



CIO and CXO Guide : The Science of Reading Between the Lines in Big Data



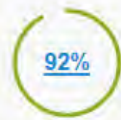
Big Data Analytics

- \$14B industry in 2013; \$20B in 2014.
- Evidence of tangible benefit to clients ~ zero?
- Why? Configured by a community that understands data and data manipulation, but has rarely been in the business of generating 'insight' or 'solutions'
- "You don't fatten a pig by weighing it"





National
(7431 trains)



LSE
(4059 trains)



Regionals
(2084 trains)



Scotland
(787 trains)



Long Dist.
(500 trains)

Operators

c2c
Trains: 129

100%

South West Trains
Trains: 561

98%

Arriva Trains Wales
Trains: 315

98%

Chiltern
Trains: 144

97%

Abellio Greater Anglia
Trains: 678

97%

Virgin Trains
Trains: 91

97%

London Overground
Trains: 372

97%



How was the meal?

Fine, thanks.

we're never coming back here again



“a person does things
for two reasons:
a good reason
and a real reason”



Q. What do you think of...(x)...?



Pre-frontal Cortex

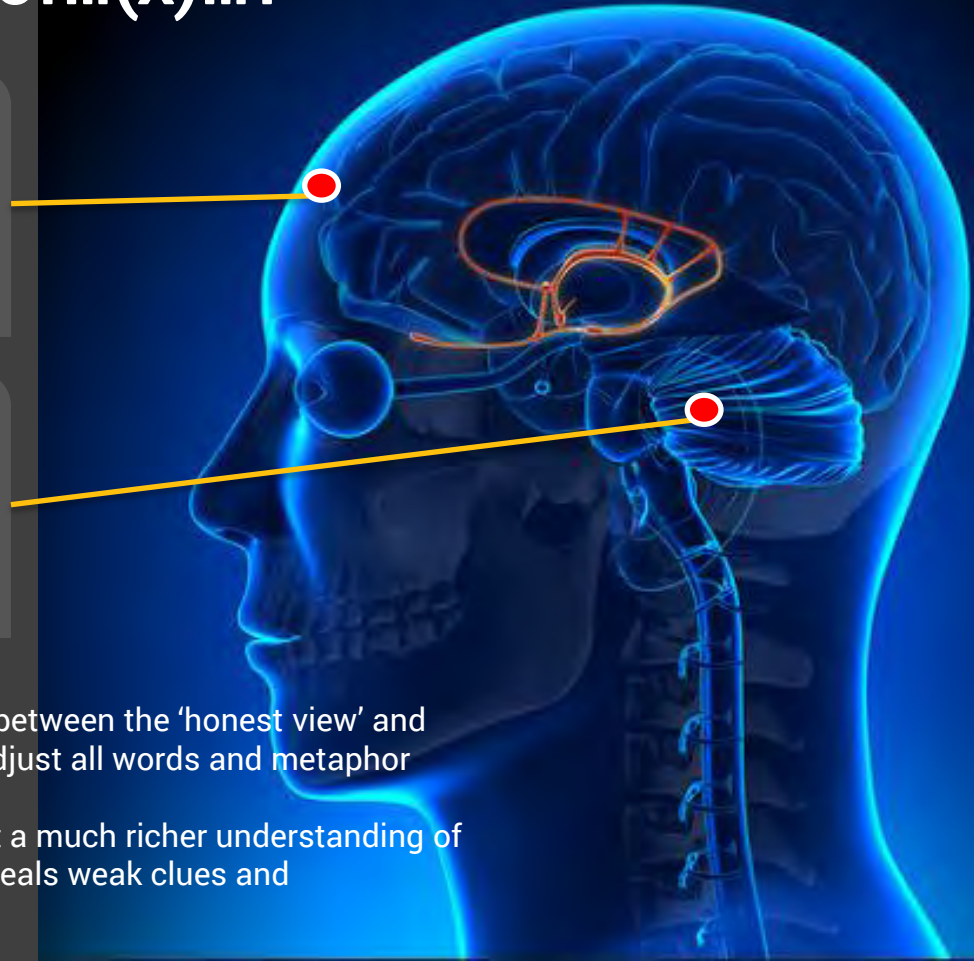
Your 'filtered' reaction that you present to the world



Limbic Brain

Your honest reaction to a question

While the 'packaging' of a comment may change between the 'honest view' and the 'public view', the brain is not fast enough to adjust all words and metaphor phrases in a descriptive response. So by understanding this language choice, we get a much richer understanding of how somebody really feels/thinks/acts, which reveals weak clues and opportunities.



