

1 SUPPLEMENTARY

This is the supplementary material showing extra tables and information for our paper.

Participant ID	Company Sector	Company Size	Participant ID	Company Sector	Company Size
P1	Education	10,001+	P12	SaaS	201-1000
P2	Consumer Goods	1001-5000	P13	Human Resources	51-200
P3	Non-Profit	51-200	P14	Healthcare	1001-5000
P4	Telecommunications	201-1000	P15	Consumer Goods	10,001+
P5	E-learning	201-1000	P16	Food	10,001+
P6	SaaS	10,001+	P17	Logistics, Supply Chain	11-50
P7	Health, Wellness, Fitness	5001-10,000	P18	IT	201-1000
P8	Telecommunications	10,001+	P19	Hospitality	10,001+
P9	Construction	5001-10,000	P20	Healthcare	10,001+
P10	Consumer Goods	201-1000	P21	SaaS	10,001+
P11	Electrical/Electronic Manufacturing	5001-10,000	P22	SaaS	201-1000

Table 1: Study participants hailed from four business departments of companies with diverse sizes and sectoral focuses. Colors in the table refer to departments in which the participants worked: marketing , sales , product , and operations .

Business Professional	KPI Goals	Decision Questions	Data
Marketing	click rate, inquiry rate, conversion rate, retention rate	<i>which [existing running] campaigns are doing well and why? (P1, P13), how to optimize media mix? (P19), how to move opportunities higher in sales [pipeline]? (P1, P8)</i>	search engine optimization (SEO) data (e.g, traffic, impressions, page rank), click rate, customer usage and engagement data, budget data, sales pipeline data, e-mail activity
Sales	conversion rate, retention rate, churn rate, return of investment	<i>what actions must be taken to increase customer retention rate? (P22), how can we leverage previous or present customer to increase sales now? (P9, P14, P18), how do ecological conditions affect churn behavior in comparison to internal factors? (P5)</i>	sales pipeline data, revenue and sales data, quote data, product usage data, customer success scores and metrics, campaign data, and external data like shipping costs and delays, geographical data, competitor data
Product	CSAT score, retention rate, conversion rate, click rate, content management	<i>which features of the product (pricing, audience, etc.) and product changes/enhancements are needed in competing markets or for a given geography? (P4, P12), which customer verticals [or segment of a marketplace] are effective? how to increase their market share? how to tap the others? (P2, P4), should we invest in customer needs given the risk? (P2, P11)</i>	sales data, market share data, customer success data, CRM data, customer demographics data, customer interaction and engagement data, customer activities, feature usage
Operations	CSAT score, throughput, productivity, inventory stock	<i>how to handle staffing [hiring/management] to reduce costs, maintain productivity, and handle ecological condition changes (e.g., holiday season, inflation, etc.)? (P6, P15), how to cut down wait-times for both products and customers? (P16), how to optimize inventory efficiently? (P16, P17)</i>	inventory data (number of products, types of products, count of products, etc.), budget and pricing data, CSAT data, historical data of buy, sell, profits, and sales made from various products, manufacturing or development time, processing time, billing data, time aspects, failure or success data

Table 2: Goals, decision questions, and data sources considered by study participants when making decisions at work. Colors refer to the departments in which the participant worked (marketing , sales , product , operations).