



# Good Rebels

## **Data Driven Marketing** *the DNA of customer orientated companies*

Executive summary

### **1. Data and marketing**

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Telling stories with data

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### Context

There are few professions that are currently evolving as quickly as those related to the field of Marketing and Communication, we are working in an environment of disruption and rapid change. Due to the speed at which the new digital ecosystem progresses, **it is often better to first gain experience working in a [startup](#) before pursuing a university career.** In the scenario in which we find ourselves, an in depth knowledge of the technology utilised within our industry is crucial. Big multinationals are decreasing their investment in advertising by up to 17%, and choosing to work with smaller agencies and digital startups. Let's not forget that technological transformation is even more important in a time when **the consumer changes their purchasing habits at a rate never seen before.**

In this context, we have no choice but to develop an always on approach, and ensure that we're constantly updating our knowledge and skills in disciplines such as analytics, measurement technologies, data flow modelling...etc. in short **deepening the complex Data Driven Marketing environment.**

### Contents of this document

Our inertia over these last few years suggests that we're too focused on **ATL**, massive segmentations, very broad targets...etc., despite knowing that they are becoming less effective and remain more difficult to measure. Additionally, there are many audiences that are no longer within reach of these massive formats. **The long tail is increasingly strategic** and offers us more opportunities, especially if less than 10% of companies are utilising real-time data exploitation.

Our objective in the development of this white paper is to share our experience in helping large corporations realize a **unique vision of a model of obtaining, processing and making data available**, oriented to increase their knowledge of the interactions that occur in our digital and non-digital ecosystem, in order to offer their consumers a unified brand experience.

We will also examine the need to **establish a culture of data in organizations**, based on the data produced through different consumer profiles and a need to understand what drives the customer; what we can do to improve the customer experience both on and offline, and how we can increase the effectiveness of our performance by obtaining previous analysis of data.

This paradigm shift will allow us to establish new data management and processing processes that will help us learn more about the purchasing funnel and the consumer, through the data we obtain from analysis of our own platforms and platforms outside the brand. We will be able to better understand **the demand for information, what consumers expect from each platform, and we will be able to improve our value proposition** and that, in short, makes up our digital ecosystem - from discovery to activation, from sale to recommendation and retention.

## The benefits of reading

Those interested in increasing their skill in marketing performance, will be able to delve deeper into this document. These are the people who understand that we must take advantage of the opportunities made possible by a culture of data to **coordinate different commercial areas of marketing and technology in order to achieve a unified global vision** of integration, visualization and information made available to each area manager within the organization.

It is important to make clear that we're not aiming for technological transformation but an organizational culture and a team formation that allows us to change processes and procedures - throughout the **consumer journey** - to guide the organization in improving their relationship with the client - throughout the **consumer journey** -, increasing traffic to point of sale and, ultimately, increasing brand value while, at the same time, allowing us to analyze the impact that our actions have on society - the **citizen's journey**-.

In addition, you will find in this document national and international success stories that demonstrate the best strategies and roadmaps.

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**1.**

# **Data and marketing**

*Roads? Where we're going, we don't need roads*

*Doc Brown, "Back to the future".*

# The Culture of Data

## Technology as a way of building opportunities and a culture of data

What came first? The egg or the data encoded in a string of DNA located in the yolk/nucleus cell? Is it our need to optimize returns and seek out new opportunities that leads us to rely on data?

**Or is it the availability of data that leads us to build a new culture around it?**

Xerox, Microsoft, Sun Microsystems, Lotus, Adobe, Intel and DELL laid the technological foundation for many things we have since internalized, developing opportunities in the technological field in order to make things simpler. They allowed people and companies to perform already invented tasks in a more efficient way. Google, however, did not build its business model on efficiency. Neither did Airbnb nor Spotify. Facebook is the best example of a 'new school' business. Their value proposition for companies and people alike is to offer new opportunities, new ways of doing new things. A Microsoft word processor looks a lot like a paper notebook, Microsoft offers a more efficient version of an already established tool. Airbnb is not more efficient than any other holiday rental service, but it offers consumers something new.

If we compare companies launched during the 2000s, with those launched during the 80s and 90s, we realize they share something in common; in a world in which user behaviour, technology and consumer markets have grown increasingly more complex, **the most innovative companies are focusing on devising new ways of creating value, using technology to build opportunities, not to build efficiency.**

## From funnel to consumer journey: generational differences

	X generation companies and people	Y generation or millennials companies and people
<b>Users</b>	More passive, less informed	Always connected. Multichannel. Multidevice
<b>Relation with the company</b>	Touchpoints. Organization-based	Customer Journeys. Based on customer experience
<b>Decision moments</b>	Prime time	Micromoments
<b>Complexity</b>	Slow changes	High, fast changes
<b>Risks / Opportunities</b>	Related to new markets or targets	Related to knowledge
<b>Focus / Challenge</b>	Efficiency	Growth Hacking
<b>Technology</b>	Process-oriented. Carry the organization to the customer	Information-oriented. Carry consumer data to the organization

