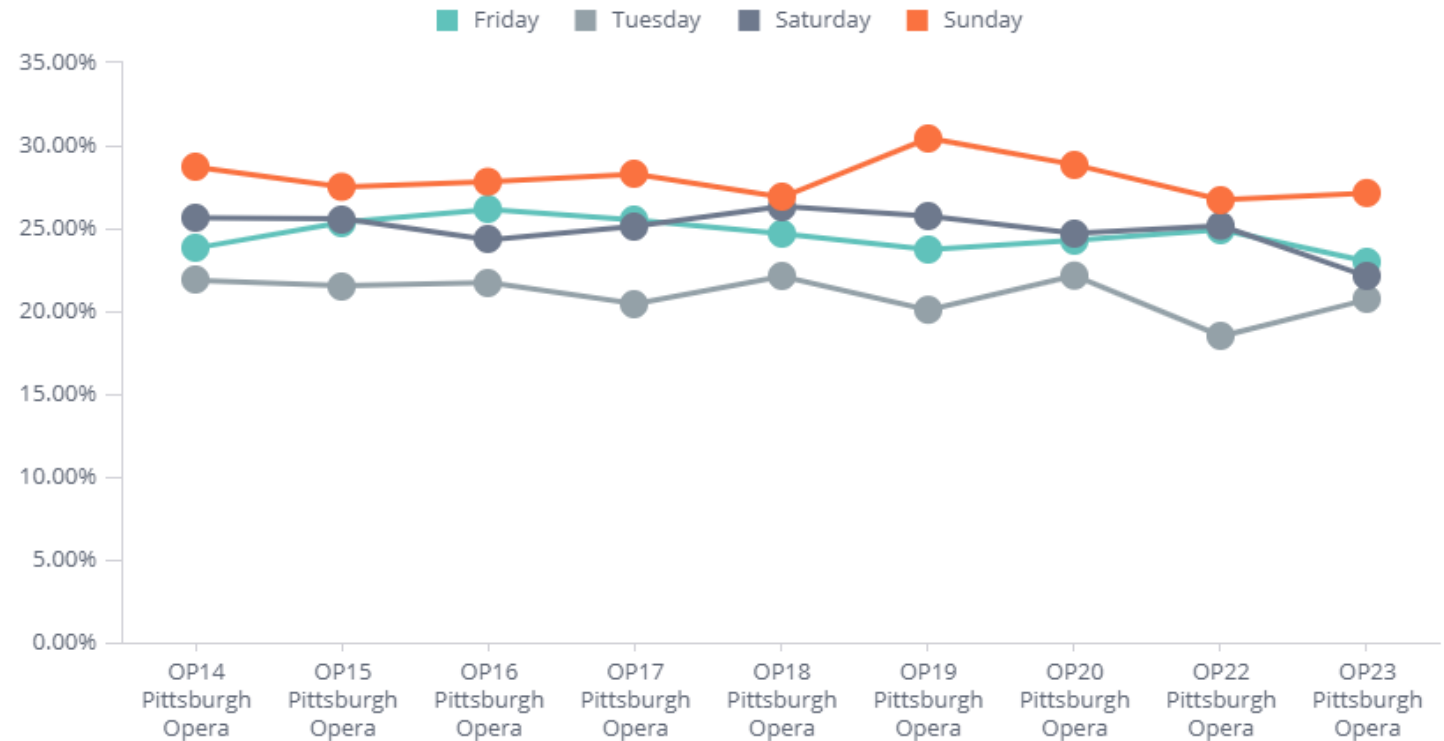
# BEST PRACTICES: Line Charts

## ▶ Design Tips

- ▶ Y-axis always starts at 0
- ▶ Keep the number of lines to 3-4
- ▶ Variations (area charts or combination charts) best when revealing a shape

Sales

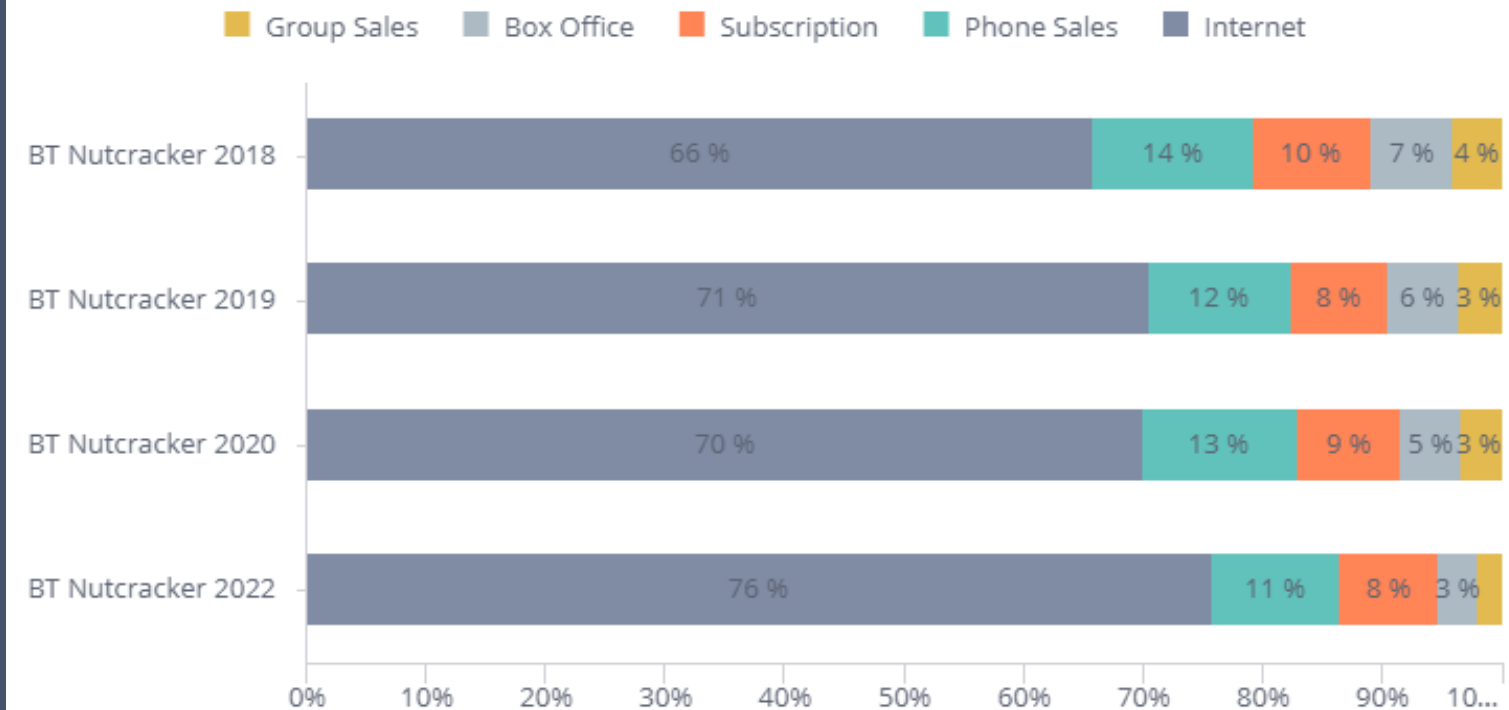
Season view, subtotal as average by production season



# BEST PRACTICES: Pie Charts

## ▶ Design Tips

- ▶ Sort meaningfully, order largest first
- ▶ Eliminate the legend and label directly
- ▶ Less than 6 slices is best
- ▶ Consider alternatives: stacked 100% bar charts, tree maps



# Remember the Audience



What is their  
experience with  
data?



When will they be  
viewing the  
dashboard?



Where will they be  
viewing the  
dashboard?

Improve the  
design.



