BIG CONSUMER DATA: THE GOOD, THE BAD, AND THE UGLY

Big data, customer relationship management, customer analytics, and other similar terms are hot topics right now, with companies investing substantial time and funds to try and use their customer data to improve their performance. Yet most companies report poor returns from these efforts and struggle to make them work. In his talk, Mike leveraged his experience using customer analytics to address this opportunity and discuss common pitfalls, good practice, and other tips for getting the most from your customer data.

Mike began by sharing a few good examples (Tesco in the UK, location data testing in Australia), counterbalanced by some too-often bad examples (airline and hotel retargeting, LinkedIn suggesting an MBA information session to a Harvard MBA) and some really awful examples (Facebook selling him bras!). He reminded the audience that the objective of leveraging customer knowledge to achieve higher customer satisfaction and profitability is not new; rather the challenge is to scale from individual actions (Peg's Diner) to thousands or millions of customers.

He then shared three thoughts on how to deliver better results.

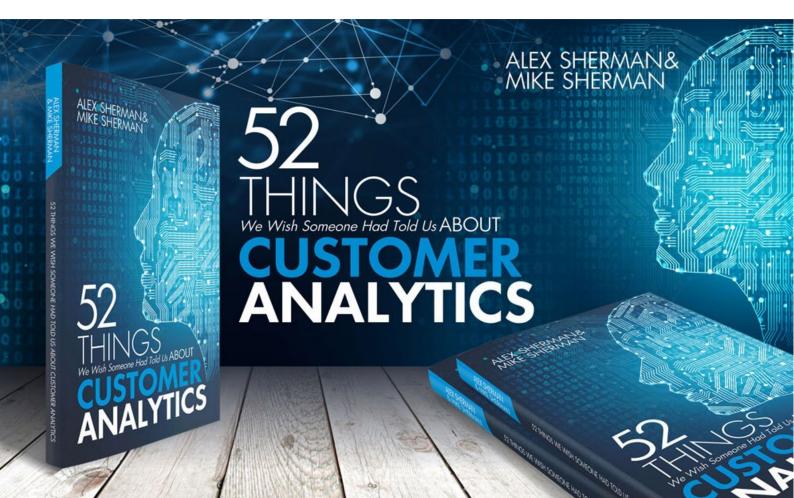
First, he quoted Ted Levitt and Jerry McGuire to highlight the need to focus on output, not tools, and financial impact ("Show me the money!"), not activity. He then shared his concept of BS (business significance), which assesses client uncertainty and value at risk as a helpful way to identify opportunities.

His second point was that understanding how analytical techniques work is critical. That includes:

- correct usage of basics like averages, which are often misused to create meaningless numbers;
- remembering that correlation is not causality; and
- challenging whether the metrics being used are aligned with the business purpose of the analysis.

Finally, he suggested that creativity was a missing element in many big data efforts. This is especially true when creating sufficiently tailored offers for analysts to target, as it is futile to target undifferentiated offers or communications. He also posited that qualitative research has a major role to play to go beyond behavioural data and understand why consumers act as they do. He ended with a plea for clearer, more concise communications, suggesting that often the insight was obscured by dense charting and verboseness.

Mike recently published his first (and last) book, 52 Things We Wish Someone Had Told Us About Customer Analytics, co-authored with his son Alex. The book captures real-life lessons they learned over their careers, with a focus on practical applications of analytics that connect methodologies and processes to create impactful outcomes. •



ASIA'S MARKET RESEARCH AND CONSUMER INSIGHTS

M E D I A

ASIA RESEARCH MEDIA

ISSUE 60 04. 2019

www.asia-research.net





3 News: In Case You Missed It

5 THE THREE As OF MARKET RESEARCH



- 5 **REELING THEM IN** The Path To **Customer Activation** Through **Social Media**
- 6 Solving Real Business Problems And Delivering Real Results

- 8 **Big Consumer Data**: The Good, The Bad, And The Ugly
- 9 Can **Behavioural Insights** Improve Survey Response Rates?
- 10 Event Review Research & Results



- 11 Four Ways To Increase Marketing Research Effectiveness
- 12 On The Move

ASIA RESEARCH MAGAZINE: SPONSOR DETAILS

BDRC Asia

Contact: Piers Lee T: +65 6970 9571 E: piers.lee@bdrc-asia.com W: www.bdrc-asia.com

GMO Research

Contact: Atsushi Yamamoto T: +65 8435 9426 (SGP) +81 3 5456 3244 (JP) E: request@gmo-research.jp/en Ioin the Dots

Contact: Maria Spinelli T: +65 3157 9338 E: singapore@jointhedotsmr.com W: www.jointhedotsmr.com

Research and Results

Contact: Alexandra Frank T: +49 (0)89 1490 279-10 E: frank@research-results.de W: www.research-results.com

PUBLISHED BY ASIA RESEARCH PTE LTD

EDITOR Diana Sartika DEPUTY EDITOR Piers Lee

EDITORIAL TEAM Clare Diston, Valerie Lum,

Claudia Siregar

DESIGN & ART DIRECTION Linking Asia 21 Pte. Ltd.

For all enquiries related to advertising, please contact: advertising@asia-research.net

Asia Research welcomes contributions and reserves the right to select and edit readers' contributions. The views expressed in contributions to Asia Research are not necessarily those held by the publisher.

Send contributions to editorial@asia-research.net

Asia Research has taken all reasonable care to ensure the accuracy and objectivity of the information contained in this publication, but accepts no responsibility for the content of advertisements published, and no liability for mistakes, misprints, omissions, typographical errors, loss or damage suffered as a result of relying wholly or in part on the content of advertising or editorial published herein.

Cover: metamorworks/Shutterstock.com

Images: Bulltus_casso/Shutterstock.com(6), Dominik Muenich (10)

Asia Research is published quarterly. Copyright is reserved throughout. No part of this publication can be reproduced in whole or in part without the express permission of Asia Research Pte Ltd.

Twitter: @asia_research LinkedIn: Asia Research Media