4Gs



» Empathic

» Antagonistic

GUESS	GIFT
GUARD	GAME

» Reactive

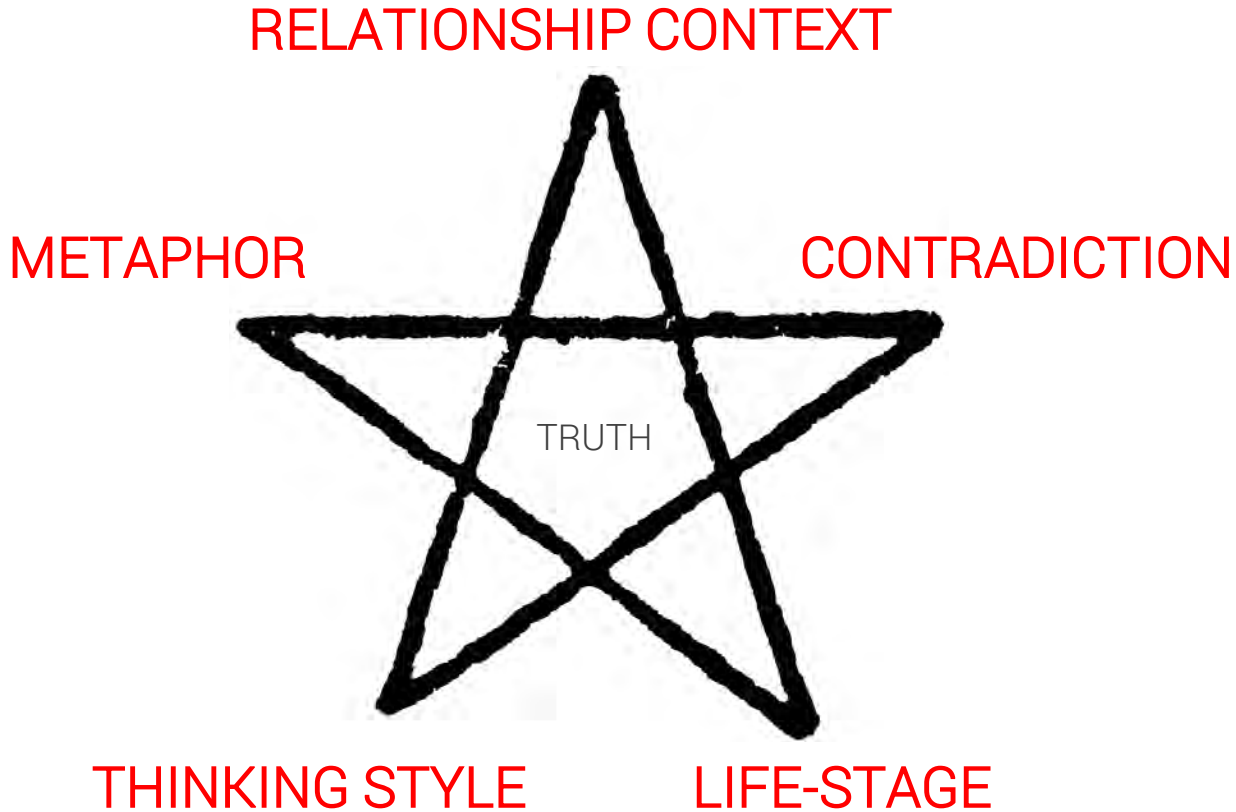
» Proactive

Gravy

- **What consumers said**
 - “I use packet gravy mix because it’s convenient”
- **What consumers did**
 - 80% added a little chopped onion to the gravy
- **What manufacturers did**
 - Made it ‘more convenient’ by adding more onion to the recipe
- **What consumers did**
 - Continued to add a little chopped onion

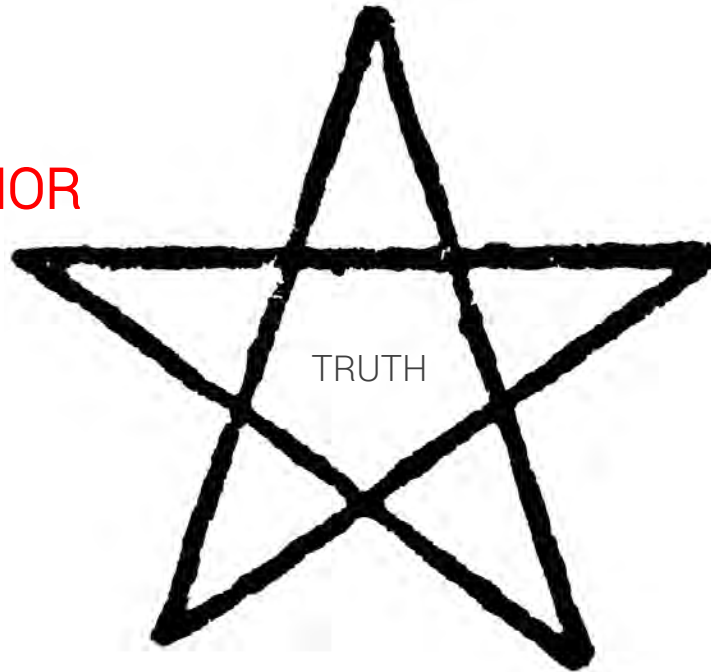
The insight they needed:
Cooks who use convenience foods still want to feel that they created the finished meal