# Use Color Intentionally

- ▶ Consider how color can direct focus

Before/After Version



Dot Highlight

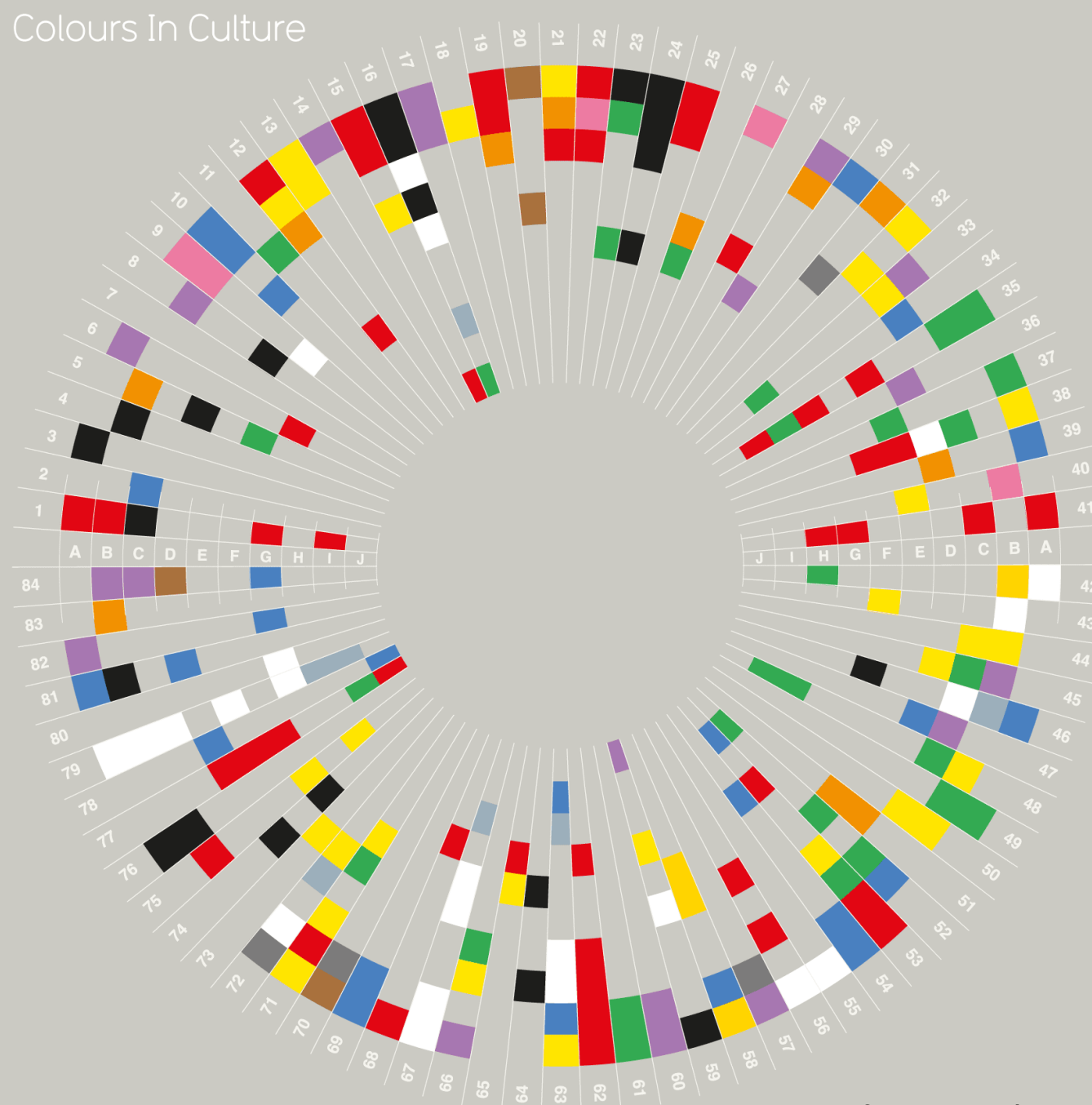


Shaded Prior Timeframe



# Colors

## Colours In Culture



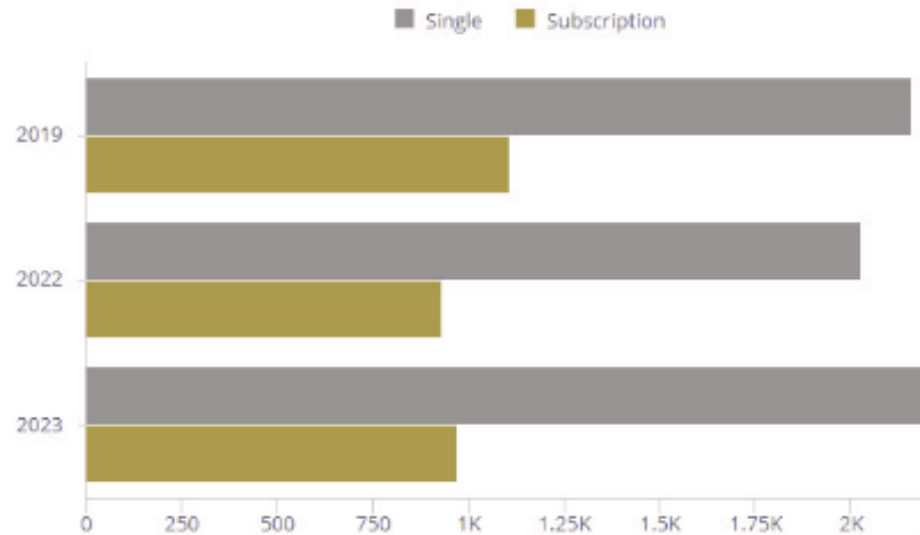
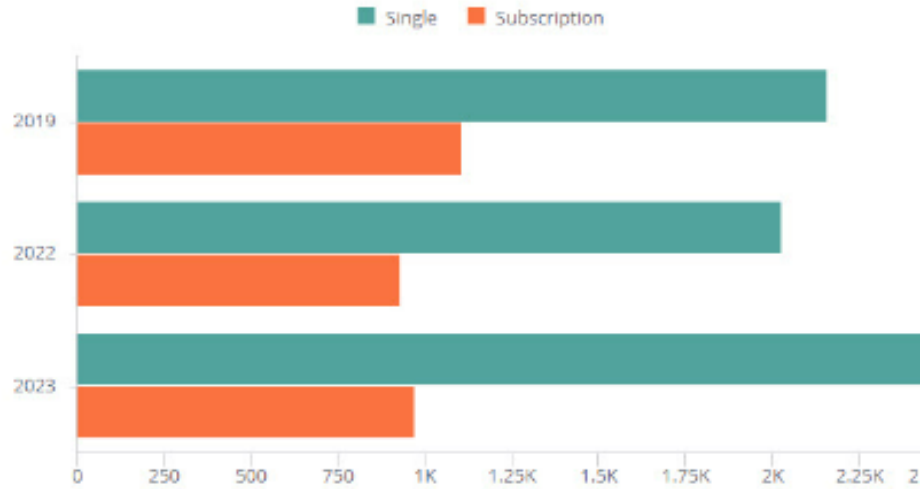
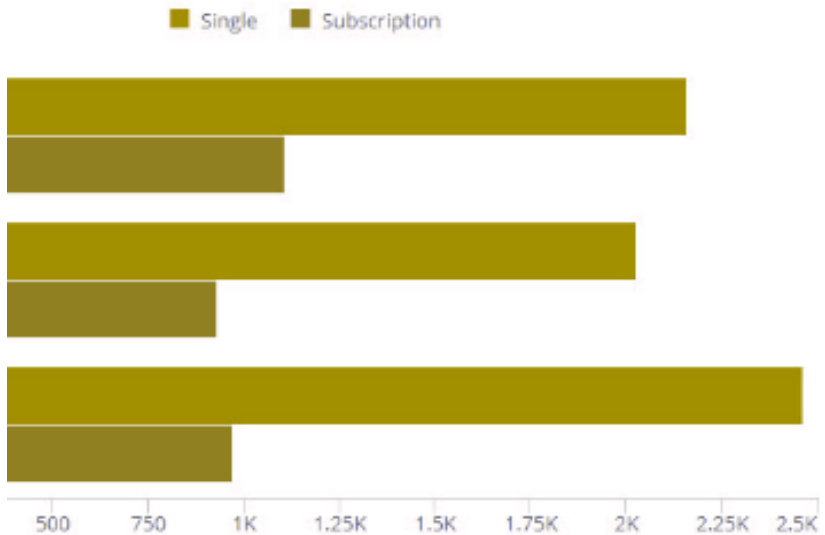
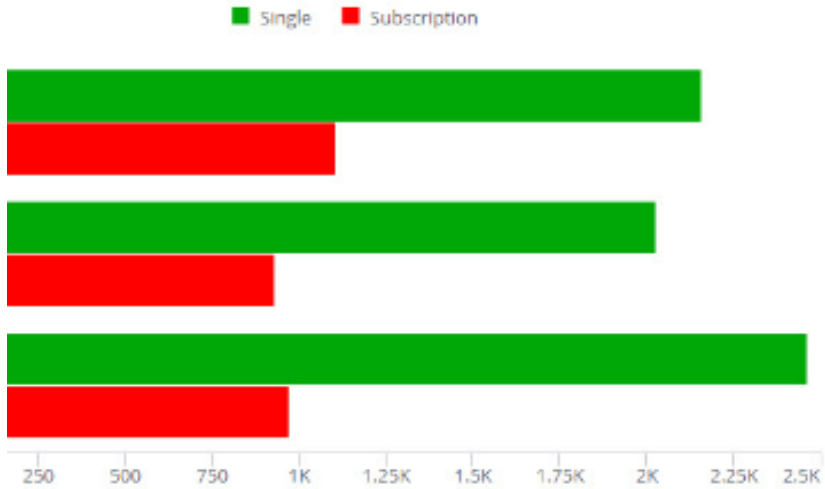
- |                      |                    |                |
|----------------------|--------------------|----------------|
| A Western / American | 1 Anger            | 19 Desire      |
| B Japanese           | 2 Art / Creativity | 20 Earthy      |
| C Hindu              | 3 Authority        | 21 Energy      |
| D Native American    | 4 Bad Luck         | 22 Erotic      |
| E Chinese            | 5 Balance          | 23 Eternity    |
| F Asian              | 6 Beauty           | 24 Evil        |
| G Eastern European   | 7 Calm             | 25 Excitement  |
| H Arab               | 8 Celebration      | 26 Family      |
| I African            | 9 Children         | 27 Femininity  |
| J South American     | 10 Cold            | 28 Fertility   |
|                      | 11 Compassion      | 29 Flamboyance |
|                      | 12 Courage         | 30 Freedom     |
|                      | 13 Cowardice       | 31 Friendly    |
|                      | 14 Cruelty         | 32 Fun         |
|                      | 15 Danger          | 33 God         |
|                      | 16 Death           | 34 Gods        |
|                      | 17 Decadence       | 35 Good Luck   |
|                      | 18 Deceit          | 36 Gratitude   |

- |                 |                   |                     |
|-----------------|-------------------|---------------------|
| 37 Growth       | 55 Luxury         | 73 Royalty          |
| 38 Happiness    | 56 Marriage       | 74 Self-cultivation |
| 39 Healing      | 57 Modesty        | 75 Strength         |
| 40 Healthy      | 58 Money          | 76 Style            |
| 41 Heat         | 59 Mourning       | 77 Success          |
| 42 Heaven       | 60 Mystery        | 78 Trouble          |
| 43 Holiness     | 61 Nature         | 79 Truce            |
| 44 Illness      | 62 Passion        | 80 Trust            |
| 45 Insight      | 63 Peace          | 81 Unhappiness      |
| 46 Intelligence | 64 Penance        | 82 Virtue           |
| 47 Intuition    | 65 Power          | 83 Warmth           |
| 48 Religion     | 66 Personal power | 84 Wisdom           |
| 49 Jealousy     | 67 Purity         |                     |
| 50 Joy          | 68 Radicalism     |                     |
| 51 Learning     | 69 Rational       |                     |
| 52 Life         | 70 Reliable       |                     |
| 53 Love         | 71 Repels Evil    |                     |
| 54 Loyalty      | 72 Respect        |                     |

- |        |        |
|--------|--------|
| Yellow | Grey   |
| Gold   | Silver |

[informationisbeautiful.net/visualizations/colours-in-cultures](http://informationisbeautiful.net/visualizations/colours-in-cultures)

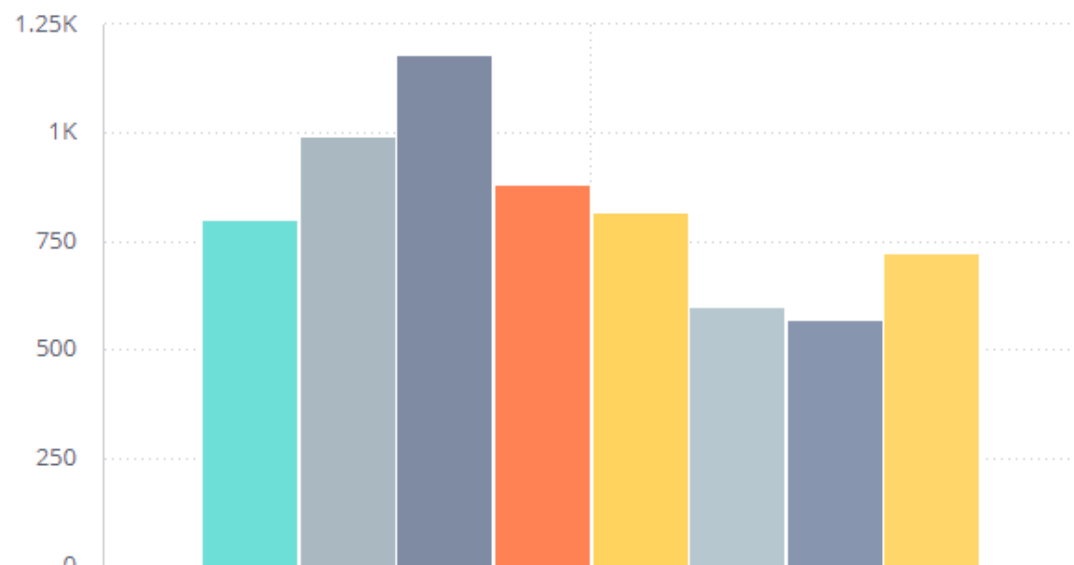
# Accessibility Considerations



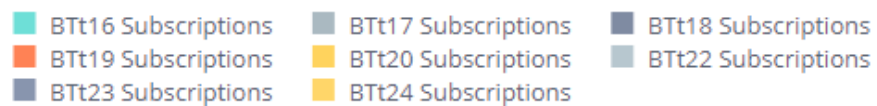
# Tidying Up

## Before

Package Count by Season

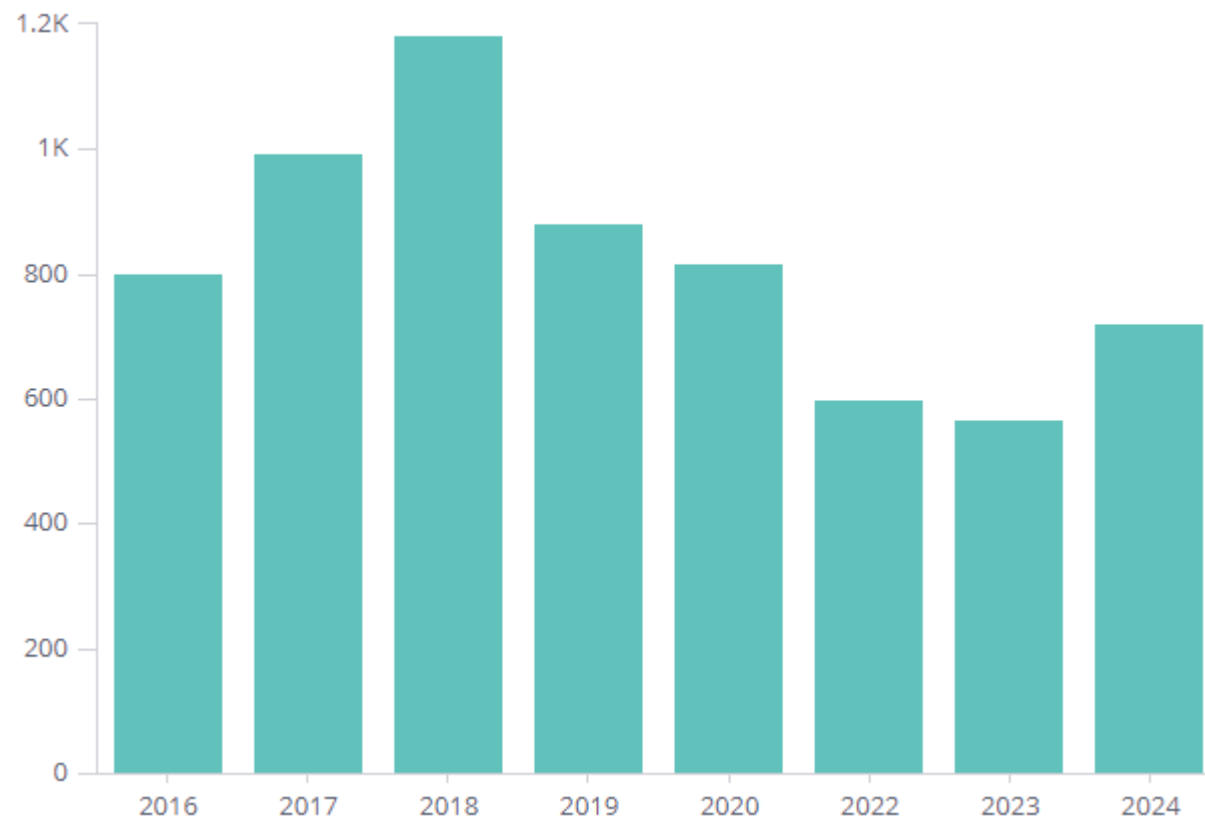


# of unique Package Seat Key



## After

Package Count by Season





# Tidying Up

- ▶ Does your dashboard or widget spark joy?
  - ▶ Meeting intention
  - ▶ Providing actionable insights

# Resources and References

## BOOKS

- ▶ The Wall Street Journal *Guide to Information Graphics* by Dona M. Wong
- ▶ *Data Visualisation* by Andy Kirk
- ▶ *Storytelling with Data* by Cole Nussbaumer Knaflic
  - ▶ Accompanying blog: [storytellingwithdata.com](http://storytellingwithdata.com)
- ▶ *How Charts Lie* by Alberto Cairo
- ▶ *Better Data Visualizations* by John Scwabish

## COLOR SELECTION

- ▶ [“What to consider when choosing colors for data visualization”](#) from Datawrapper
- ▶ [“Colours in Cultures”](#) chart by David McCandless on Information is Beautiful
- ▶ [Coblis – Color Blindness Simulator](#) from Colblindor

## CHART TYPE TOOLS

- ▶ [Data Viz Project](#)
- ▶ [Data Visualisation Catalogue](#)

## ONLINE ARTICLES

- ▶ [“Once upon a time, in a world where data became insight...”](#) from Tessitura Network
- ▶ [“A Guide to Creating Dashboards People Love to Use”](#) from Juicebox Analytics
- ▶ [“Asking Worthwhile Questions of Your Data”](#) from Data Literacy
- ▶ [“Designing for Neurodivergent Audiences”](#) from *Nightingale*, Data Visualization Society
- ▶ [“Visualising Knowledge”](#) from PBT Netherlands Environmental Assessment Agency
- ▶ Design tips from [Urban institute Data Visualization Style Guide](#)



# Happy Analyzing!

Christine Wingefeld, Pittsburgh Cultural Trust  
[wingefeld@trustarts.org](mailto:wingefeld@trustarts.org)

# How did you build that?

```
CASE WHEN [Total Goal Amount]-[Total  
Contribution Amount] > 0  
THEN [Total Goal Amount]-[Total  
Contribution Amount]  
ELSE 0 END
```

*This prevents the calculation from adding negatives when you exceed the goal.*

```
SUM ([Total Contribution Amount])
```

Bar Chart

Categories

- Plan Type

Values

- Remaining to Goal
- Total Contribution Amount

Break by



# How did you build that?

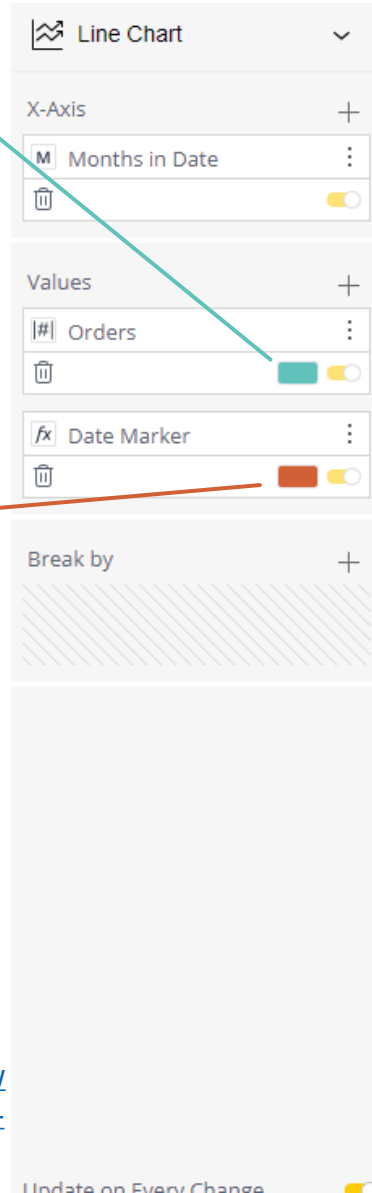
COUNT ([Order ID])

$$\text{IF ( MAX ( [Calendar Year]*10000 + [Calendar Month]*100 + [Calendar Day Of Month]) = 20220930 ,$$
  
$$[\# \text{ of unique Order ID}] , \text{NULL} )$$

*20220930 represents the year, month, and date combined into one number. Sept. 30, 2022 becomes 20220930*