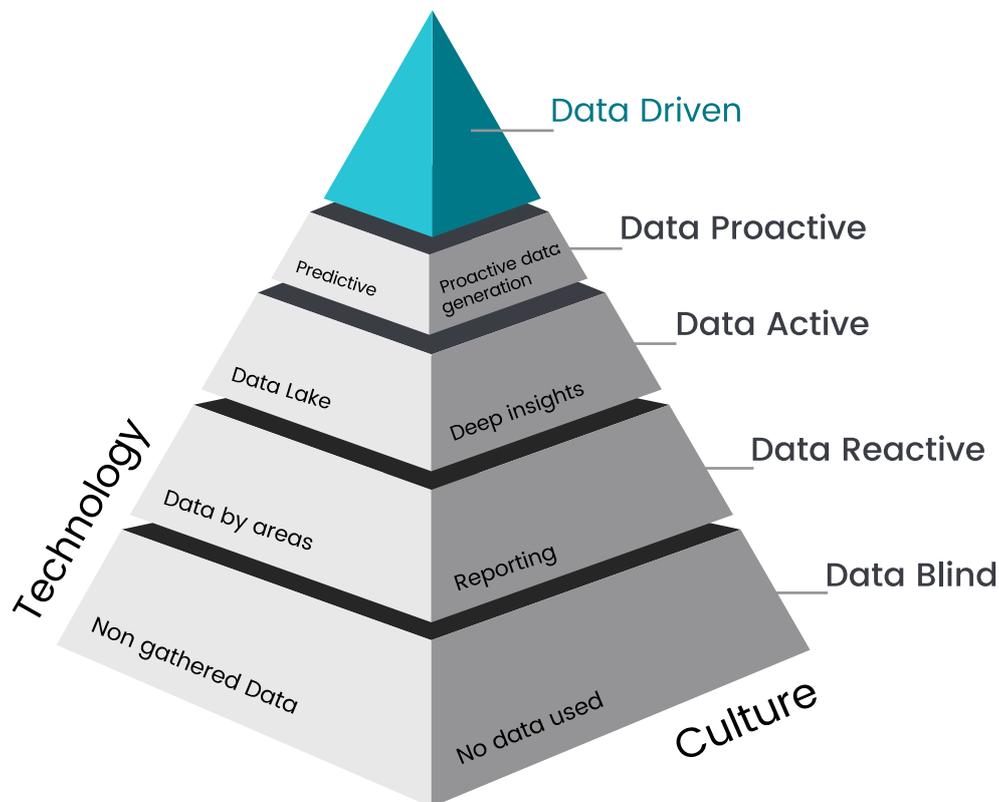
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## Culture based on data

We have built a culture around the availability of data. **A culture based on data is not an end, it's not even a means - it's a consequence.** Generating or reporting on a large amount of data does not mean you have a data-driven culture.

When data allows us to understand why things happen in our organization, we're on the right track. When that data helps us to predict future events, we will find ourselves even closer to a culture based on data.

# 1. Data and marketing



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The construction of a data-driven culture usually follows on from the **Data Blind** phase – the stage where nothing is visualized beyond the data being focused on, either because the method of collection is not adequate or simply because there is no business strategy behind their analysis:

- **Data Reactive:** collect the data that is most relevant. Data is used, usually within independent departments and with a focus on reporting. Although data is reported on as a whole, it isn't analyzed as a whole from the beginning. Data is only considered during the decision making process (more on this in the next chapter).
- **Data Active:** you start working strategically with data as an asset. It is necessary to develop a Data Warehouse, or something similar, that allows you to aggregate and analyze the data as a whole.
- **Data Proactive:** planning how the data will be used, prior to the start of the project.
- **Data Driven:** the company uses data as an integral part of the value chain and everyday reality.

# 1.

## Data and marketing

A data-driven culture is not for companies governed by automation or mathematics, where there is no space for creativity or lateral thinking; a data-driven culture fosters creative thinking, a view towards the future, and, subsequently, a much more solid decision making process. It is a culture that will not use data to block ideas but to make them better.

### Key Ingredients

In order for an organization to be guided by data, they require building tools, skill and – above all – a culture that supports that ideal. There are three main requirements:

- **High-quality data.** Updated, accurate, relevant, unbiased and reliable.
- **Data must be accessible and usable.** Data must be distributable; sharable knowledge is part of the philosophy (and this has to do with the culture of the company, not with data).
- **Humanity.** We must make it possible for members of the organisation to spend time developing innovative ideas, relying on data to introduce and answer questions of an inventive nature.