5 Elements Of Truth

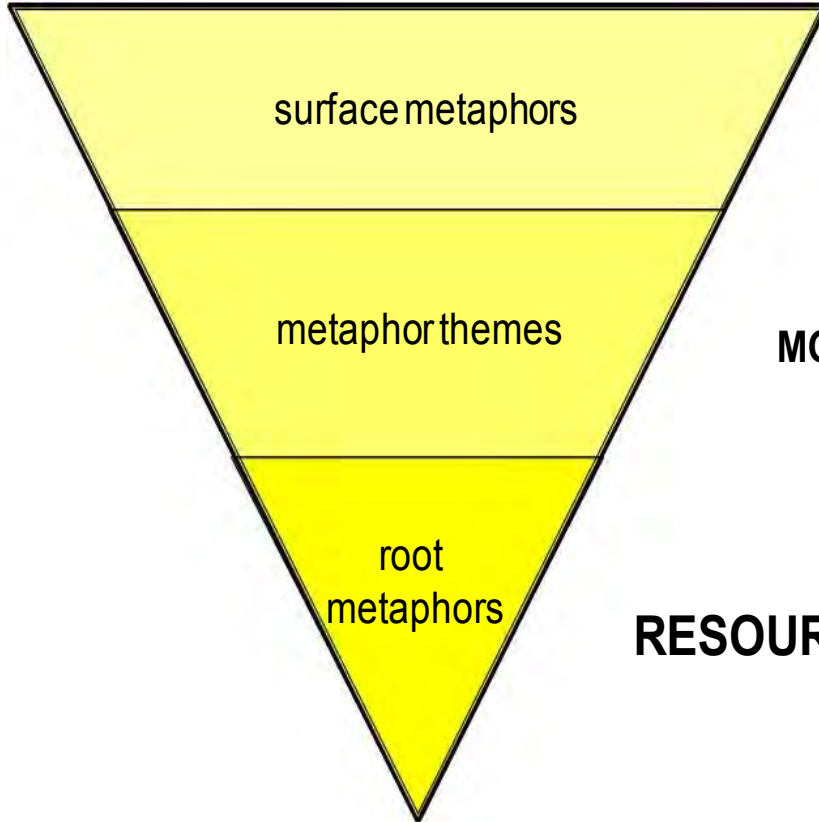


5 Elements Of Truth

METAPHOR



Metaphor...



“money down the drain”
“drowning in debt”
“the bank froze my assets”



MONEY IS LIKE LIQUID

RESOURCE



JupiterMu – Root Metaphor Analytics

Journey

How the Meeting of Past, Present, and Future Affects Peoples' Thinking

Union

How the Need to Relate to Oneself and Others Affects Peoples' Thinking

Power

How the Sense of Mastery, Vulnerability, and Well-Being Affect Peoples' Thinking

Inside

How Inclusion, Exclusion, and Other Boundaries Affect Peoples' Thinking

Transformation

How Changes in Substance and Circumstances Affect Peoples' Thinking

Equilibrium

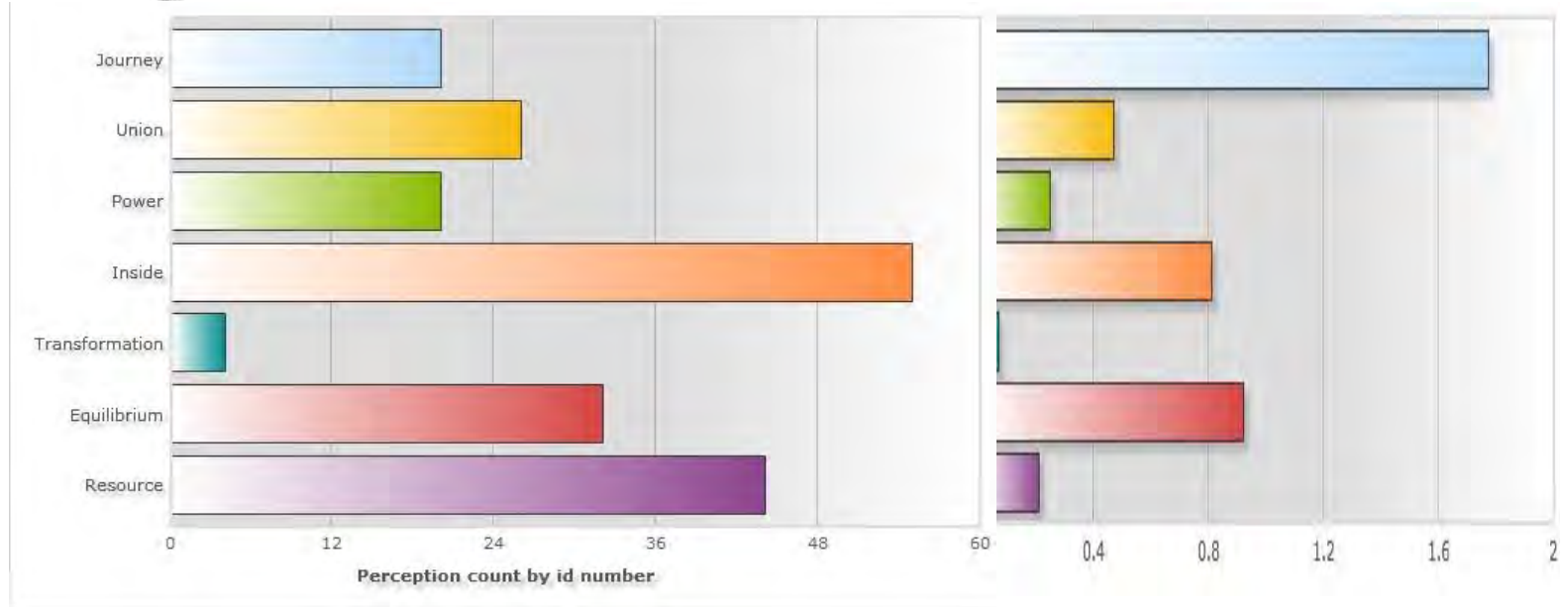
How Justice, Equilibrium, and the Interplay of Elements Affect Peoples' Thinking