Related forum post:

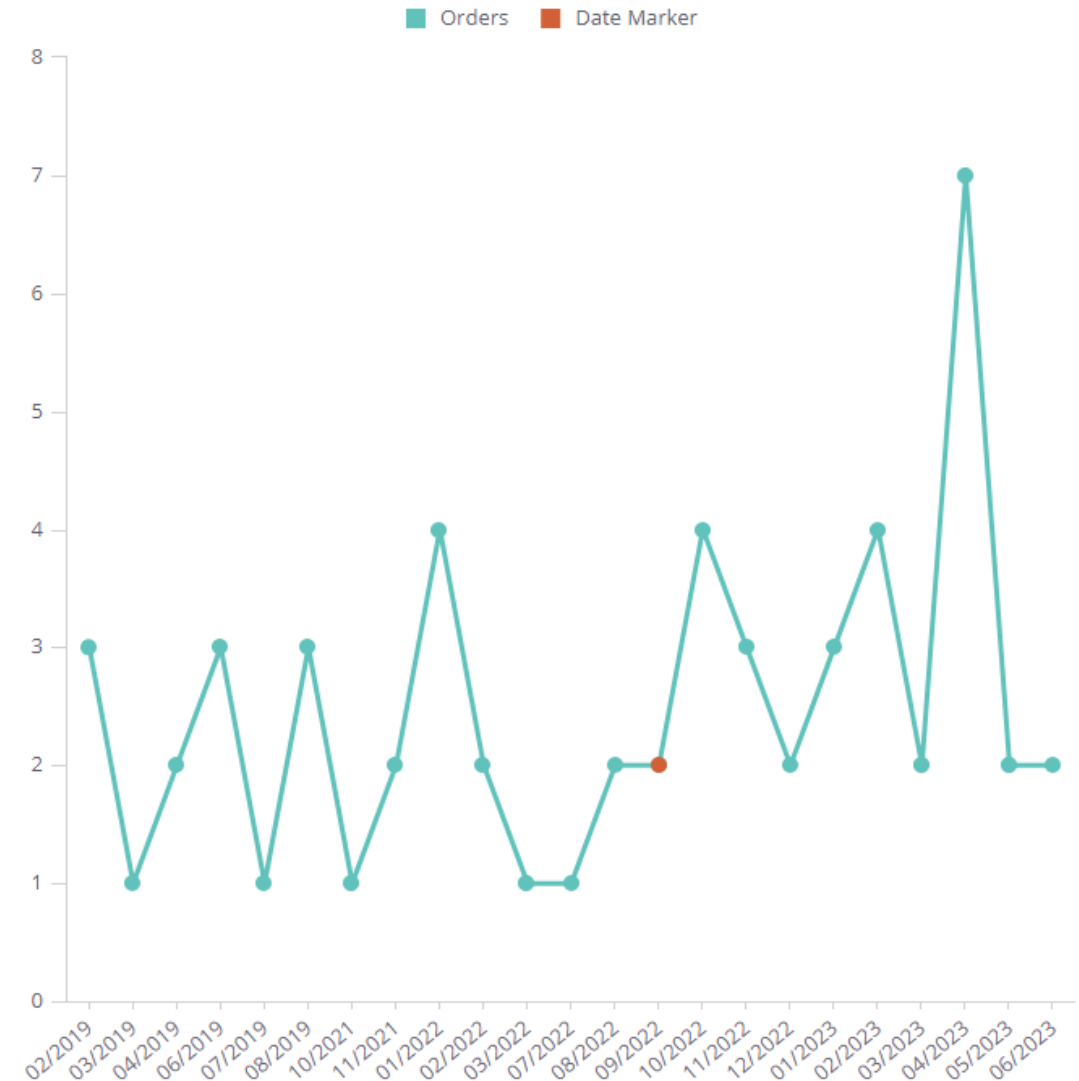
[https://community.tessituranetwork.com/tessitura\\_software\\_forums/f/tessitura\\_shared\\_reports-9/30055/labelled-manual-data-points-on-analytics/79778](https://community.tessituranetwork.com/tessitura_software_forums/f/tessitura_shared_reports-9/30055/labelled-manual-data-points-on-analytics/79778)



Dot Highlight

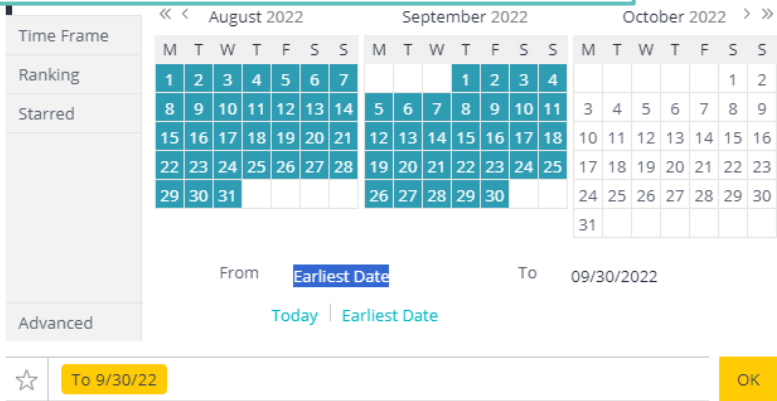
Apply

Cancel



# How did you build that?

( [# of unique Order ID] , [Order Date - Days in Date])  
Date filter from “earliest” to specified.



Line Chart

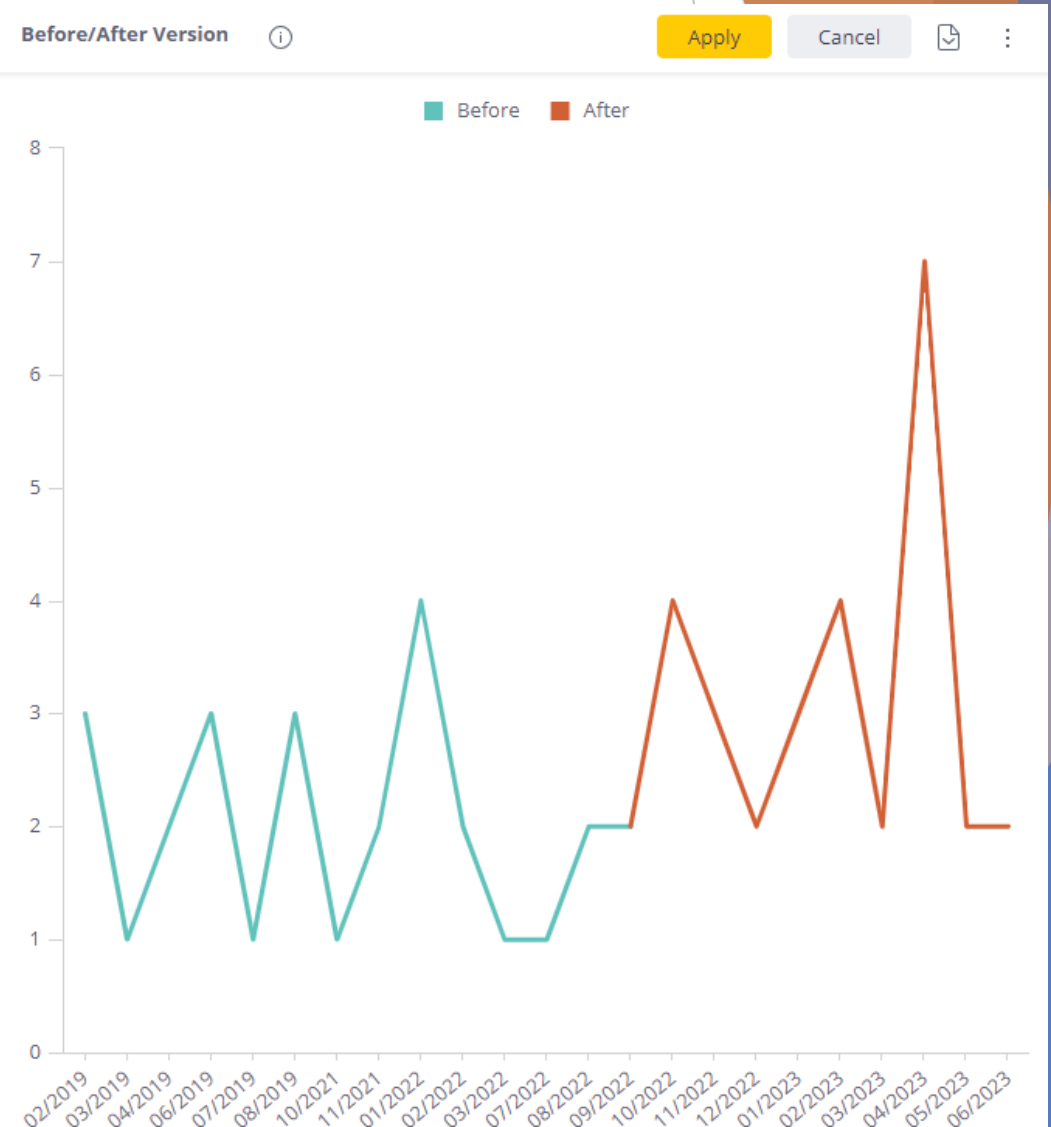
X-Axis

- Months in Date

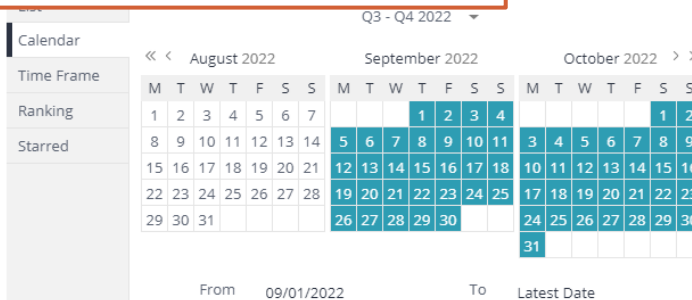
Values

- Before
- After

Break by



( [# of unique Order ID] , [Order Date - Days in Date])  
Date from specified to “latest.”



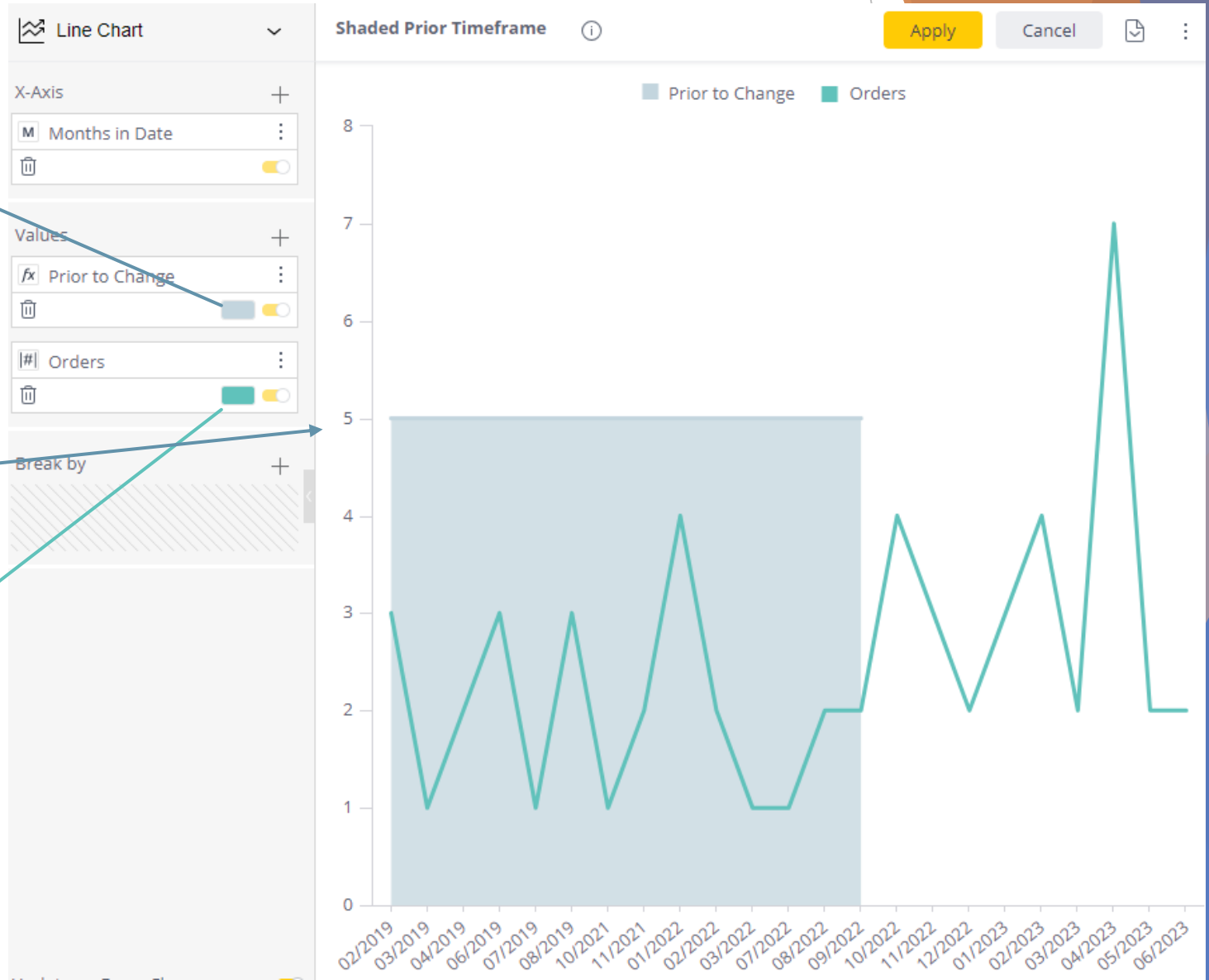
# How did you build that?