## Analysis to enhance intuition, the case of General Mills

In 1999, Wayde Fleener was finishing his studies in Chemistry. He had specialised in analyzing large chains of data, but his fascination with investigation never ceased. He wanted to solve real-world problems. Fourteen years later, after having built **a career around data analysis**, he joined General Mills as head of Data Science.

### The challenge

As Wayde Fleener explained in his [interview with MIT Sloan](#), the need for a global vice president of Consumer Insights is dependent on the need to **put into use all the data available to the organization**. He saw how much they were reliant on external research, without being able to capitalize on the information that probably already existed within the organization, at double the cost, in terms of both opportunity and budget.

### The beginning

“The very first thing I had to do,” explained Wayden Fleener, “was sit down and write a catalog of different data we commonly use and what we use it for...”

Fleener has said that his methodology consisted of sitting with everyone within his department, asking continuous questions – until he could envision each existing data set in relation to the problem at hand. As many databases were not intended for “new eyes”, they were not exactly understandable to an outside observer. This generated friction with the IT team who felt scrutinised. It took him months to build up the right atmosphere, his main focus was on explaining that, in addition to using the data to obtain customer insights, there were opportunities for the IT team to make changes for their own benefit.

**After understanding all the data generated by the organization, he began to wonder what data he was missing** or how the collection process could be improved (for example, by adding product divisions).

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### Acceleration

“One of the director-level leaders in IT started one of the meetings saying that Consumer Insights has some really interesting things that I believe we’re going to benefit from as a company. And then the leader left the room. When the meeting happened, I knew the tide had changed.”

What General Mills did was, along with Marketing department, figure out what they needed to do and could not do, because they could not “see” the data. They hired an outside company to assist them and from there the team was made up of “himself, four data stewards, their manager, four data visualizers, and two data scientists.”

Data visualization tools are a commodity – but having an idea of what you want to visualize is not.

### Scaling...

Wayde Fleener has talked about how challenging it was to scale what they were doing. “Every division thinks it has this unique way it should view the data. Yes, they all face their own unique situation, but in reality, they really look at the data the exact same way. If I have to create a unique way for you to view data across seven divisions, I have to maintain seven unique versions of the data. I can’t get scale that way.”

Wayde Fleener understands how to measure success; by assessing how many within the organization itself are making use of the data produced.

*So your job is to “think”? There are people for everything!*

*Rafael Gómez Ortega, “El Gallo”.*

# Marketing decision making

Once we have implemented the vision and structure needed in order to achieve a **culture that bases their decisions on data**, we need to decide on **how to use that data**; what we could call marketing based on rational decision making. These are two sides of the same coin.

**Making decisions in an organization is not always easy.** There are risks, biases, non-aligned interests...etc. Frequently, one decision will affect many different departments and it is not always clear who will have the last word. **We tend to arrive at decisions through a democratic process** (the fastest route to an absence of innovation) **or through some form of hierarchy** (the fastest route towards misalignment).

## How to make decisions: a vision

We live in a world that is growing at an exponential rate. The world is becoming more and more competitive. In this context, **there are two axis that determine the quality of a decision; how fast it is made** (whether or not there is time to defend the idea, and convince others of its value) **and how innovative the idea is** (and, subsequently, how successful the idea is).

In 2004 [Frans Johansson](#) wrote, in his celebrated “The Medici Effect”, that innovation occurs when people are pushed to their limit; **in the confluence between different people and disciplines**. And so it seems that when making quality decisions we should be involving different people from different departments.

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On the other hand, if we accept that the validity of a decision is also dependent on how well the initial idea is received, then it becomes necessary to involve those people the decision affects. Again - we must **involve different people or departments in the decision making process.**

That's how it's done. The key to making marketing decisions is to work outside of just the marketing department. Perhaps the skills needed to realize your idea can be found within the IT or Data department. It also happens that these organizational boundaries are beginning to dissolve; and a more collaborative environment makes all the difference.

With all that in mind, we can build a model similar to the following:

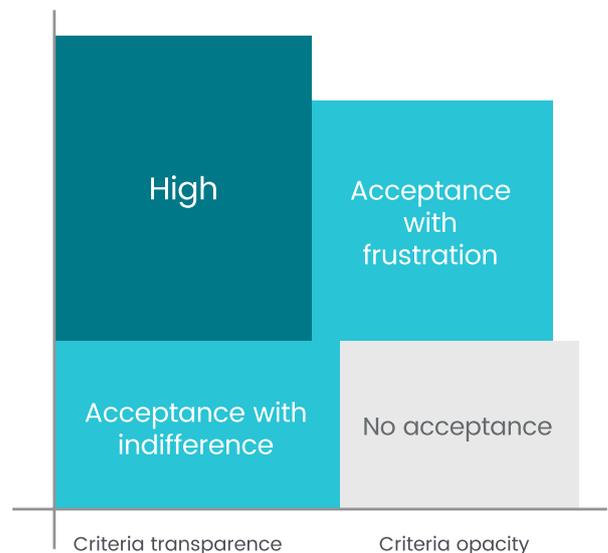
## Acceptance of a decision

### Quality decision



**Innovation = people from several disciplines**

### Validity of a decision



**Implication of agents**

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Changes made within the organizational structure only affect isolated departments. We must work on identifying which decisions are most critical, and figure out how best to realize them. It requires a new mental framework that will help rethink how decisions are made. From a process-based to a decision-based organization.