Resource

How Acquisitions and Their Consequences Affect Peoples' Thinking



JupiterMu – Root Metaphor Analytics



Advertising Messaging

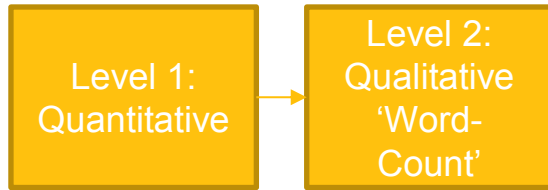
Customer

Big Data Analytics – Capability Level

Level 1:
Quantitative

Typical accuracy:
~50%

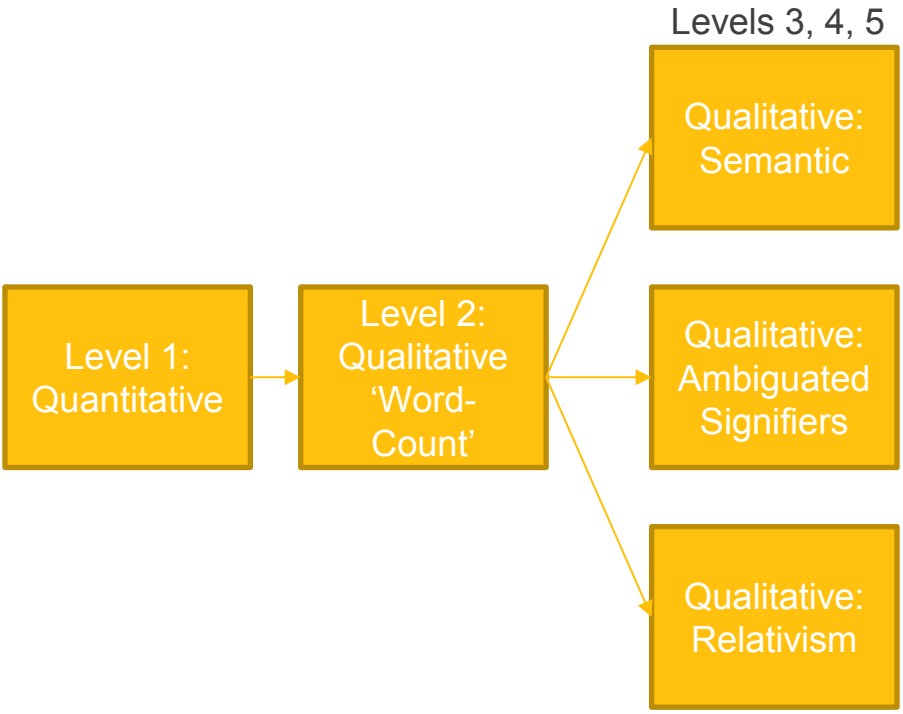
Big Data Analytics – Capability Level



Typical accuracy:
~50%

~60%

Big Data Analytics – Capability Level

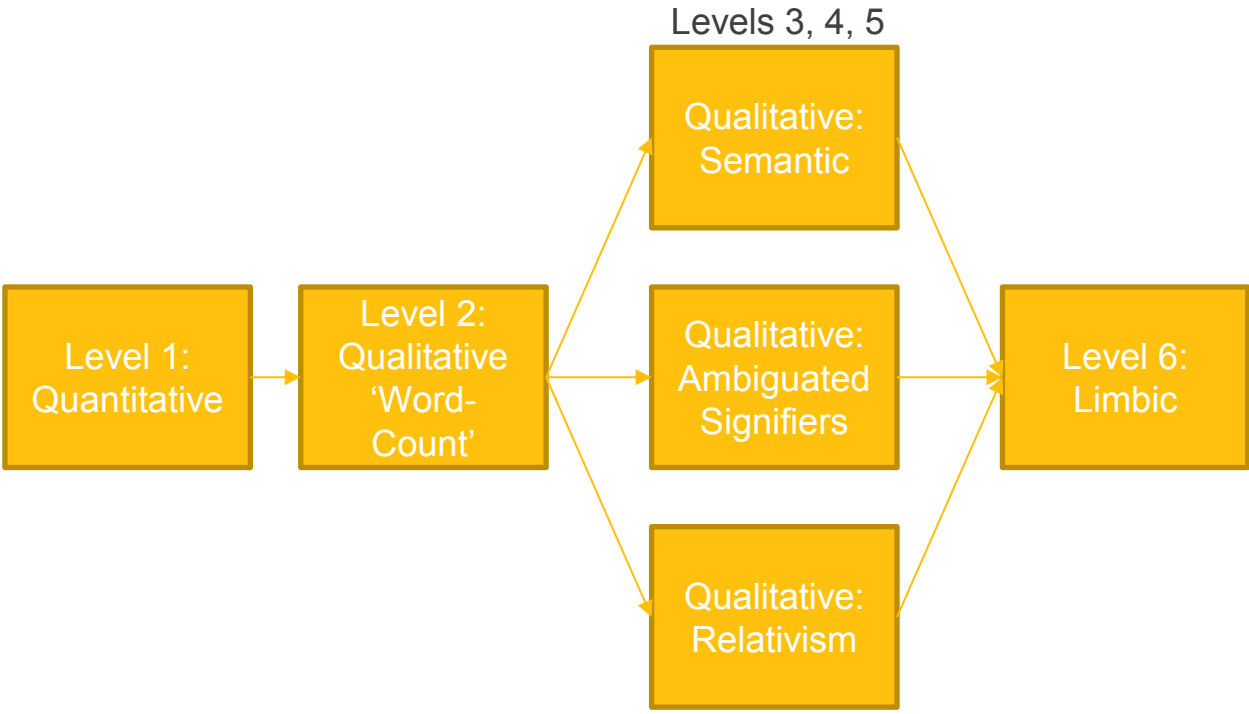


Typical accuracy:
~50%

~60%

65-85%

Big Data Analytics – Capability Level



Typical accuracy:
~50%

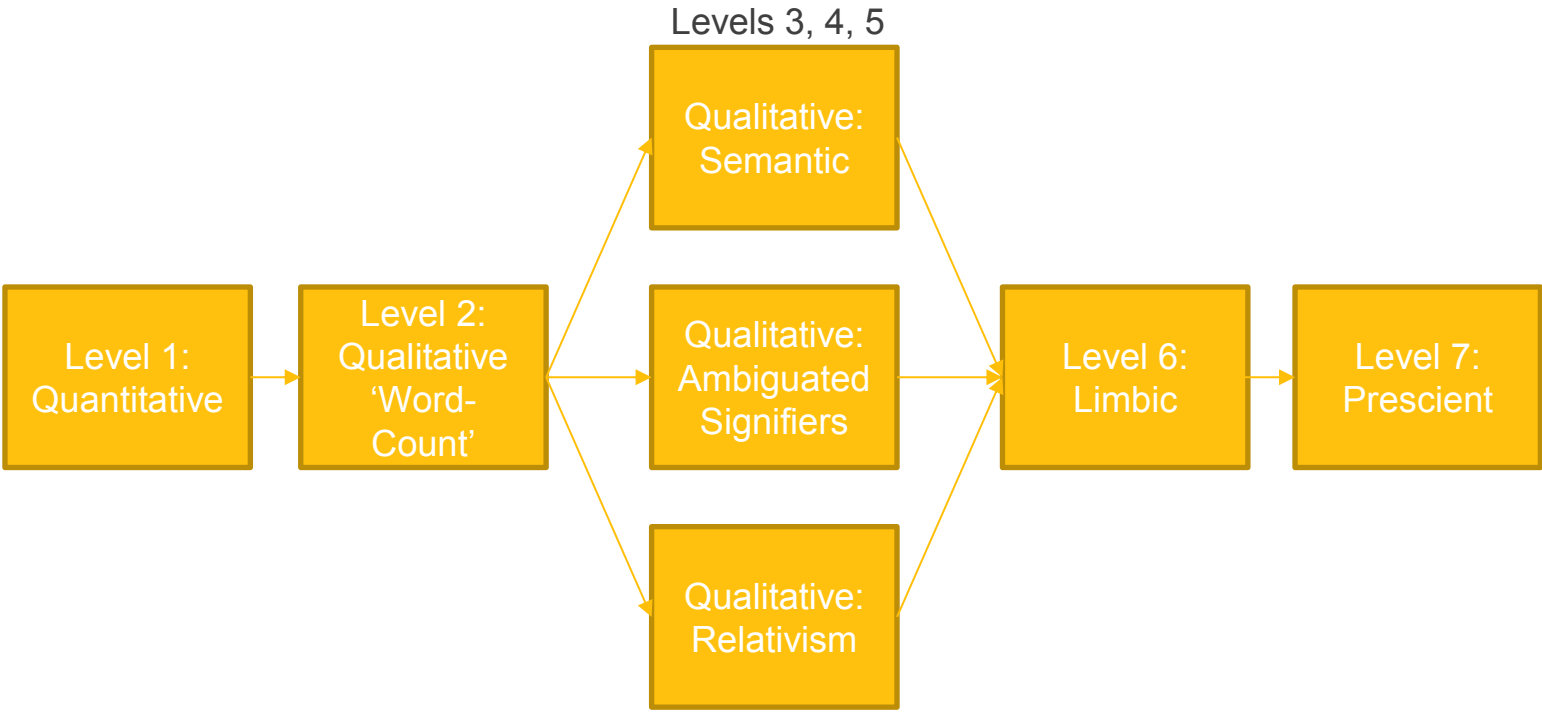
~60%

65-85%

90-96%



Big Data Analytics – Capability Level



Levels 3, 4, 5

Typical accuracy:
~50%

~60%

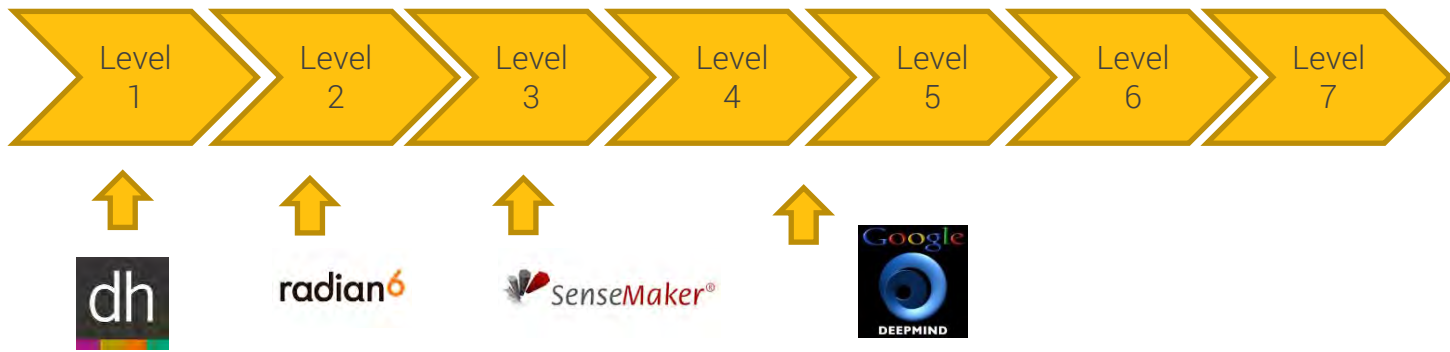
65-85%

90-96%

99%



Big Data Analytics – Capability Level Benchmarking



DunnHumby is one of the world's biggest BDA organisations. They are the engine behind things like the Tesco Clubcard. Last year they turned over £1B for the first time. Their focus is on essentially numerical data. They achieve a certain inherent level of success because of the massive amounts of raw data they have access to.