$IF ( MAX ( [Calendar Year]*10000 + [Calendar Month]*100 + [Calendar Day Of Month] ) \leq 20220930 , 5 , NULL )$

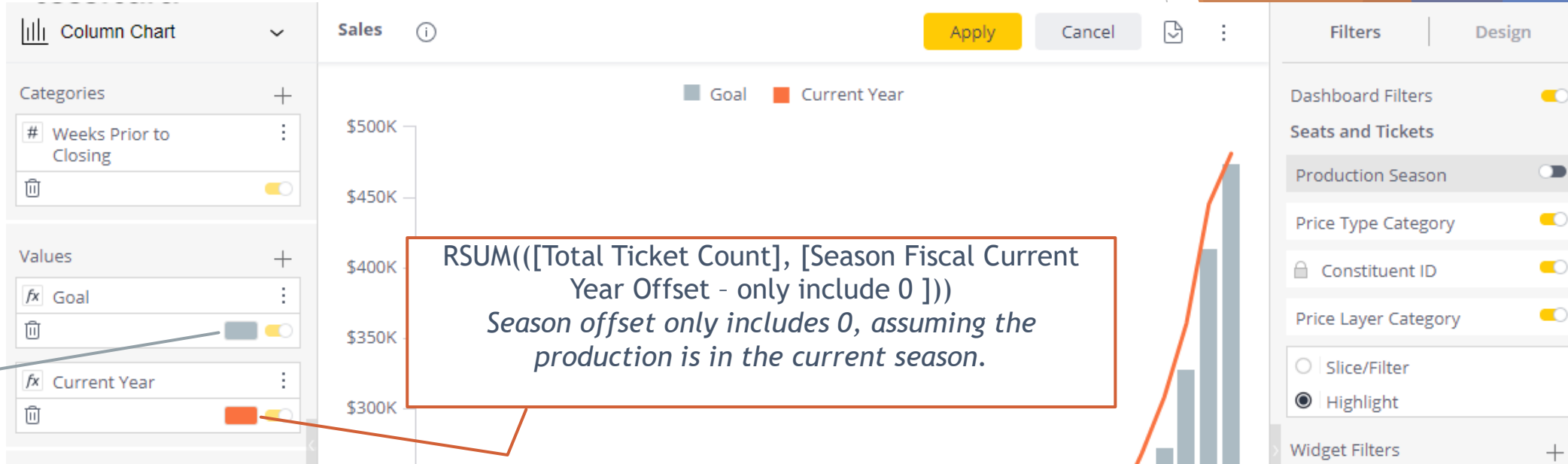
*20220930 represents the year, month, and date combined into one number. Sept. 30, 2022 becomes 20220930*

5 is selected as value based on scale of orders for the visualization.

`COUNT ([Order ID])`



# How did you build that?

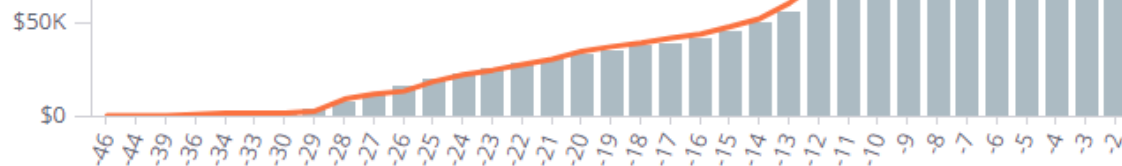


( RSUM ([Total Ticket Count] , [Season Fiscal Current Year Offset - exclude 0])) / (( [Total Ticket Count], ALL ([Order Weeks Prior to Closing]) , [Season Fiscal Current Year Offset - exclude 0])) \* 475000

*Season offset filters to exclude 0, assuming all comparative productions are in a past season.  
 47500 is a hard-coded sales goal number.*

*Production Season filters: select one from the current year and 2-4 from a prior year.*

Related forum posts:  
 Sales Pacing Charts  
[Discussion 1](#) and [Discussion 2](#)



# UNLOCK YOUR DATA STORIES WITH TESSITURA ANALYTICS

TLCC August 8, 2023

**Odele Peter**

Database Manager

The Flynn

FLYNN



# About the Flynn

- Performing arts center in Burlington, Vermont
- 1439-seat theater plus black box theater and studios
- 200+ ticketed events plus a summer jazz festival
- 100k+ people
- 30k+ students at matinees
- \$7.5M operating budget
- Celebrating 20 years with Tessitura



FLYNN

# About me



- At the Flynn since 2004
- Development, IT, Marketing
- Database Manager
- 1<sup>st</sup> time presenting at TLCC
- Wild mushroom forager

# Agenda

- Tessitura Analytics ... the early days
- How to be a data analyst
- Case study: Membership
- Recommending actions
- Top tips for data visualization
- Conclusion
- Resources



# Tessitura analytics ... the early days

- My vision:

Use analytics to explore the data with each department

- Opportunity:

Membership #'s are down

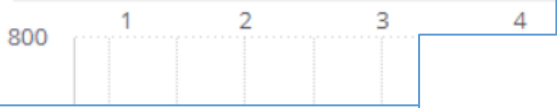


# of Members

1,64

Total Amount \$4

Membership Monthly Count Comparison (FY22)

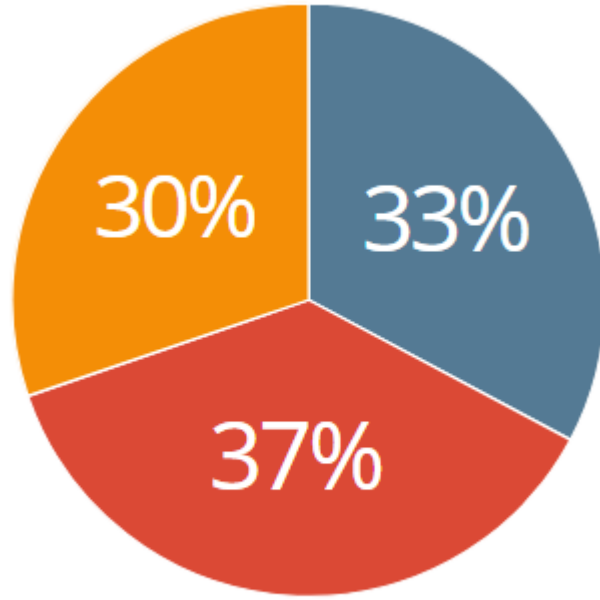


FY22

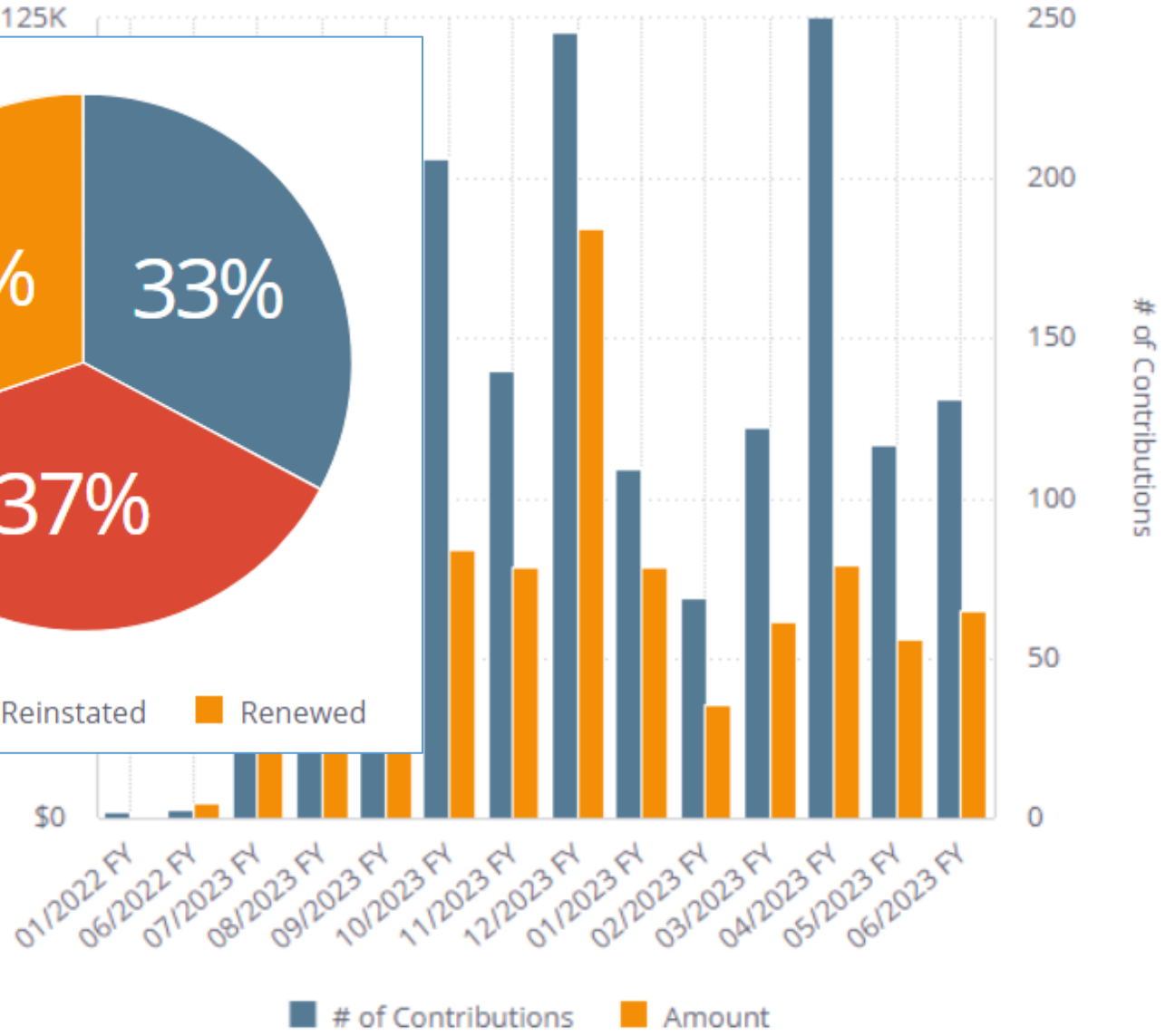
Months in Date	Status
07/2022 FY	New

Volume and Amount by Month (Individual Membership)

\$125K

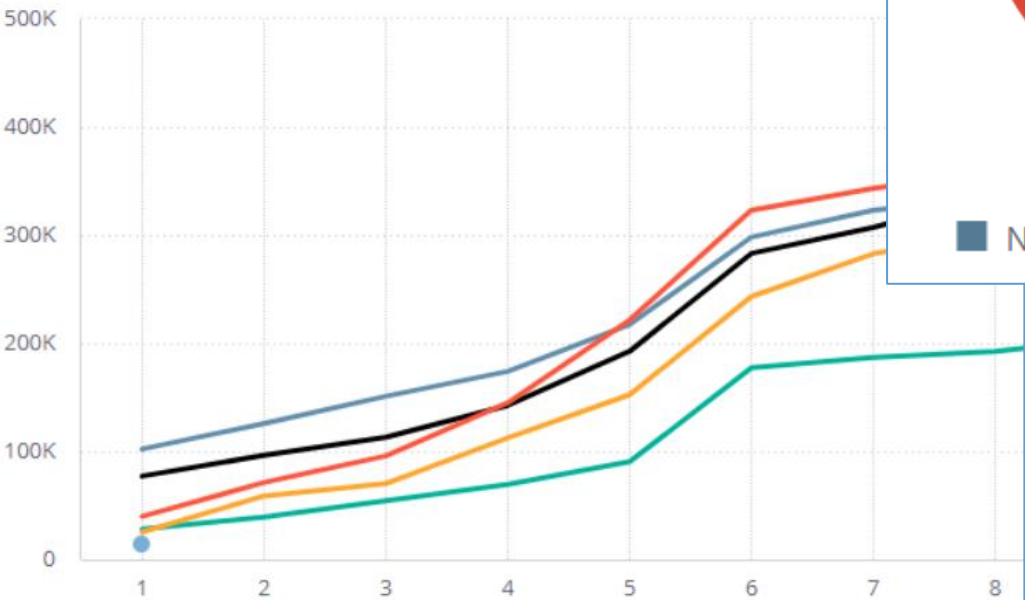


■ New ■ Reinstated ■ Renewed



■ # of Contributions ■ Amount

Membership Monthly Sales Comparison



■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024

# What does this even mean!?



# Monthly tracking dashboard

Jul 2022

.	Level	Expiring Count	Expiring Amount	Renewed Count	New Count	Reinstate Count	Renewed Amount	New Amount	Reinstate Amount
4	JJ Flynn	3	\$4,500	3	5	8	\$4,200	\$3,200	\$14,700
6	Patron	8	\$3,730	8	4	4	\$5,500	\$2,000	\$2,500
7	Donor	14	\$4,037	12	5	14	\$3,482	\$1,300	\$4,262
8	Contributor	48	\$6,466	34	9	37	\$5,078	\$1,250	\$5,163
10	Friend	52	\$3,118	31	23	36	\$2,415	\$1,679	\$2,770
Grand Total		125	\$21,851	88	46	99	\$20,675	\$9,429	\$29,395

- There are stories hiding in this data, but no one can see them

# The role of the data analyst:

- Investigate
- Uncover the story
- Present the story
- Recommend action

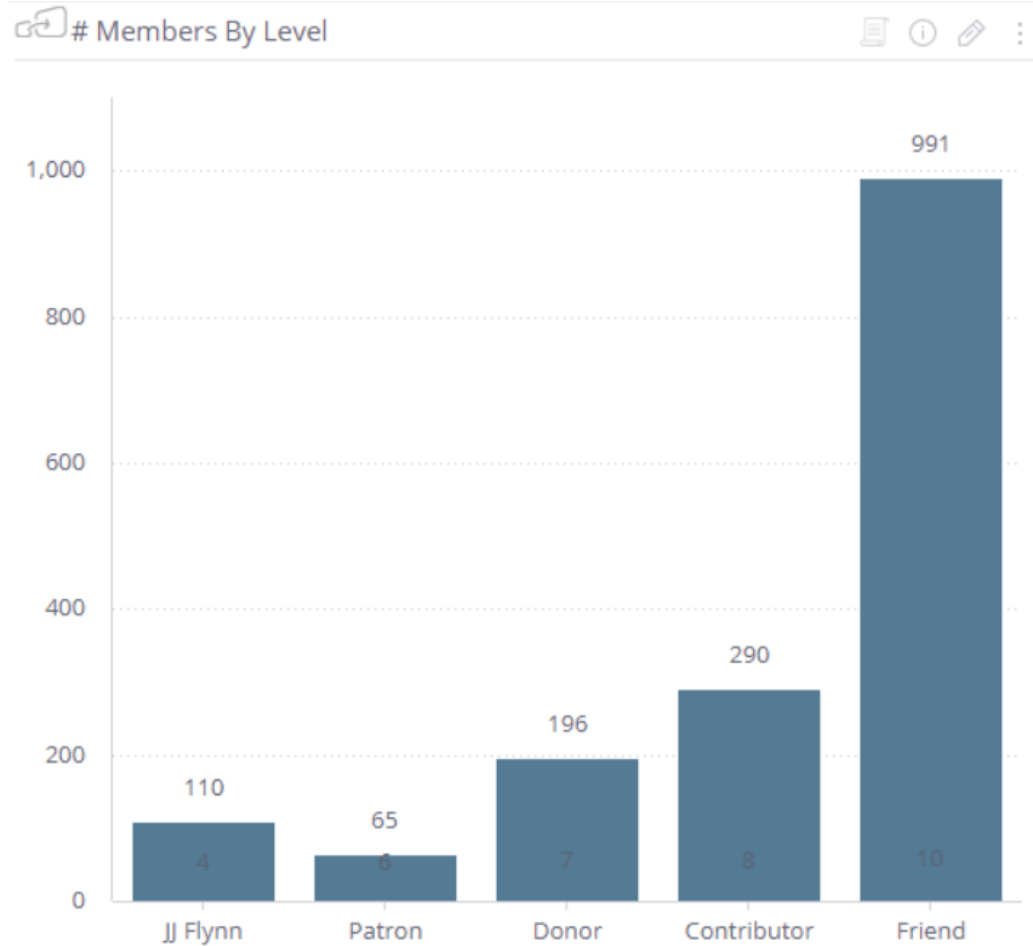


# Case study: Why is membership down?

## Context:

- Contribution-based membership model
- 12-month rolling memberships
- Discounts removed in FY22
- No big season announcement and member presale in July
- No mailed renewals for 2 years
- Audience: Development Department