## **A methodology for doing so**

Accepting this model, we can visualize our decision making process – from the creativeness of a campaign to a new strategy of channel commercialization – so that we can ensure our work is of a high quality and widely accepted.

There are four key principles:

**Agility**

**Integration of different people**

**Transparency**

**Integration of different disciplines**

What happens next? Involving different people in the decision-making process will almost certainly result in differences of opinion and a more difficult journey towards consensus. Unanimity is necessary.

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In fact, in 2014, Harvard Business Review published [a methodology which addresses the vision we have just developed.](#)

[Aditya Joshi](#) and [Eduardo Giménez](#) define the actions involved in the decision-making process in five steps:



## Decisions

What is the overall messaging strategy?

What claims do we want to make? What features and benefits do we want to emphasize?

What is the look and feel of the materials?

<b>R</b> / <b>D</b>			<b>I</b> / <b>P</b>	
<b>D</b>	<b>R</b>	<b>A</b>	<b>I</b> / <b>P</b>	<b>I</b>
<b>I</b>		<b>I</b>		

## Functions involved

Product management      Central marketing      Regulatory      Marketing-creative      Sales/customer service

Example of decisions to be made; actors involved and what action each will take up. [Harvard Business Review](#)

## 1. Data and marketing

### 1.

Diagnose how decisions are being made right now. Many times people do not know who is ultimately in charge of the decision making process, there is no methodology in place and no consistency.

### 2.

Redesign the process:

- What we are deciding,
- Who participates in each phase (draft decision, input, final decision).

### 3.

Determine when the decision made will be actioned: time, criteria...etc.

## The Target case

Interestingly, Target has been working on implementing a marketing approach with the same decision-making methodology. As stated in the aforementioned article by HBR, Jeff Jones had a very interesting challenge ahead of him when he began his career as a consultant in the multinational retail chain.

When he landed in the company in 2012, the cyclone that would soon sweep through the retail sector was already beginning to form ([in 2017 retail stores are closing in USA at record speed](#)) and Jones already had it in mind.

Target has always been known for its innovative ideas and its ability to adapt to each new challenge. Like many other companies, with highly creative and highly subjective processes, contingent on the expertise of the management, their method is difficult to replicate. **Jones arrived with intent to structure the way in which decisions were made within the Marketing department**, seeking to systemize the way Target used the tools at their disposal, worked with data and managed the organizational structure of the company.

To do this, he developed a strategic framework consisting of three main goals; to generate traffic, improve their relationship with the consumer, and to increase the value of the brand. To achieve these objectives, **the Strategy Brief was created**, a template which would become the cornerstone of all marketing decisions made during the planning of every major initiative.

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## Data and marketing

Instead of focusing on the possible result of a briefing, the focus was on **coming to a decision**:

- The management team participated in workshops to agree on the approach, in regards to product categories, media, creativity...etc.
- The executive team designed **and documented** the results of the Strategy Brief, validating it with pilot projects and workshops in order to study the tool prior to implementation. They did not study the exact response to these briefings, but rather how they were understood and how decisions on the proposals were made.

The Strategy Brief defines the way in which any brief is to be constructed, taking into account objectives and the way in which proposals are to be delivered. The brief is limited to two pages or less and its focus is on the client. The brief includes:

- Information on the buyer persona and not on segmentation
- Consumer behavior information that's not sociodemographic
- Reflections on consumer trends (not the market)
- Information on competitors

The key to this methodology is that it clarifies, for the reader of the brief, what criteria is most important, and who rules the decision making process at each point in the journey.

The alignment, clarity and transparency of the Strategy Brief allowed the Target marketing team to work much more methodically, involve more people and facilitate decision-making in a more agile way.

Last year, Jeff Jones, left for Uber.

*Imagination is more important than knowledge.  
For knowledge is limited to all we now know and understand,  
while imagination embraces the entire world*

*Albert Einstein.*

# Tell stories with data

## Welcome to the world of Storytelling

It is becoming increasingly difficult to get people's attention. A [study conducted by Microsoft](#) reveals that the attention span of the average human being is just eight seconds. When we try to pay attention, if we are not interested, at eight seconds we turn our attention to something else. The enormous amount of information available to us across all channels, necessitates the search for new techniques in order to **draw attention to the message we want to convey**, either during a marketing campaign, in the presentation of the results, or in the defense of a new product line.

