



LEARNINGS FROM EFF WEEK 2016

WHAT IS THE FUTURE OF LEVERAGING DATA?

Leveraging data has in recent years become the ultimate solution for many brands but has it really moved the dial significantly or failed to live up to expectations? Is it all about segmentation and personalisation? Will the golden child be downgraded as consumers reject being stalked? Are we really going to market by numbers only or is data going to free us to be more creative?

EFF WEEK HEADLINES

#SMARTDATA

- Data, evidence and insight are not the same things – as the data available to us explodes it's important to remember that it is a means not an end.
- And from the point of view of the data analysts, Tom Davenport argues that, in an age of artificial intelligence, smart machines and smart humans could work together. The future of increased productivity and business success isn't either human or machine. It's both. The key is augmentation, utilising technology to help humans work better, smarter, and faster.
- In essence this is what developments in AI such as IBM Watson do – they make things possible, accessible and near-instant on a mass scale that we could previously only dream about in fields as diverse as personal medical care and fashion.
- Even in the world of AI, things don't just appear out of data, there has to be intentionality and a human perspective – data and tech experts need to sit with strategy and creative

“This whole space is changing at such a pace. As a client or an agency you have to disrupt yourself or you're going to get disrupted, you won't survive”

Tim Warner Pepsico

#ENABLING

- Much of the distrust many people have relating to data is the belief that it is a barrier to instinct, but used correctly it should be an enabler of instinct as well as taking away a lot of the grunt work that frees the human mind to do what it does best in terms of instinct and creativity.
- Data unlocks the potential of experimentation and test and learn. It's one reason that data driven companies are winning – via experimentation they learn more, faster, leaving their legacy competitors struggling to catch up.
- Data can make you faster and smarter. There are definite wins from doing things differently, making smarter decisions, but it's not a panacea – you still have to be a brand that consumers care about.

#CUSTOMERS

- In the words of Jane Frost, CEO of the MRS: 'Sometimes all that data can obscure a simple truth – that the customer is everything. And more importantly, they are a person. Not just a lead, an opportunity or a sale, they are a human being. If we don't take the time to understand them; their motivations, frustrations needs and fears, we can't hope to understand or influence their behaviour when it comes to our brands and products.'
- It's the availability of data that is causing brands and customer experience to become so inter-related, and fueling the growth in customer experience-driven marketing effectiveness.
- It is only possible to effectively leverage data if people are happy to participate and provide access to it. There has to be a meaningful value exchange (as there is for brands like Google, Amazon and Uber) as well as increasingly transparency and intentionality about how personal data is used. In the end it's our personal data, not the brand's, and we will only share it if we value what we get in return.

“I would argue that technology empowers us to be more human, to actually deliver better experiences to people and make brands more meaningful”

Paul Frampton Havas

#CULTURE

- It's hard for legacy businesses, they tend to be highly decentralised with still unconnected silos of data. Joining these up to become an end-to-end data driven company is a long journey (Tim Warner of Pepsico talked about their journey and how data is transforming their business).
- The winners through data – and inevitably in the marketplace more broadly – tend to have data in their DNA. They become meaningful to people by providing a great, frictionless experience powered by data. For instance, despite significant reputational challenges, 76% of people would care if Amazon did not exist, compared to just 28% for Starbucks (see the Havas Meaningful Brands study at www.meaningful-brands.com).
- Becoming data driven has profound implications for skills and ways of working. A key challenge is integration versus specialism, and how you bring it all together via multi-disciplinary, right brain/left brain teams (often via 'slam teams', sprints or scrums).
- Data-driven strategies should not just be about utility, entertainment and utility are equally important – it's not an either/or.



LEVERAGING DATA

CONTENT AND RESOURCES

VIDEO - PANEL DISCUSSION

WHAT IS THE FUTURE OF LEVERAGING DATA?

Jonathan Harman Managing Director *Royal Mail MarketReach* · **Paul Frampton** CEO *Havas Media Group* · **Tim Warner** VP *Insights & Analytics Europe & Sub Saharan Africa* and Global Executive Innovation Practice *PepsiCo* · **Emily Sears** Head of Digital *Google Media Lab EMEA*

36 minute watch

View at: <http://www.effectivenessweek.com/future-leveraging-data-video/>

Watch a panel of marketing and industry experts, who are transforming their businesses with data, talk about their experiences and expectations for the future.

ARTICLE AND VIDEO

ORGANISATIONS ARE FAILING IN THE QUEST FOR CUSTOMER INSIGHT BY MEASURING THE WRONG THINGS

Jane Frost CEO *Market Research Society*

5.15 minute read plus 10 minute embedded video

View at: <http://www.effectivenessweek.com/measurement-customer-insight-driven/>

The MRS's Delphi Group Think Tank report into insight driven organisations found that many companies are not leveraging data correctly to create real insight.

VIDEO - INTERVIEW

STEVE ROWE OF KANTAR VERMEER ON BUILDING AN INSIGHT DRIVEN CULTURE

2.15 minute watch

View at: <http://www.effectivenessweek.com/interview-steve-rowe-kantar-vermeer/>

BOOK

ONLY HUMANS NEED APPLY – WINNERS AND LOSERS IN THE AGE OF SMART MACHINES

Tom Davenport and Julia Kirby

Published by Harper Collins

Available here: <https://www.harpercollins.co.uk/9780062438614/only-humans-need-apply>

An exploration of how, in an age of artificial intelligence, smart machines and smart humans could work together.



If you would like to get involved in the EffWorks initiative in this area please contact Janet Hull at the IPA:

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