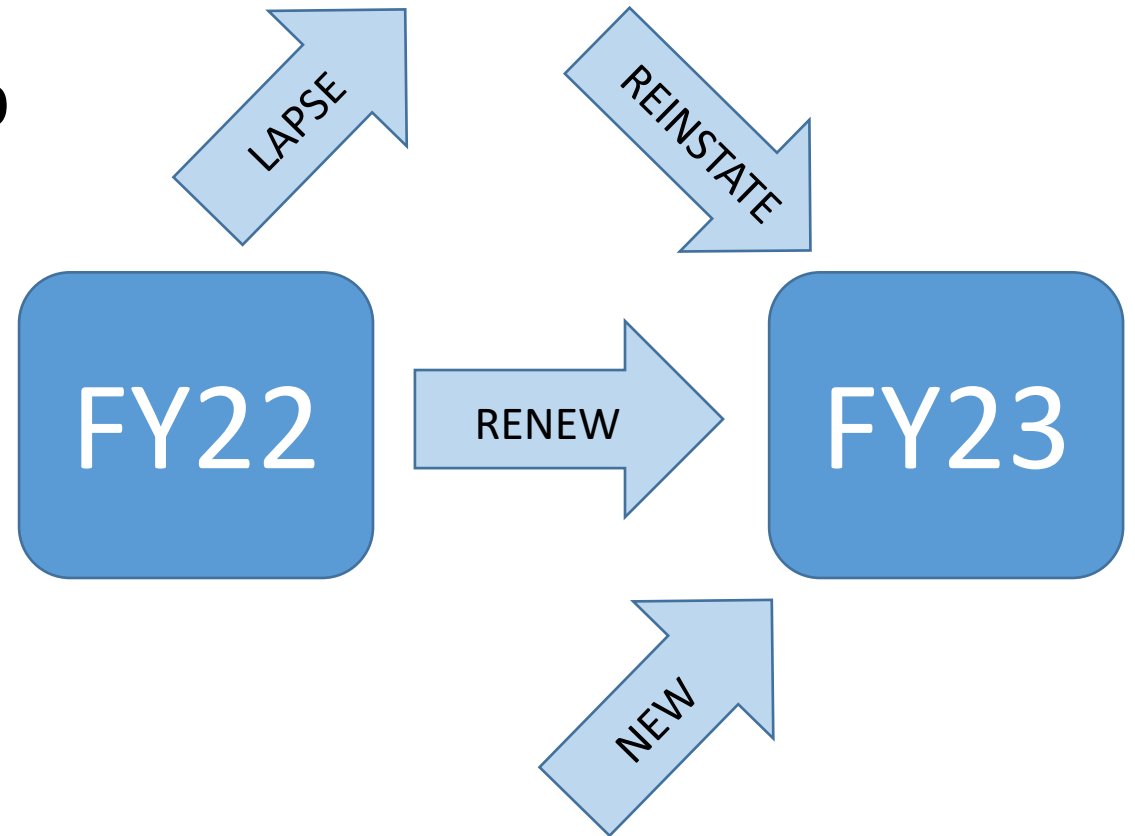
# Flynn membership structure



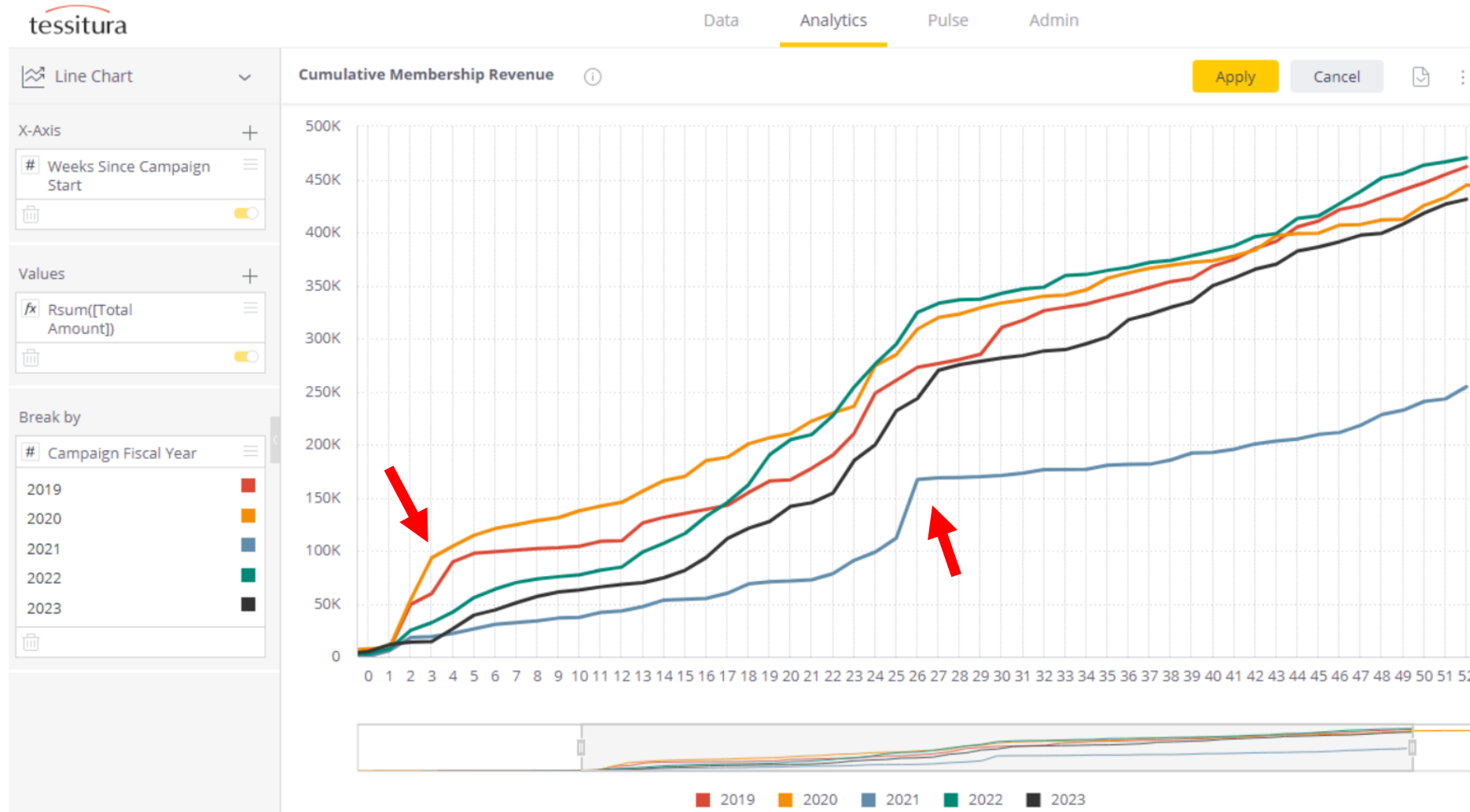
# Investigation begins

Factors affecting revenue:

- Composition of membership
- Average gift
- Membership count
- Renewal rates
- New member acquisition
- Reinstated members

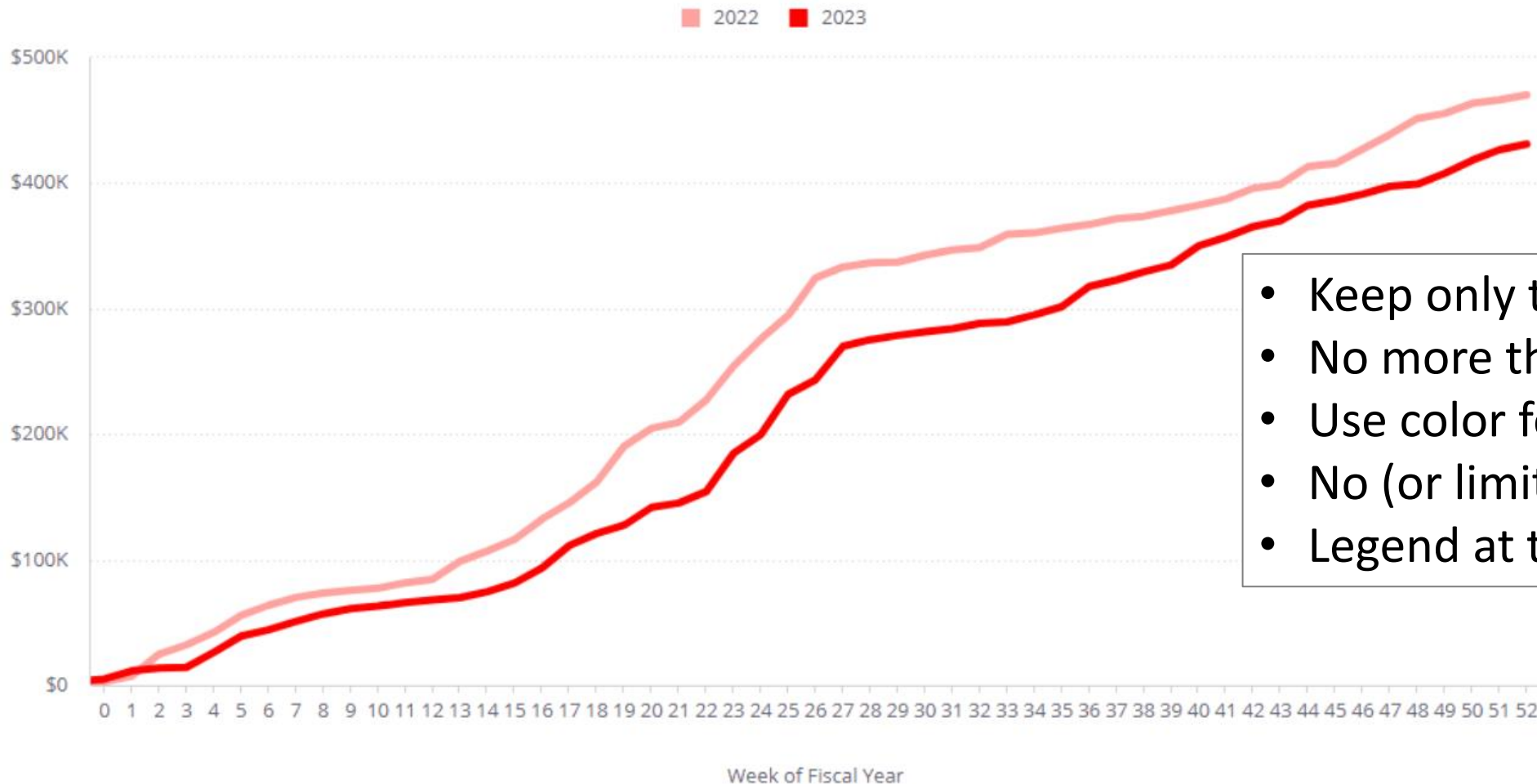


# Investigate: revenue trends



# Uncover story:

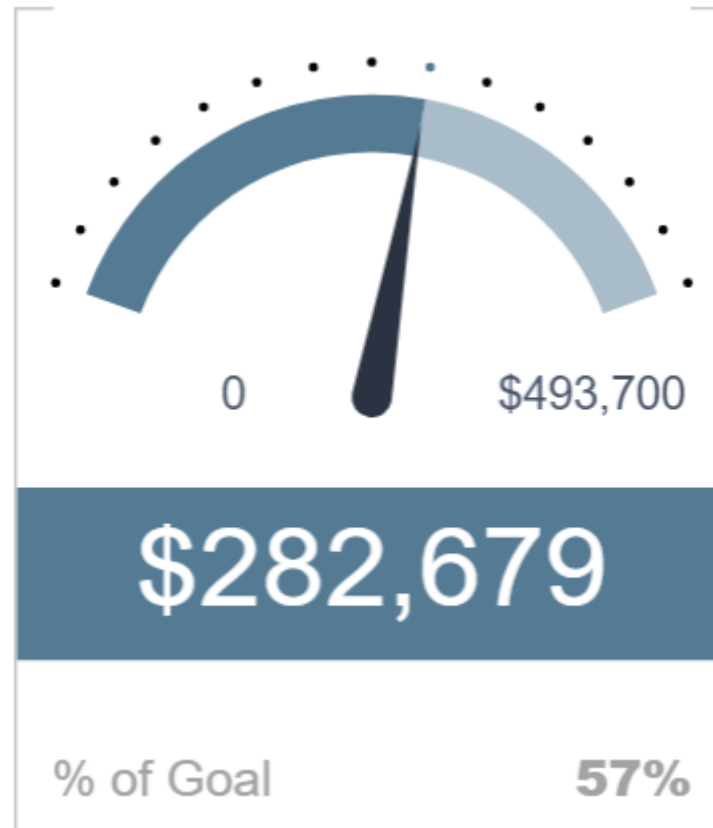
Membership revenue in FY23 tracked behind FY22 for the entire year



- Keep only the data you need
- No more than 4 lines
- Use color for emphasis
- No (or limited) grid lines
- Legend at top