Nowadays we communicate by **connecting with people on an emotional level**. We transform the messages that we want to transmit into stories that are easily remembered and with which we can identify. That is storytelling.

When focusing exclusively on the data, the **visualisation technique** has enormous potential for storytelling and allows for the discovery of new information that otherwise would not have been possible to assimilate. On one hand they facilitate the grouping of data and, on the other, they stimulate the viewer and make the information easier to understand. Let's take [maps](#), for example, maps are visualizations that allows us to represent and group the data in a location and analyze it to extract conclusions based on the location.

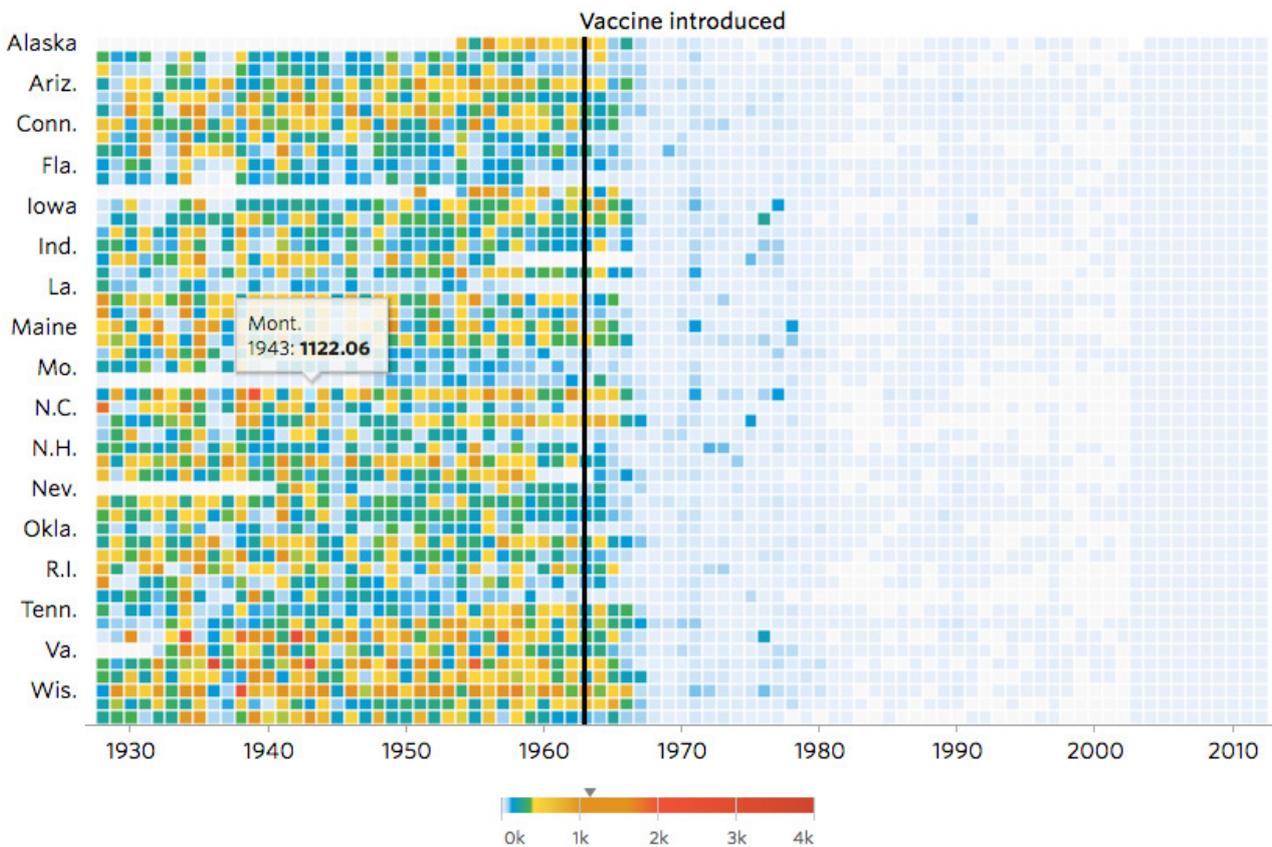
**The Wall Street Journal** is one publication doing simple, visual, unique and attractive storytelling right. They have won prizes as prestigious as the [“Excellence and Innovation in Visual Digital Storytelling”](#), the [“Data Visualization of the Year”](#), and the [Pulitzer](#) of their work.

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One of their most well received articles explores [the impact of vaccines on the American population](#). It examined the number of people infected by different diseases over the last 70 years, across different states, and how after the arrival of the vaccine for that disease, cases of infection fell considerably and, in some cases, the disease was completely eradicated.

