DATA ANALYTICS

THE EMERGING CATACLYSMIC FORCE FOR THE COMMUNICATIONS INDUSTRY

CHRIS DERI
TENEO HOLDINGS
SETTING THE CONTEXT
THERE'S DATA, DATA EVERYWHERE

WHAT THIS MEANS FOR THE CEO

CHANGING ROLE OF INSIGHTS

IMPLICATIONS FOR THE ENTERPRISE
THERE'S DATA, DATA EVERYWHERE

WHAT THIS MEANS FOR THE CEO

CHANGING ROLE OF INSIGHTS

IMPLICATIONS FOR THE ENTERPRISE
“We need empirical evidence not philosophical assertion. We need mechanisms and a systematic approach to tracking stakeholders, issues, perceptions and identifying patterns. And we need good radar to track emerging issues.”
FROM...

TO...
FROM...

- Harnessing Big Data

TO...

- Little & Big data blending
FROM...

- Harnessing Big Data
- Cacophony of critical factors

TO...

- Little & Big data blending
- Singular “root causes” analysis
FROM...

• Harnessing Big Data
• Cacophony of critical factors
• Automated dashboards

TO...

• Little & Big data blending
• Singular “root causes” analysis
• Analog curation
THERE'S DATA, DATA EVERYWHERE

WHAT THIS MEANS FOR THE CEO

CHANGING ROLE OF INSIGHTS

IMPLICATIONS FOR THE ENTERPRISE
CEOs: KNOWLEDGE HUNTER-GATHERERS
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Routine Practices

• One-to-one conversations
• Walkabouts
• Quick catch-up meetings over coffee
CEOs: KNOWLEDGE HUNTER-GATHERERS

**ROUTINE PRACTICES**
- One-to-one conversations
- Walkabouts
- Quick catch-up meetings over coffee

**RELATIONSHIPS**
- Conversations with inner circle
- Networks of former colleagues
- Trade conferences
CEOs: KNOWLEDGE HUNTER-GATHERERS

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**TOOLS AND TECHNOLOGIES**
- Monitoring system
- Twitter
- Blog
CEOs: KNOWLEDGE HUNTER-GATHERERS

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TOOLS AND TECHNOLOGIES
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“We need reputation tracking capabilities to provide a base line analysis of current levels of reputation and trust – a credible measurement. We need to have a wider and deeper view of reputation and the ability to read across the business for reputation and trust risks. And we need to understand where we are making it difficult for customers to do business with us.”

BOARD DIRECTOR
[FTSE100]
FROM...

TO...
FROM...

- Data & Insights *Given* to CEO

TO...

- Data & Insights *Gathered* by the CEO
FROM...

• Data & Insights *Given* to CEO
• Distracted by Dashboard

TO...

• Data & Insights *Gathered* by the CEO
• Informed by Analog & Digital Analysis
FROM...

• Data & Insights *Given* to CEO
• Distracted by Dashboard
• 100% clarity before decisions

TO...

• Data & Insights *Gathered* by the CEO
• Informed by Analog & Digital Analysis
• Agile decision-making
THERE'S DATA, DATA EVERYWHERE