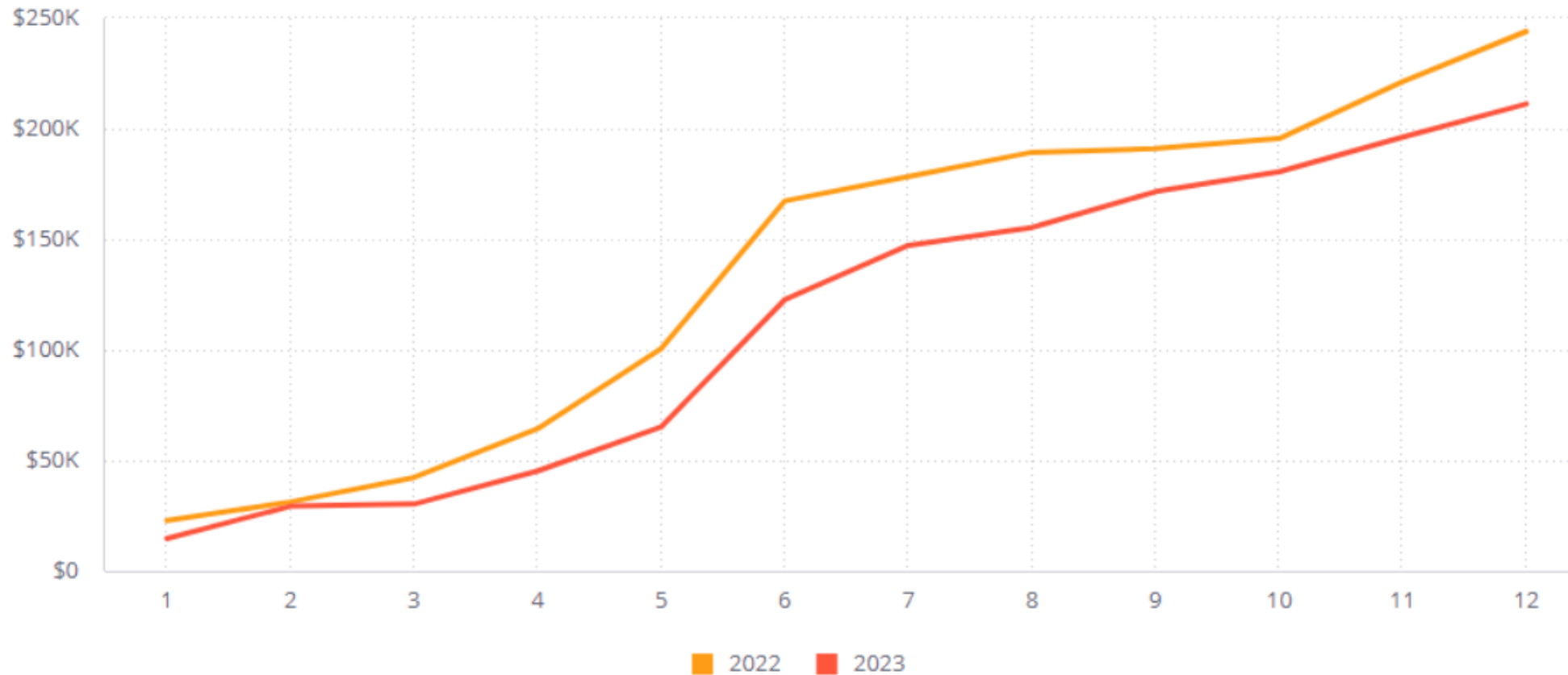
# Recommend action:

- Set up dashboard to track membership KPIs and send weekly report



# Investigate: revenue by membership level

Membership Monthly Revenue Comparison



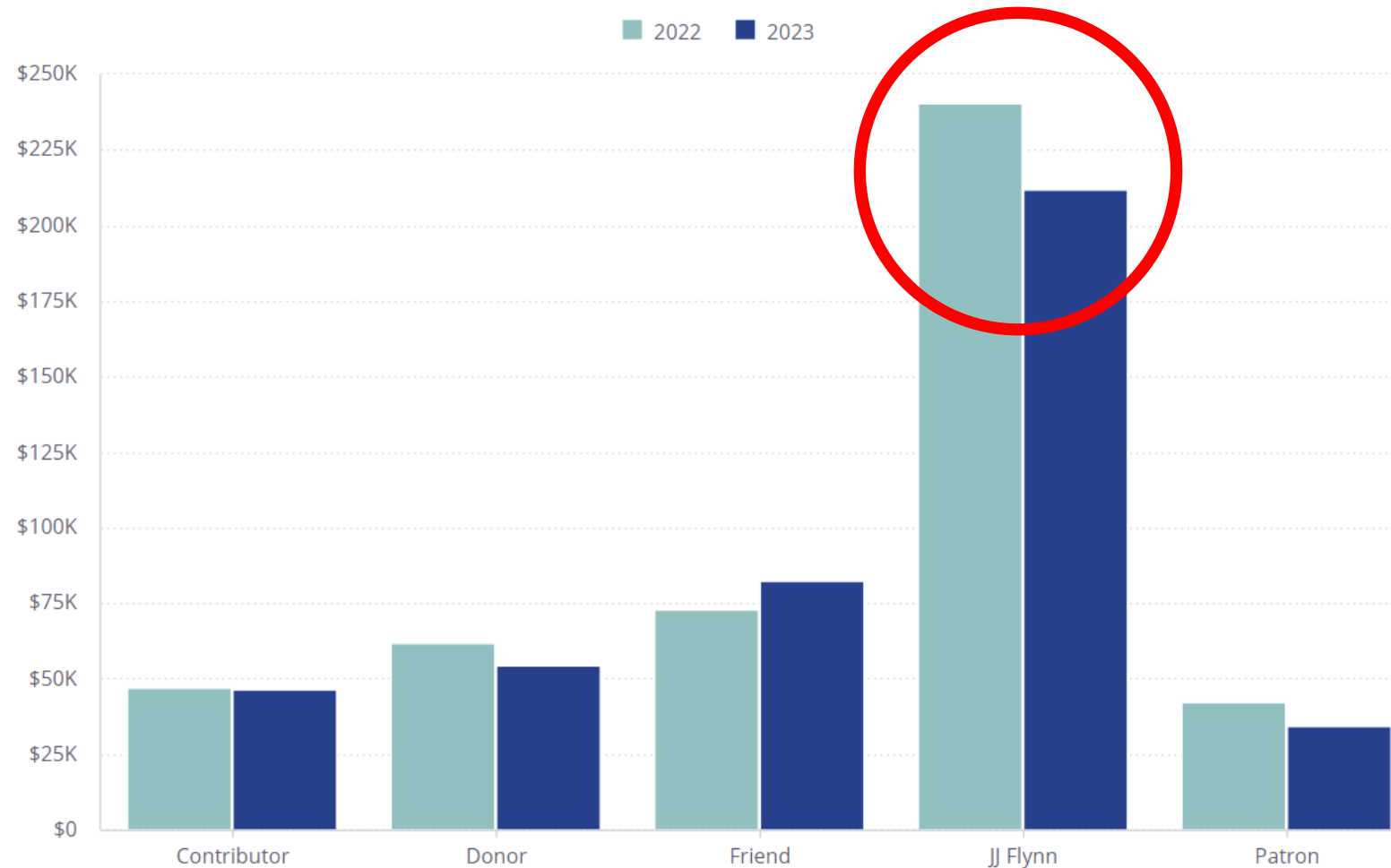
Filter sidebar:

- New/Renew/Reinstate Status
  - Include all
- Membership Level
  - JJ Flynn
  - Friend
  - Patron
  - Donor
  - Contribut...
- Fiscal Year
  - 2017
  - 2018
  - 2019
  - 2020
  - 2021
  - 2022
  - 2023

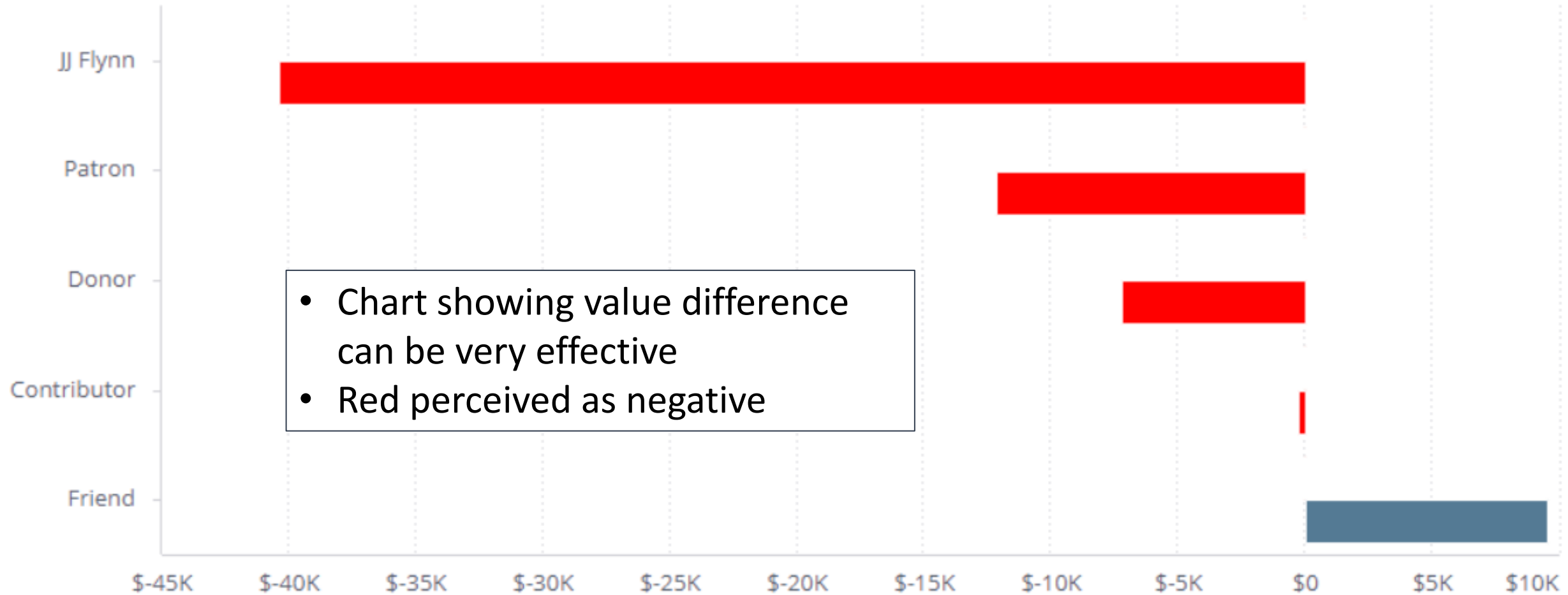
# Uncover story:

Most of revenue gap caused by shortfall in highest membership level

Membership Revenue from FY22 to FY23



# Membership Revenue from FY22 to FY23

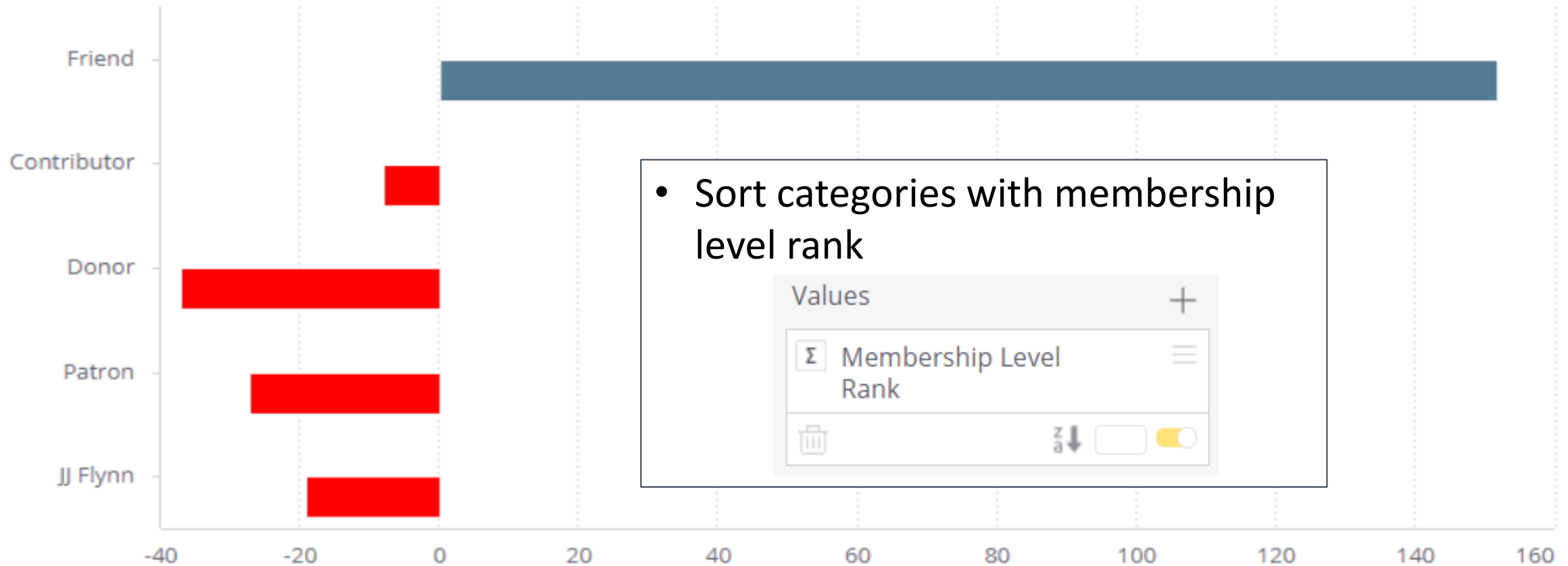


- Chart showing value difference can be very effective
- Red perceived as negative

# Uncover story:

Membership revenue and counts increased for lowest membership level

Membership Count from FY22 to FY23



- Sort categories with membership level rank

Values +

Σ Membership Level Rank

z a ↓

# Recommend action:

- Create plans for high level donors to personalize renewal strategies

Plans Steps Workers

Mode  
 Add  Update

List: Current Members-JJF

Detail

Campaign: FY24 Individual Membership

Designation: (unassigned)

Fund: (none)

Type: Membership - Renew

Status: 01 Prospect Identified

Ask:

Goal:

Recorded:

Plan Source:

Priority:

- Brainstorm ways to incentivize upgrades to mid-level membership levels

# Investigate: average gift

Average Gift by Level

Rank ^	Level	2022			2023		
		Revenue	Count	Av Gift	Revenue	Count	Av Gift
4	JJ Flynn	244,057.42	123	1,984.2	211,231.41	105	2,011.73
6	Patron	44,301.46	86	515.13	32,702.34	62	527.46
7	Donor	62,110.96	240	258.80	54,673.67	201	272
8	Contributor	46,786.43	302	154.92	46,567.85	296	157.32
10	Friend	73,213	875	83.67	82,782.04	997	83.03
Grand Total		470,469.27	1,626	289.34	427,957.31	1,661	257.65