In the image below we can see an examination of the evolution of measles. The intensity of the color corresponds to the number of recorded cases. The black line represents the point at which the vaccine was introduced, and it's clear that from this point onwards the number of cases was markedly reduced. The insight is clear, and this article by the WSJ is a fantastic example of the power of good visualization.

## Measles



Color representation of the number of infections for the disease described. The black line represents the incorporation of the vaccine and the subsequent decrease of the infections.

# 1. Data and marketing

**The Washington Post** also uses data visualization to tell stories in a more interactive way. In fact they earned a Pulitzer Prize for the following [work](#) on police shootings.

The piece summarizes the number of people killed in the United States by police fire in the year 2015. It's a controversial topic, and one that has been done to death, but thanks to the way the information has been centralized and presented, the piece provides surprising and non-mediated results.

In Pivot Tables and created maps you can navigate through the data and filter by race, gender, age, and many other available variables.

## 995 people shot dead by police in 2015

[See the 2016 database.](#)

This database is based on news reports, public records, Internet databases and original reporting. [Read more](#)



340 PEOPLE | MALE x 30 TO 44 x

STATE	GENDER	RACE	AGE
AL AK AZ AR CA CO CT DE DC FL	<b>Male</b> 340	White 161	Under 18 0
GA HI ID IL IN IA KS KY LA ME	Female 0	Black 89	18 to 29 0
MD MA MI MN MS MO MT NE NV NH	Unknown 0	Hispanic 69	<b>30 to 44</b> 340
NJ NM NY NC ND OH OK OR PA RI	<b>WEAPON</b>	Other 15	45 and up 0
SC SD TN TX UT VT VA WA WV WI	Deadly weapon 265	Unknown 6	Unknown 0
WY	Vehicle 17	<b>SIGNS OF MENTAL ILLNESS</b>	<b>THREAT LEVEL</b>
	Toy weapon 15	Yes 85	Attack in progress 246
	Unarmed 35	No or unknown 255	Other 81
	Unknown 8		Undetermined 13

Interactive representation of the number of people killed by police shooting in the US during 2015. They can be filtered by different variables to adjust the display.

## Much more than just visualizations

In the vast majority of cases, visualization alone is not enough to achieve quality storytelling. We have to perfectly combine **data, narrative and visualization** in order to obtain and transmit the **insights** that bring value to the organization.



The **narrative** together with **display** generates the **attraction** necessary for quality storytelling

The **narrative** and **data** provide an **explanation** of the data set

**Data** and **display** help us obtain **information** and insights

# 1.

## Data and marketing

Other important elements:

- **Quality data**, as already indicated, is necessary to verify in a thorough way that the data that we're using is **valid**. This data will form the basis of our conclusions, so it is imperative that it is **correct, contrasted** and **reliable**.
- **A clear message** derived from in depth analysis and framed in context..
- **An attractive display**; clear, elegant and simple. We need to attract attention using interactive and dynamic graphics, as well as a well chosen color palette. You have to understand what is really important.
- **Accurate information**. We have to present a concrete set of data, and also find the balance between the volume of data that we are going to represent and the way in which it is to be visualized, so that the data is correctly interpreted.
- **Establish links**. The narrative should invite the recipient of that information to participate in the creation of the meaning of the story. We aim to influence their reactions, generate emotion and stimulate their imagination.



## Transforming emotions

At **Good Rebels**, we have worked on many projects which tell stories through data. A clear example is [Analyze me](#), a project we ran on behalf of Sanitas.

Our mission: to transform data into emotions.

Sanitas had just launched a new media campaign – called “When We’re Together” – that aimed to reinforce the tagline; *Be more human* by targeting customers on a more emotional level.

How could we convey that concept via social network? How can we encourage people to experience the real world in a more human way, and identify the people who are with us during the most important moments of life.

To do this we created the application Analyze me, an app that diagnosed the chemical reactions produced in our body during interactions with our friends on Facebook:

- **Endorphin**: an indicator of the user’s most emotional experience
- **Oxytocin**: an indicator of which person stimulated the user the most
- **Dopamine**: an indicator of the three people who made the user feel best
- Finally, **adrenaline**: an indicator of the person who made the user feel most motivated

You can see the result of this case study in the following [video](#).



## Spotify Rankings; are we more Rocker than “Popper”?

What does data tell us about your musical tastes?

The idea was to develop an application which, when connected to the APIs of Facebook, Echonest and Spotify, could create a **musical identity** for each user in real time, by generating genre rankings for each user. We called it [Spotify Rankings](#).

Using Spotify Rankings, we can find out if we're more of a “rocker” than a “dancer”, or whichever other genre we most relate to, depending on the music we're listening to on Spotify, as well as how we interact on Facebook.