Radian6 was bought for \$326M last year to Salesforce. Mainly for their ability to scrape narrative data. Essentially, though, they are a classic 'word-count' analytics company and thus have to rely on a very large team of analysts in order to make any kind of attempt to identify false positives.

Sensemaker by Cognitive Edge is a niche BDA player at the moment, but, emerging from IBM, is often perceived as a thought leader, particularly in the Knowledge Management world. Their focus is on 'ambiguated signifiers' and narrative in order to capture truth. They have no semantic capability, nor do they have any comprehension about what needs to be measured in order to facilitate change.

UK-based Deepmind Technologies was bought by Google recently for \$400M. They can be considered to be the cutting edge player when it comes to understanding people behaviour from a neurological perspective. The acquisition by Google most likely now means they have been able to add a semantic capability to their core algorithms, but they still have no apparent insight into the task of working out what to measure in order to enable change



- » 5.0 out of 5 stars **Efficient**, 25 April 2014
- » **This review is from: Philips Sonicare HX6731/02 HealthyWhite Deluxe**
- » The first brush proved to be faulty after two weeks; however, when I returned it, the replacement was sent straight away and I received it four days after sending in the original product. The Sonicare does an efficient job of cleaning my teeth and, best of all, the timer forces me to spend two and a half minutes on my brushing and polishing. Before I got the product I used to spend a cursory half a minute on my morning and evening ritual; I have currently noticed a brighter smile and a cleaner feel to my teeth. Now I can follow my dentist's recommendation and won't feel guilty at my regular visits.



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Level 2:
Qualitative
'Word-
Count'

this consumer is happy



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Level 2:
Qualitative
'Word-
Count'

this consumer is happy

Level 6:
Limbic

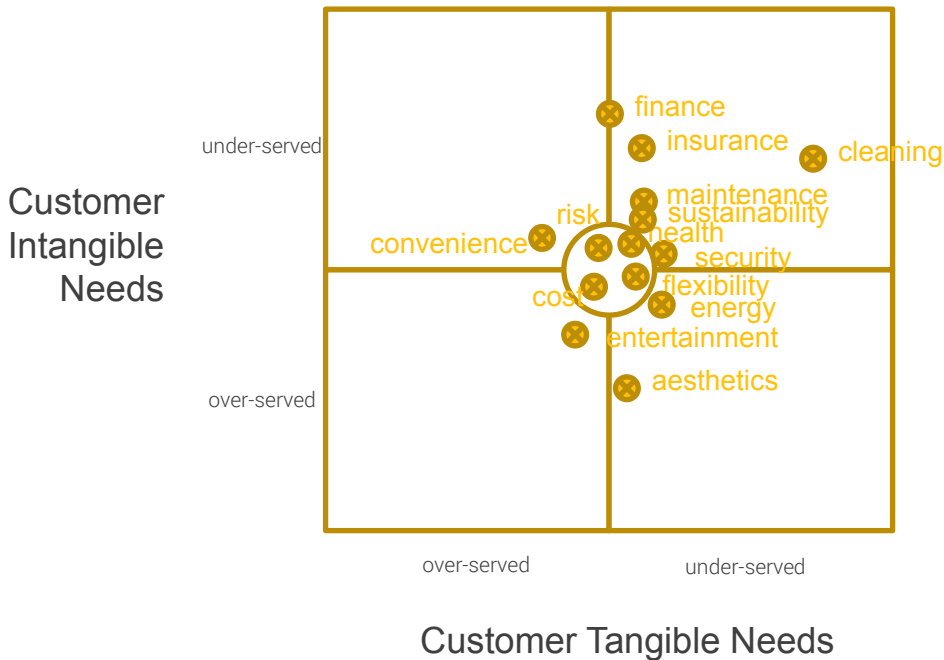
This person is naïve, an 'innocent'
They are Impulsive
Need to see data to be convinced
Is actually quite angry
There's a significant 'clean faster'
innovation opportunity
Probably won't buy a Sonicare next time