# Uncover story:

Average gifts have increased slightly leading to a revenue gain of \$6,382

Change in Average Gift by Level ⓘ

Rank	Level	FY22 Av Gift	FY23 Av Gift	Change	Gain/Loss
4	JJ Flynn	\$1,984	\$2,012	\$28	\$2,890
6	Patron	\$515	\$527	\$12	\$764
7	Donor	\$259	\$272	\$13	\$2,656
	Contributor	\$155	\$157	\$2	\$711
	Member	\$84	\$83	-\$1	-\$639
	Total	\$289	\$258	-\$32	\$6,382

- Remove shading from alternating rows
- Add shading for header and footer
- Use conditional colors to highlight data

# Recommend action:

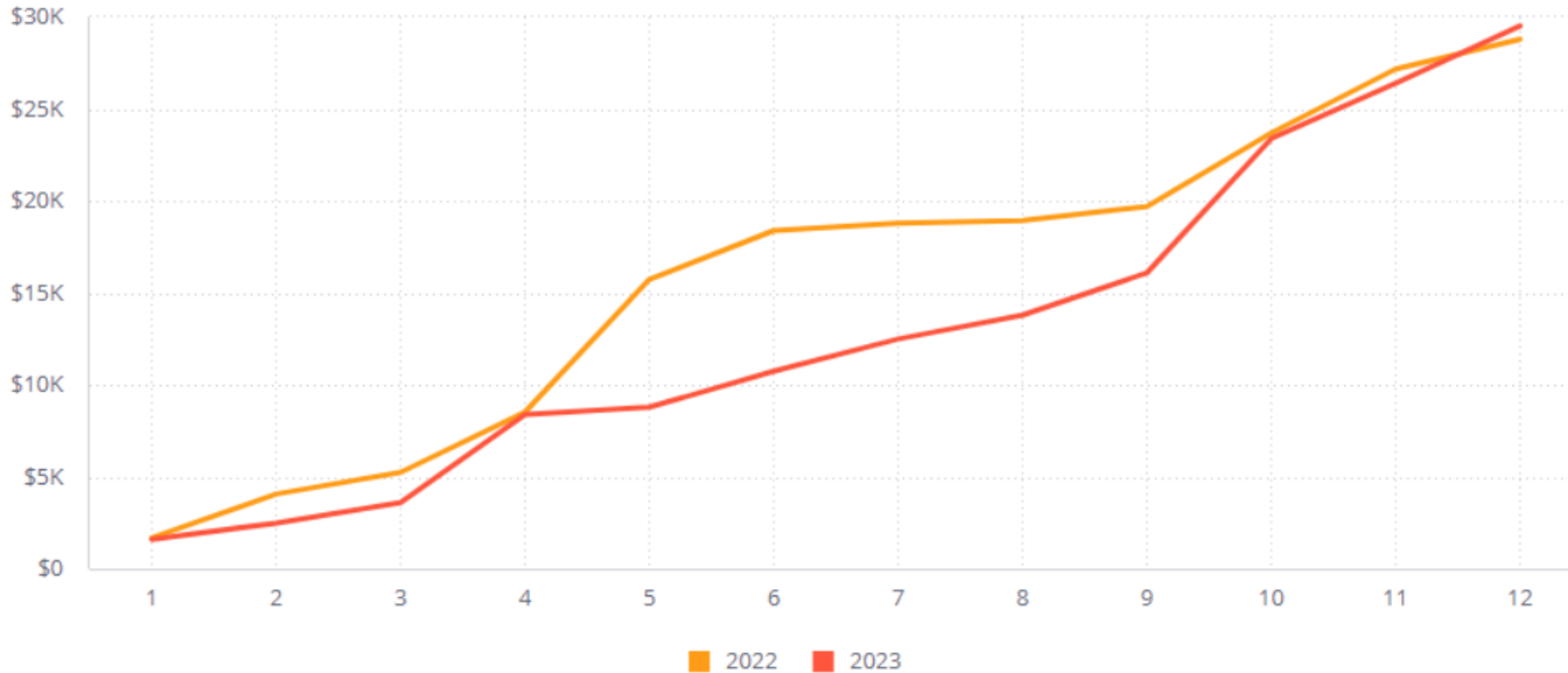
- Review membership levels and benefits – should we consolidate mid-level memberships?
- Consider raising the entry-level membership amount



FLYNNN

# Investigate: new/renew/reinstate status

Membership Monthly Revenue Comparison

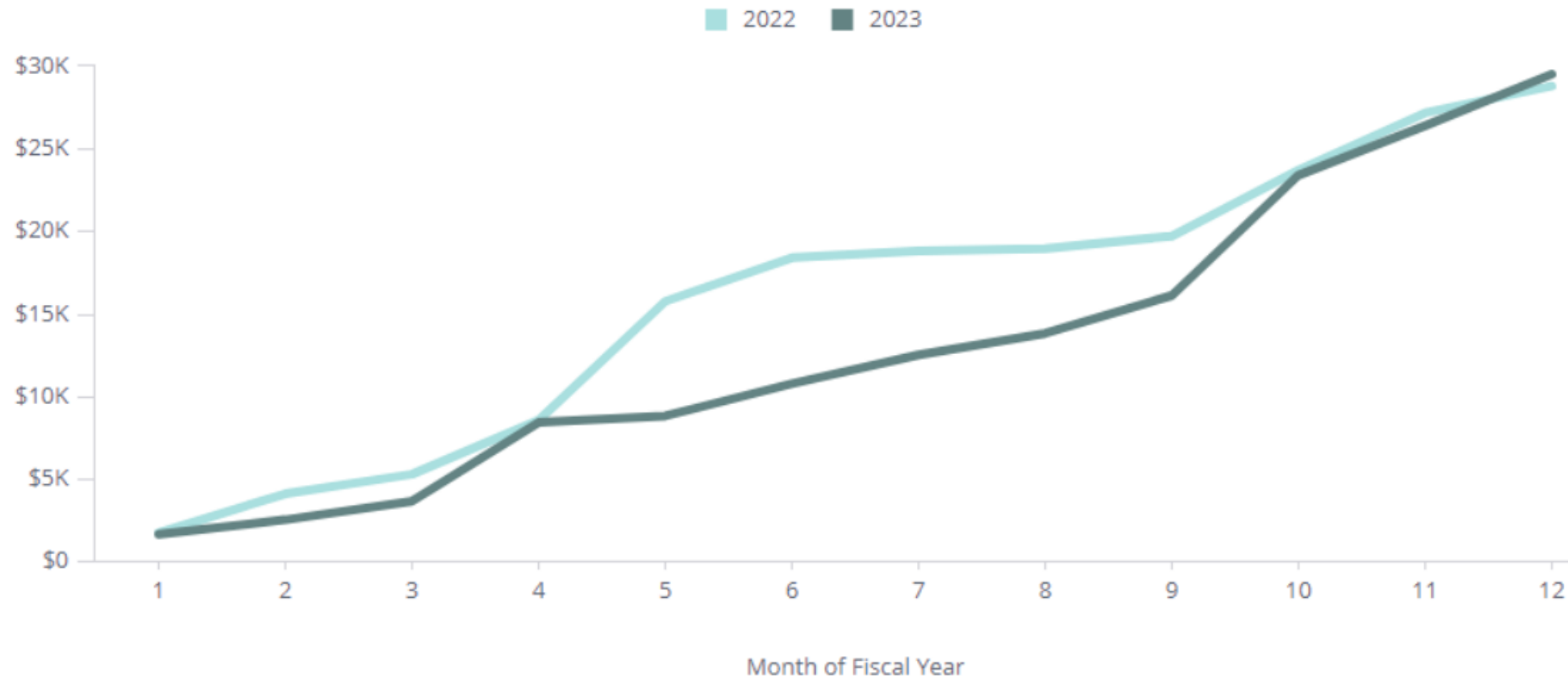


- Membership Organization
  - Flynn Membership
- New/Renew/Reinstate Status
  - New
- Membership Level
  - Flynn Friend
  - Patron
  - Donor
  - Contribut...

# Uncover story:

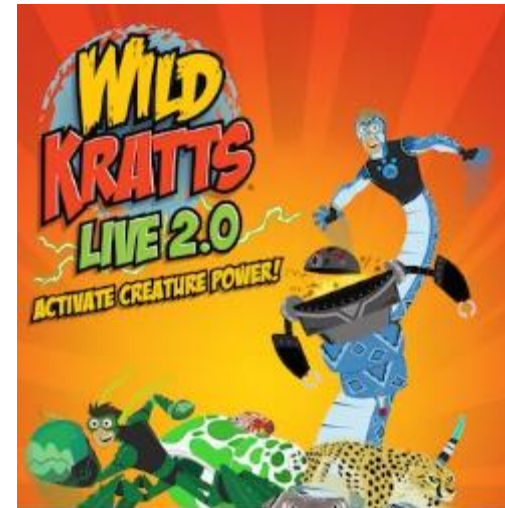
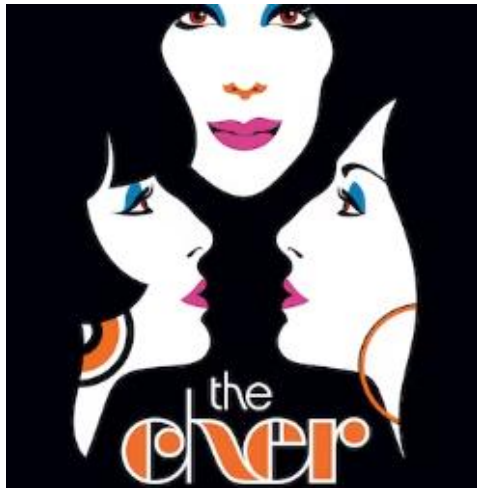
New friend membership was down mid-year then closed the gap

Revenue from New Friend Members



# Recommend action:

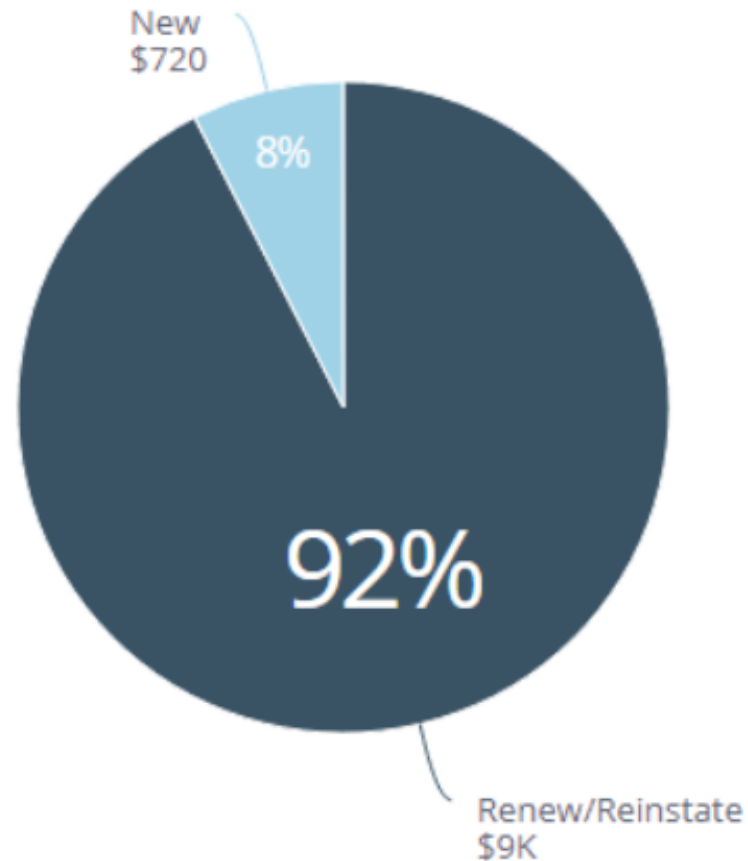
- Create dashboard for members-only presales to see what shows bring in the most new members



# Uncover story:

Increase in Friend level membership is mostly due to renewing and reinstated memberships, not new ones

Increase in Friend Memberships from FY22 to FY23



# Recommend action:

- Consider the cost/benefit of doing a prospect mailing for new member acquisition

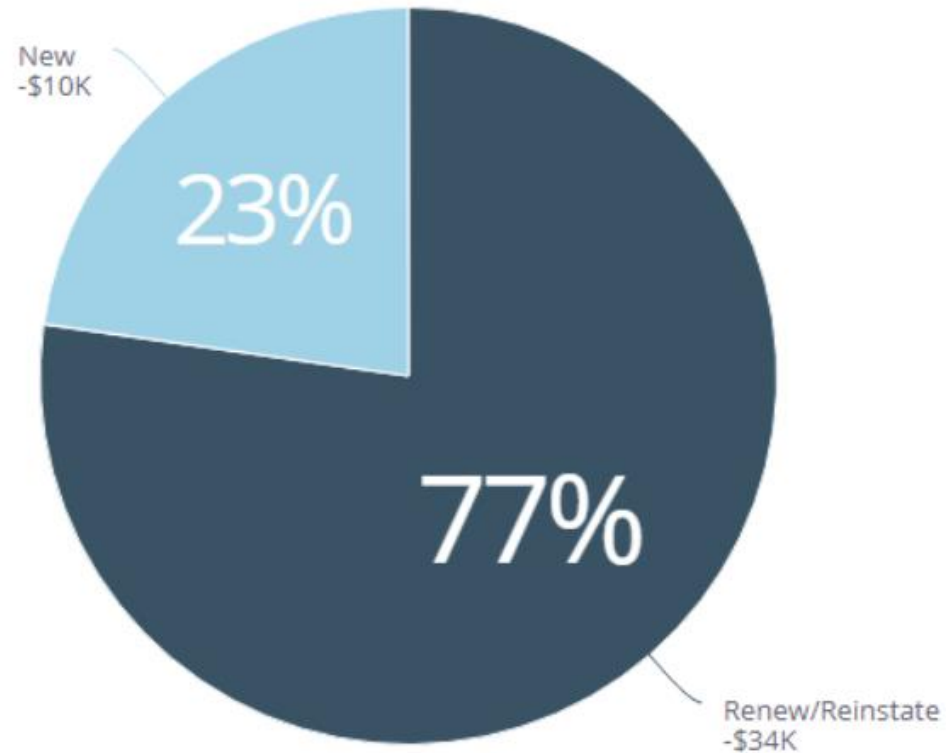


FLYNN

# Uncover story:

77% of the decrease in higher level memberships is due to lower renewals and reinstated