You can learn more about this interesting case study by watching the following [video](#).

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# **2. How to work with data**

## 2. How to work with data

*Culture is simply a shared way of doing something with passion*

*Brian Chesky, CEO and co-founder of Airbnb.*

# Agility in organizations

It was Herbert D. Benington who, in 1956, spoke in a symposium about a new methodology for programming digital systems that years later would be called “cascading”.

Over time, and perhaps thanks to the confluence of two phenomena - **Moor's Law** and the fact that digital software was being bought by many professionals who were lacking in technical knowledge - the limitations of the **waterfall methodology (sequential) made agile even more essential**. One basic principle of this iterative methodology is that software requirements vary from user to user, and so do the solutions offered by the supplier - these suppliers are constantly developing new features.

This applies to the entire market, everything is changing and we need a working knowledge of agile methodologies in order to survive.

## Agile organizations and corporate culture

Agility is a company's ability to change.. From a product launch point of view, organizations cannot afford to maintain a time to market over one or two years. The current environment is tremendously competitive in terms of the agile implementation of initiatives. Consumers are becoming more demanding and their needs vary according to inexorable and continuous technological advances, so the reformulation of products and services must be constant and focused on the delivery of value.

## 2. How to work with data

From a more general perspective, **the agile methodology when applied within an organization supposes radical change in the form of approach and definition of culture,** as well as the way in which the organization works. It is common for companies to form teams that apply this methodology in specific areas, especially within areas of technological development.

These specific teams, although they might act as a good starting point prior to continuous implementation of the methodology in other departments, are not sufficient if the organization's aim is to change the corporate mentality. Through this change of perspective, **organizations are much better prepared to face the challenges of the changing environment and are able to generate many more opportunities for growth.**

## Key areas of change for agile organizations

The implementation of the agile methodology within an organization, impacts three broad areas: focus, processes and people.

### Approach

**Global vision.** The organization that wants to excel in such a competitive environment and face the challenges of its sector head on, must develop a global vision.

**Constant value delivery.** The agile methodology is based on the delivery of continuous value over a short period of time. The organization must adopt this method of delivery in order to be constantly improving its products and services.

**Innovation.** Being innovative is no longer an advantage, it's fundamental. Organizations must innovate at the external level, in the development of products and services, and at the internal level, to develop innovative initiatives with co-workers, utilize tools that improve processes and so on.

## 2. How to work with data

**Decentralization of communication.** The agile organization no longer functions as the sole emitter of messages, neither internally nor externally. The organization empowers people to communicate on their behalf and advocate for the company in their professional environments or between teams.

**Shared knowledge.** As in the field of communication, knowledge must flow freely among the people within the organization, without the organization centralizing that information. Their job should be to provide the necessary context for each employee, independent of their position, to share knowledge and increase the value of their coworkers at an individual level. This then results in a global increase in team value.

### **Processes**

**New models of decision-making.** As detailed in the section “Marketing decision-making”, agility is one of the two main axis that guide the quality of a decision. The organization must develop structures that allow for agile decision making, and they must ensure that they have involved key people who will ensure coherence and contribution of value.

**Reduction of bureaucracy and simplicity of processes.** The organization must remain committed to simple rules over complex processes that overextend over time. This is well aligned with the pursuit of efficiency in the development of products and services. In addition, these rules should be constantly reevaluated, and then optimized or modified if necessary.

**Interdepartmental collaboration.** Independent silos lacking in communication, should be replaced by a culture of constant collaboration, with the aim of generating value.

## 2. How to work with data

### People

**Multifunctional teams.** Responding to the needs of consumers by providing a service or product requires the participation of different departments. Only through the sum of their understanding, skills and knowledge can excellence be obtained.

**Empowerment.** The empowerment of people generates flexible and less hierarchical structures. The objective is that each employee will be able to develop their capabilities to the fullest and this involves promoting individual responsibility and autonomy. This increases agility in the development of initiatives, since it does not depend on a hierarchical structure in order to move forward.

**Transformation-oriented leadership.** Leaders of agile organizations must adopt a role in alignment with the cultural approach, the goal of which is to allow each person the freedom to maximize their potential without hindrance. In addition, leaders must work to ensure that the above is achieved, develop a great capacity for empathy, and push for continuous improvement.

## Talent as the fundamental axis of agile organizations

People are the founders of organizations and their organizational culture. Agility, as a guiding concept, is tremendously beneficial in the evolution of an organization. However, to remain competitive, they must also be able to capture talent and promote the right mentality within the organization so that they might produce talent internally also.

In this sense, the department responsible for managing talent, and the leaders within the organization face the challenge of promoting internal talent and attracting people outside of the organization who meet the conditions essential to the development of an agile organization:

- **Easy adaption to change.** The changing environment forces organizations to permanently reevaluate their methods and processes; they must develop the capacity to adjust to constantly arising challenges. Agility means being able to change course quickly whenever necessary, without detriment to quality and without losing sight of the global goal.