WHAT THIS MEANS FOR THE CEO

CHANGING ROLE OF INSIGHTS

IMPLICATIONS FOR THE ENTERPRISE
BUILD AWARENESS
RESEARCH ACROSS COMMS LIFECYCLE

BUILD AWARENESS

ADVANCE KNOWLEDGE
RESEARCH ACROSS COMMS LIFECYCLE

B A S

BUILD AWARENESS
ADVANCE KNOWLEDGE
SUSTAIN RELEVANCE
RESEARCH ACROSS COMMS LIFECYCLE

B A S I

BUILD AWARENESS
ADVANCE KNOWLEDGE
SUSTAIN RELEVANCE
INITIATE ACTION
RESEARCH ACROSS COMMS LIFECYCLE

BASIC

BUILD AWARENESS
ADVANCE KNOWLEDGE
SUSTAIN RELEVANCE
INITIATE ACTION
CREATE ADVOCACY
SOCIAL = CONVERSATIONS IN CONTEXT

SOCIAL SIMPLY PROVIDES CONTEXT
UNPROMPTED AND UNFILTERED READ OF VOCAL PUBLIC OPINION

THE SCALE OF SOCIAL
HAS OVERWHELMED & FRACTURED MANY BUSINESSES

SOCIAL MEDIA ANALYSIS
HAS FOSTERED DASHBOARD SYNDROME,
CONFUSING DATA WITH INSIGHT
FROM...

- Tactical and executional

TO...

- Strategic and predictive
FROM...

• Tactical and executional
• Evaluation (what is happening today; pass/fail)

TO...

• Strategic and predictive
• Measurement (determining progress towards a goal)
FROM...

• Tactical and executional
• Evaluation (what is happening today; pass/fail)
• Piecemeal, siloed analysis

TO...

• Strategic and predictive
• Measurement (determining progress towards a goal)
• Integrated, holistic analysis
FROM...

• Tactical and executional
• Evaluation (what is happening today; pass/fail)
• Piecemeal, siloed analysis
• Subject-matter expertise

TO...

• Strategic and predictive
• Measurement (determining progress towards a goal)
• Integrated, holistic analysis
• Machine learning, curated
FROM...

• Tactical and executional
• Evaluation (what is happening today; pass/fail)
• Piecemeal, siloed analysis
• Subject-matter expertise
• Research to justify function/departmental performance

TO...

• Strategic and predictive
• Measurement (determining progress towards a goal)
• Integrated, holistic analysis
• Machine learning, curated
• Research to create comms with the intended impact
THERE’S DATA, DATA EVERYWHERE

WHAT THIS MEANS FOR THE CEO

CHANGING ROLE OF INSIGHTS

IMPLICATIONS FOR THE ENTERPRISE
STATUS QUO: DISCONNECTED DATA

CEO
“The dirty little secret of big data is that most data analysts spend the vast majority of their team cleaning and integrating data – not actually analyzing it.”

TOM DAVENPORT,
PROFESSOR OF IT & MANAGEMENT
[BABSON COLLEGE]
FROM... TO...
FROM...

• Digital groups and silos

TO...

• Digital-first organizations
FROM...

- Digital groups and silos
- Predictions based on past

TO...

- Digital-first organizations
- Capitalizing on patterns
FROM...

• Digital groups and silos
• Predictions based on past
• Accelerating processes

TO...

• Digital-first organizations
• Capitalizing on patterns
• Automating processes
FROM...

- Digital groups and silos
- Predictions based on past
- Accelerating processes
- Tactical focus on outputs

TO...

- Digital-first organizations
- Capitalizing on patterns
- Automating processes
- Strategic focus on outcomes
“The board wants evidence and indicators that help them understand management’s actions and their impact on trust (is it being incrementally built?), is trust differentiating the business, and are we moving the dial on trust? They want trust indicators that closely align with customer and business value metrics.”
THREE LIVE USE CASES
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1. DE-DIGITIZING THE DASHBOARD
THREE LIVE USE CASES

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2. MAPPING THE INFLUENCERS WHO REALLY MATTER
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3. EARLY WARNING: AUTOMATING, ACCELERATING INSIGHT
THREE LIVE USE CASES

1. DE-DIGITIZING THE DASHBOARD

2. MAPPING THE INFLUENCERS WHO REALLY MATTER

3. EARLY WARNING: AUTOMATING, ACCELERATING INSIGHT
MANUALLY-CURATED INSIGHTS AND IMPLICATIONS

**So What?**
- Corruption issue totally dominant across news, social, polling
- Reputation nadir reached in polling data: historic, consistent lows
- Football-loving nations more critical, more aware, harder to turn