Decrease in JJ Flynn and Patron Memberships



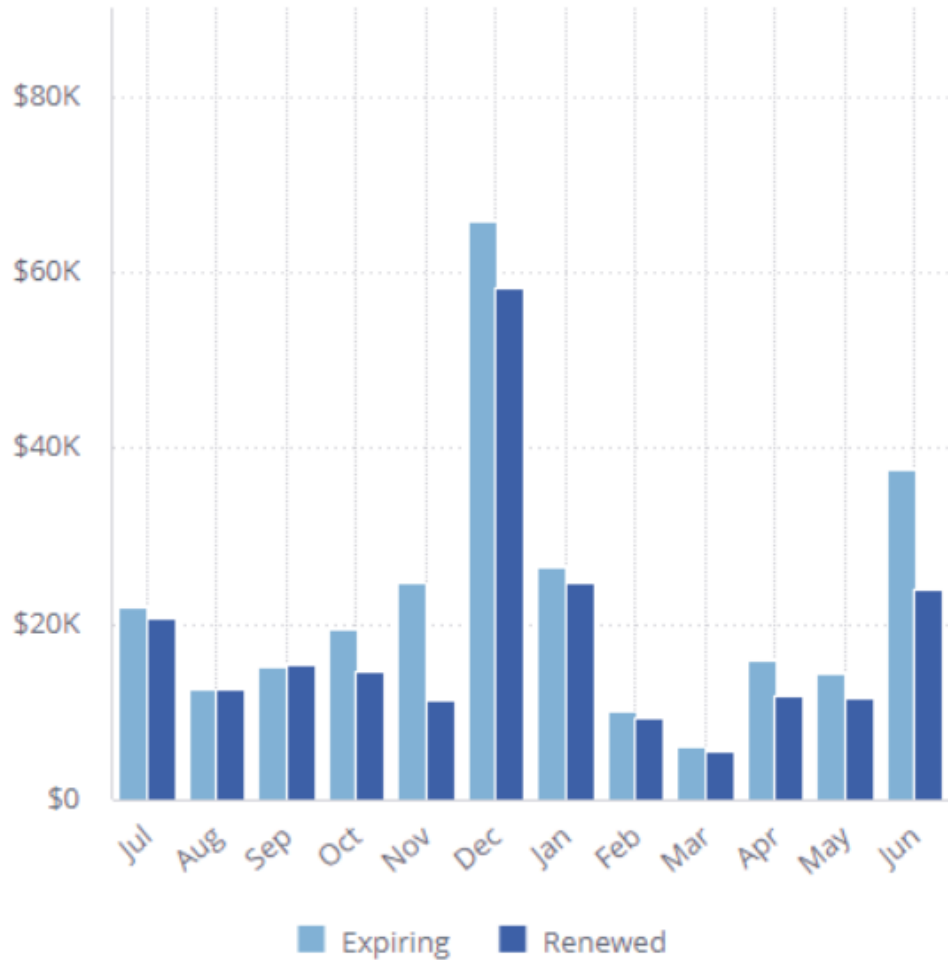
# Recommend action:

- Create dashboard of high level donors up for renewal for calling

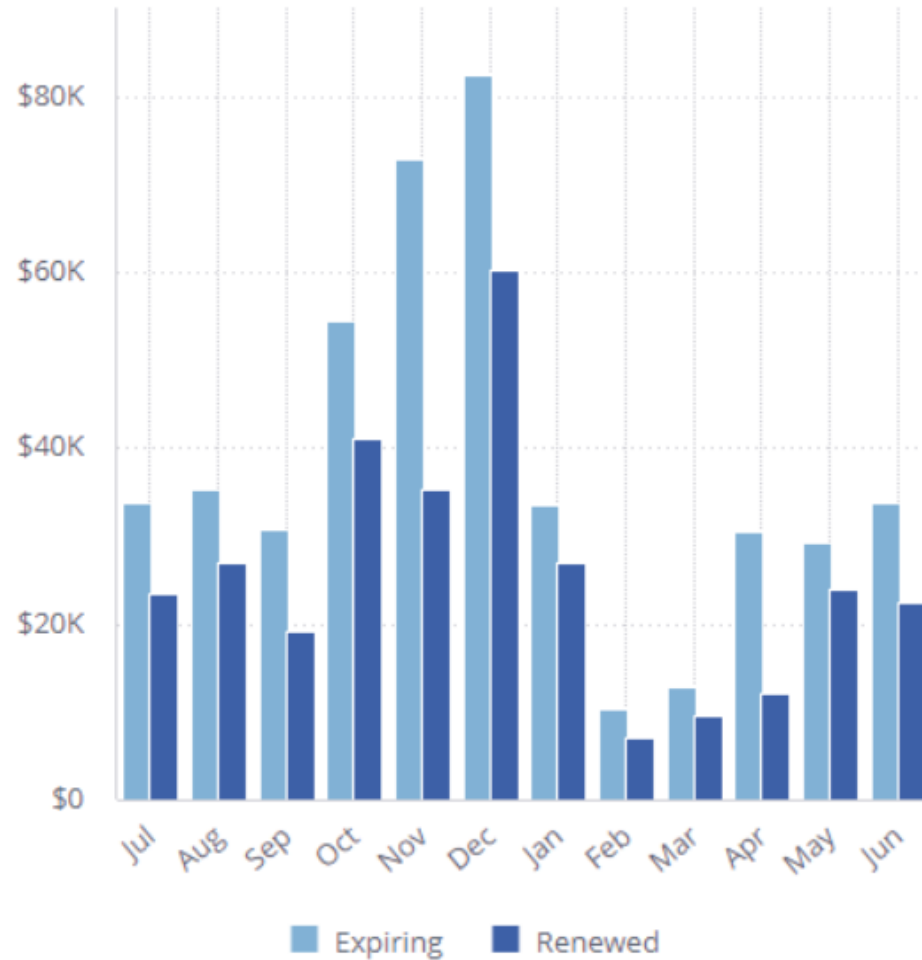
Name	Exp Date ^	Total Amount	# Performances Past Year	Most Recent Performance	Next Performance
	02/28/2023	\$1,000	10	Madagascar	(none)
	02/28/2023	\$1,000	11	VSO A Laredo Salute	(none)
	02/28/2023	\$1,000	1	The Wallflowers	(none)
	03/31/2023	\$675	17	SAMANTHA BEE	A New Beginning
	03/31/2023	\$2,000	4	Alvin Ailey	ANI DIFRANCO
	04/30/2023	\$1,500	1	Daniel Tosh	(none)
	04/30/2023	\$1,500	1	Legally Blonde	(none)
	04/30/2023	\$6,000	18	VSO ST Shelburne	A New Beginning
	04/30/2023	\$1,500	7	Alvin Ailey	(none)
	04/30/2023	\$1,500	1	Gladys Knight	(none)
	04/30/2023	\$1,000	1	La Nuit Event	(none)
	05/31/2023	\$2,500	1	Into the Woods 3	Come From Away

# Investigate: renewal rates

Membership Renewals FY22



Membership Renewals FY23



## Membership Level

- JJ Flynn
- Friend
- Patron
- Donor
- Contribut...
- Producer
- Director
- Benefactor



## New/Renew/Reinstate Status

- 
- New
- Reinstated
- Renewed



## Current Status

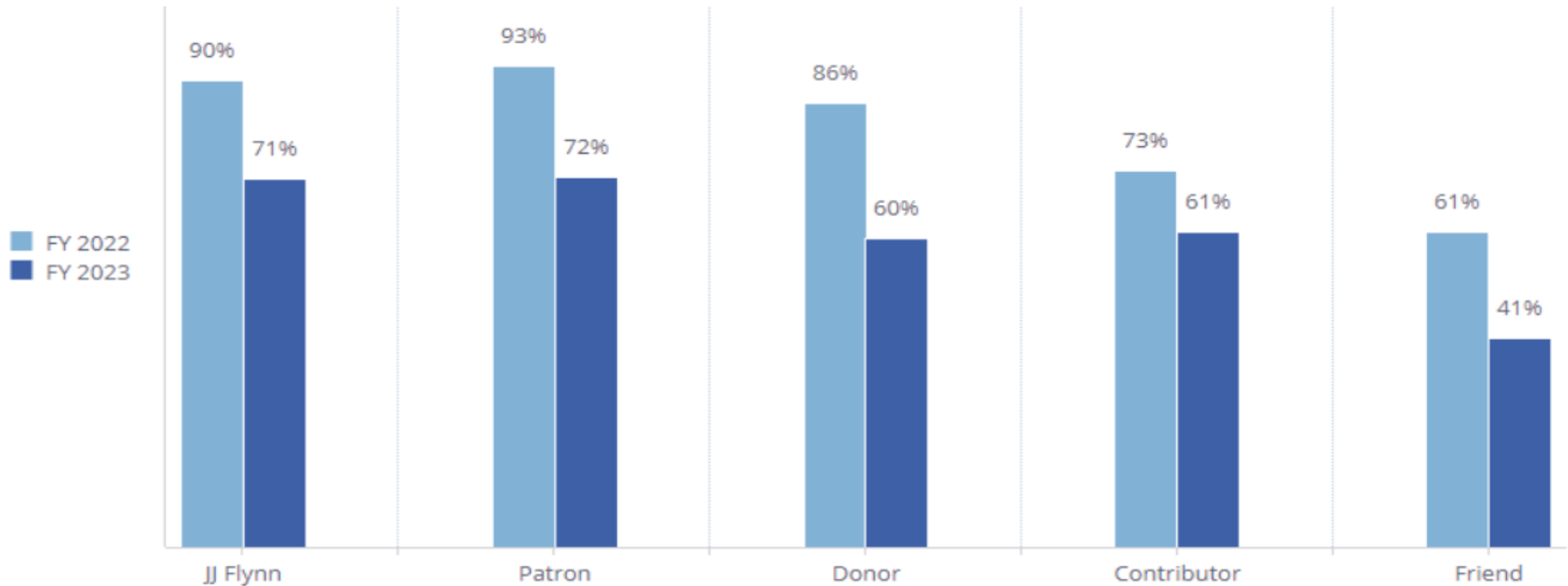
include all

 Membership Renewals by Fiscal Year and Level

Fiscal Year	Rank	Membership Level	Membership Count	Expiring Amount	Renewed Count	Renewed Amount	Renew Rate
2019	2	Producer	8	\$52,085	8	\$37,500	100%
	3	Director	17	\$47,770	17	\$41,820	100%
	5	Benefactor	94	\$109,292	80	\$97,708	85%
	6	Patron	66	\$33,833	56	\$37,025	85%
	7	Donor	232	\$60,089	184	\$53,492	79%
	8	Contributor	716	\$91,105	497	\$79,812	69%
	10	Friend	1,314	\$73,861	678	\$52,514	52%
2022	4	JJ Flynn	83	\$163,928	75	\$127,108	90%
	6	Patron	44	\$21,190	41	\$20,825	93%
	7	Donor	137	\$35,580	118	\$32,179	86%
	8	Contributor	247	\$32,660	180	\$26,151	73%
	10	Friend	256	\$16,302	156	\$13,590	61%
2023	4	JJ Flynn	119	\$229,174	85	\$174,893	71%
	6	Patron	85	\$43,701	61	\$30,125	72%
	7	Donor	249	\$64,313	149	\$37,335	60%
	8	Contributor	316	\$48,841	193	\$27,170	61%
	10	Friend	885	\$73,658	359	\$31,343	41%
Grand Total			4,868	\$1,197,383	2,937	\$915,590	60%

# Uncover story:

Renewal rates are down across all levels, especially for new and returning members



# Recommend action:

- Collaborate with marketing to improve renewal materials
- Review and establish standards for all renewal sources and categories for better tracking
- Focus on retention strategies for new and returning members, especially high level donors



# The role of the data analyst:

- Investigate
- Uncover the story
- Present the story
- ➔ • Recommend action



# Recommending action is vital

- What do you want your audience to know or do?
- Suggest possible next steps to jump start the conversation
- Encourage discussion towards action
- Action words to try:

begin; collaborate; create; encourage; engage; establish; examine; implement; learn; plan; promote; support; start; understand ...



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# Top tips for data visualizations

- Reduce data to minimum needed
- Minimal color – use shades instead
- Get rid of clutter:
  - Remove gridlines
  - Remove shading in tables
  - Remove data labels
- Consider data values instead of axis
- Legend at top



# Conclusion ... inspiration

- Small organizations may lack resources for a data analyst
- Opportunity to meet a need
- Data Analyst – art + science
- Analytics as a tool for exploration and storytelling



# Additional resources

- Analytics Coffee – meets twice a month  
[https://community.tessituranetwork.com/topical\\_groups/analytics-coffee/](https://community.tessituranetwork.com/topical_groups/analytics-coffee/)
- Color converter (hex to rgb, etc.)  
[https://www.w3schools.com/colors/colors\\_converter.asp](https://www.w3schools.com/colors/colors_converter.asp)
- Storytelling with Data, Cole Nussbaumer Knaflic (2015)
- Wall Street Journal Guide to Infographics, Dona M. Wong (2013)



# Questions?

Odele Peter

The Flynn

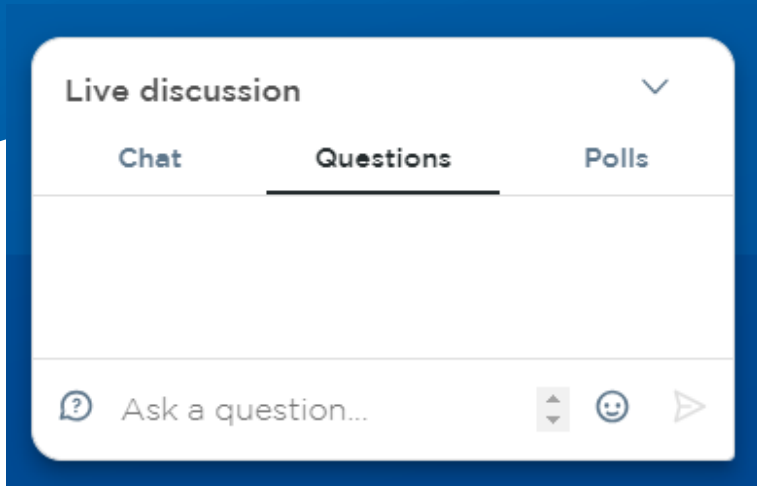
[opeter@flynnvt.org](mailto:opeter@flynnvt.org)

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# Q&A

Please use a microphone so that everyone can be part of the conversation.



## Virtual Attendees:

Use the Live Discussion panel at the bottom of this session's page