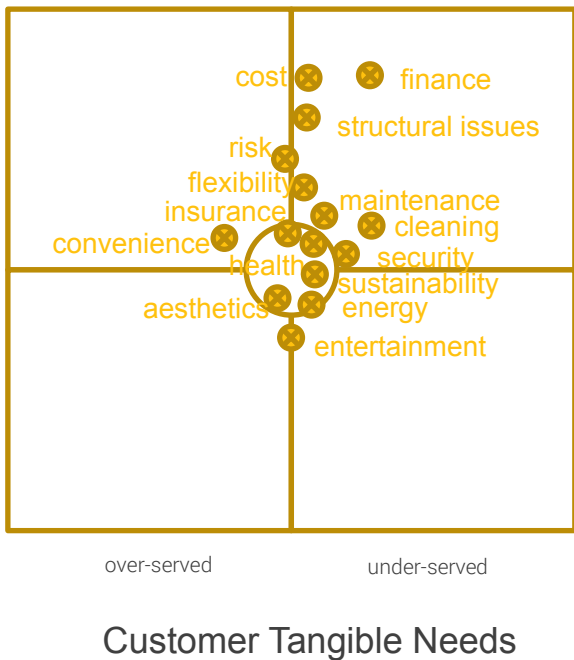
**Frustration
Is The
Mother
Of Innovation**

Frustration Map –Home Owners (Australia)