**Now What?**
- Capitalize on February elections to build FIFA 2.0 perception
- FIFA Reputation Index/components set benchmark for recovery
- Invest in telling untold stories of philanthropy, tackling racism
So What?
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Teneo Rap Score

- March
- April
- May
- June
- July

- News (3.9)
- Social (2.1)
- Polling (4.4)

MANUALLY-CODED SENTIMENT
SOCIAL SCIENCE METHODS TO IDENTIFY LEADING INFLUENCERS
LEADING ISSUES IDENTIFIED TO DRIVE ENGAGEMENT

- Governance: Regulation challenged by FBI (1.8)
- Corruption: Sentiment lower in allegation context (2.0)
- Community: Women’s participation rises (3.8)
THREE LIVE USE CASES

1. DE-DIGITIZING THE DASHBOARD
2. MAPPING THE INFLUENCERS WHO REALLY MATTER
3. EARLY WARNING: AUTOMATING, ACCELERATING INSIGHT
“There are 1,000 people in the world who truly influence this issue. I need to know who they are, what they are saying and who I can engage.”
**Key Influencers Translate Into Engagement**

### Influencers

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<th>Rank</th>
<th>Name</th>
<th>LNCS Score</th>
<th>Diet SSD Score</th>
<th>Cluster</th>
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<td>Melissa, TX</td>
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<td>I'm Worried</td>
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Showing 1 to 100 of 616 entries
NETWORK VISUALIZATIONS BESPOKE TO EACH INFLUENCER’S GENUINE REACH
THREE LIVE USE CASES

1. DE-DIGITIZING THE DASHBOARD

2. MAPPING THE INFLUENCERS WHO REALLY MATTER

3. EARLY WARNING: AUTOMATING, ACCELERATING INSIGHT
### Attributes Before Attack

- **6 month price change vs S&P**
- **12 month Total shareholder return below peers**
- **Short outstanding vs S&P 1 year ago**
- **Disproportionately large cash balance**
- **EBIT margin below peers**
HOW TENEO EWS IDENTIFIES ATTACKS

ATTRIBUTES BEFORE ATTACK

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EWS ALGORITHM IDENTIFIES WHICH S&P500 CORPORATIONS AT RISK OF ACTIVIST ATTACK
OUR MOMENT IS NOW
OUR MOMENT IS NOW

CEOs UNDERWHELMED AND UNDESERVED BY DATA, TECH & INSIGHTS
CEOs underwhelmed and undeserved by data, tech & insights

We have it in our grasp to make sense of the world from all perspective and data sources
CEOs underwhelmed and undeserved by data, tech & insights

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It is those who seize the blended data, data source-agnostic opportunity who will thrive
CEOs underwhelmed and undeserved by data, tech & insights

We have it in our grasp to make sense of the world from all perspective and data sources.

It is those who seize the blended data, data source-agnostic opportunity who will thrive.

Welcome to the future of insight-led leadership
OUR GUIDING PRINCIPLES FOR DIGITAL

FUNDAMENTALLY, CEOs FIND IT DIFFICULT TO PINPOINT THE ROOT CAUSES OF THE CHALLENGES THEY FACE.

1. Digital technology has made organizations more splintered and less integrated.

2. You can only craft insight-led strategies by combining subject-matter experts, data science ninjas, and social science gurus.

3. Human expertise and technology-enabled analysis must partner to make sense of enterprise-scale data sets.

4. Reputation, content and engagement strategies must be data source agnostic, woven seamlessly across digital and analog.

5. Successful engagement strategies must be agile enough to course-correct in real time.

6. The promise of the automated dashboard is a false dream and manual curation of insights will always be needed.

7. Influencers don’t simply receive communication, but are the engine for amplification.

8. Evaluation tells us what’s happening, measurement reveals progress towards a goal.

9. Social media provides an unfiltered read of public opinion, putting conversations in context.
THANK YOU.

CHRIS DERI
SENIOR MANAGING DIRECTOR
TENEO HOLDINGS