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”
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

» Reactive
» Proactive

GUESS

GIFT

GUARD

GAME
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

- RELATIONSHIP CONTEXT
- METAPHOR
- CONTRADICTION
- THINKING STYLE
- LIFE-STAGE
5 Elements Of Truth

METAPHOR

TRUTH
Surface metaphors

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

Metaphor themes

- MONEY IS LIKE LIQUID

Root metaphors

- 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
Level 1: Quantitative

Typical accuracy: ~50%
Big Data Analytics – Capability Level

Level 1: Quantitative

Level 2: Qualitative ‘Word-Count’

Typical accuracy:
~50%  ~60%
Big Data Analytics – Capability Level

Level 1: Quantitative

Level 2: Qualitative 'Word-Count'

Levels 3, 4, 5

Qualitative: Semantic

Qualitative: Ambiguated Signifiers

Qualitative: Relativism

Typical accuracy:

~50%

~60%

65-85%
Big Data Analytics – Capability Level

Level 1: Quantitative

Level 2: Qualitative ‘Word-Count’

Levels 3, 4, 5

Qualitative: Semantic

Qualitative: Ambiguated Signifiers

Qualitative: Relativism

Level 6: Limbic

Typical accuracy:

~50%  ~60%  65-85%  90-96%
Big Data Analytics – Capability Level

Level 1: Quantitative
Level 2: Qualitative ‘Word-Count’
Level 3, 4, 5
Qualitative: Semantic
Qualitative: Ambiguated Signifiers
Qualitative: Relativism
Level 6: Limbic
Level 7: Prescient

Typical accuracy:
~50%          ~60%          65-85%        90-96%        99%
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 emans 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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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

- Security
- Maintenance
- Entertainment
- Aesthetics
- Convenience
- Health
- Flexibility
- Cost
- Risk
- Finance
- Insurance
- Sustainability
- Cleaning

GenY

- Cost
- Finance
- Structural issues
- Flexibility
- Insurance
- Maintenance
- Cleaning
- Convenience
- Security
- Health
- Sustainability
- Energy
- Aesthetics
- Entertainment
Hong Kong News 2014 Compared With 2015
Hong Kong Frustrations

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UK 2015 Elections?

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.
Hello world. How nice to hear from you.