» GenX/Boomers



» GenY

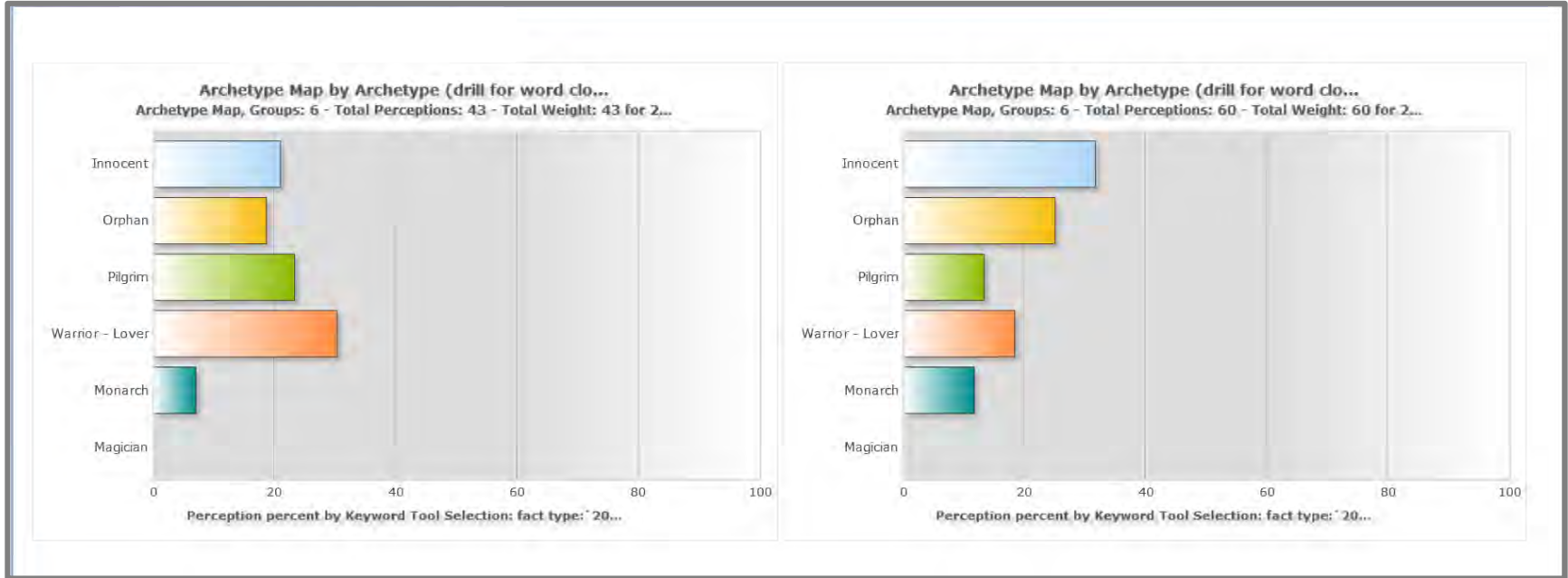


Hong Kong News 2014 Compared With 2015



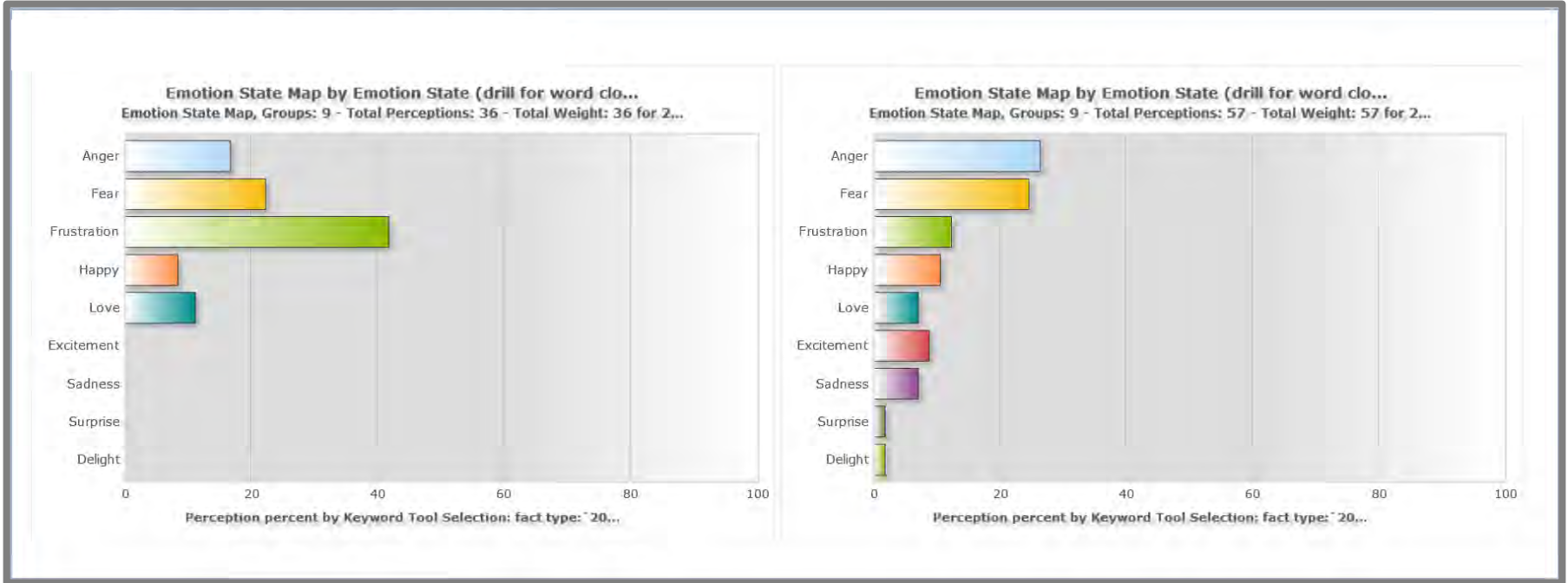
2014

2015



2014

2015



Hong Kong Frustrations

Capaign for universal suffrage - opposing views	Lust
Caution	Market Driver
Challenge to dictatorship Resheme	Online Censorship increased in HK
Community Celebrations	Outbound tours popular
Creativity opens eyes	Peace and ceremony
Critisim	People v Capitalism
Cultural Celebration	People v Power
Decrease in employment in the Activity Sector	Peoples voice growing
Definance against electrial reform	Political Corruption
Developing Tourism Facilities	Political Reform
Difference in cultural behaviours	Population Management
Difficulties for Young People - education and employment	Protection of endangered species
Disgruntled locals over good smuggling	Questioning communist links
Economic slow down	Questioning the agenda of supporters
Export demands from US - Lobster	Review on import control
Financial exploitation elder abuse	Rising Food Prices
Financial exploitation elder abuse	Risk of hostile attitudes
Financial exploitation elder abuse	Risk to locals
Financial Pressures	Security Risk
Financial strain	self censorship v Freedom of Expression
Flu Death Toll	Soaring Food Prices
Food Safety - Reviews on Export	Social and Economic inequality
Food Safety - Reviews on Export	Student generation rising
Freedom of Expression	Student Voice
Government Processes	Student Voice
Holidaymaker Critisim	Student Voice - Generational - natural progression
I.T. Bureau	Supporting revolution
Illegal trading	Themes
Indulging on good food	Tourism
Inequality financial	Troubled Economy
IT Security	Uncertain change
Legislative Power	Universal Values
Loss of democracy	Zero Tolerance to unlicienced vendors



UK 2015 Elections?

"The meta-data doesn't lie"...



We were the only people to correctly predict the outcome of the Scottish referendum.

We think Scotland will hold the key to the next UK government



...provided you know how to read between the lines





Pick up the weak signals
that will change the world

Hello world.
How nice to hear
from you.