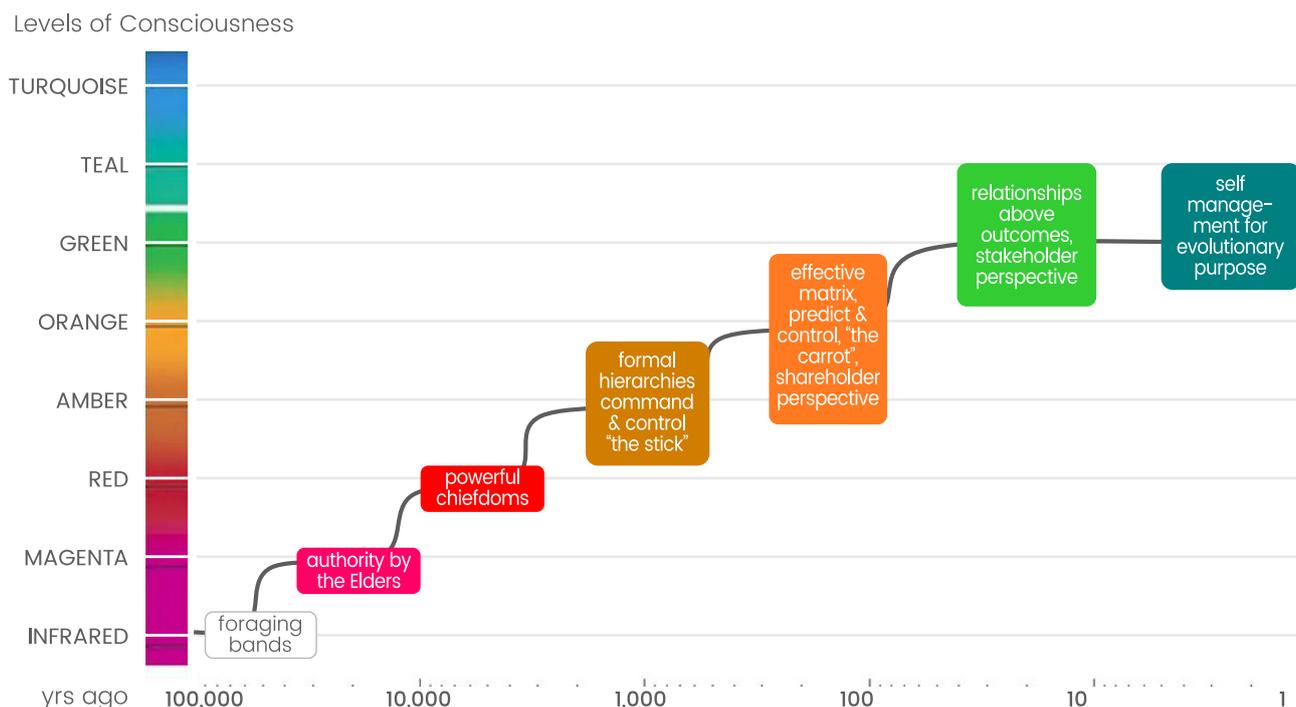
## 2. How to work with data

- Business and IT Focus.** There are two key groups within agile organizations; those who understand the needs of the consumer, as well as the needs of the organizational core, and who have a vision of where their sector is headed, and IT Profiles, who must be kept in mind at all times. After all, in an agile organization, technology is at the service of the people.
- Ability to think and execute.** Versatility is key. People within agile organizations should be thinkers and doers, people capable of posing the best solutions. In addition, the ability to think differently and in a result-oriented manner is extremely important.

## The next step: towards Teal

[Frederic Laloux's approach to different types of organizations](#) is indicative of the way organizations have evolved over time, and to what degree each organization prioritized internal culture.

### Human development Overview of the main (organizational) paradigms



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## 2. How to work with data

According to Laloux, “Green Organizations” are those that focus on returning the highest possible value to customers, those that make decisions based on shared values, prioritize internal engagement and promote culture over strategy. In these kinds of organizations, agile and [lean](#) methodologies are more commonplace.

However, Laloux is concerned with the next step: **a level of organizational consciousness he categorizes as Teal**; those organizations that prioritize self management over pyramidal hierarchies, those who democratize leadership and decision making. This kind of organization is aiming high, and their purpose evolves as the people within their organization change.

It is an interesting approach in which one examines how organizational culture serves to define the purpose of that organization, as well way in which decisions are made.

## 2. How to work with data

# Good Rebels, an agile organization

Every agile organization has its sights set on the future, and for this reason every agile organization must have a **global strategy**. At Good Rebels we view our organization through the lens of the consumer, co-worker and citizen journey; we're human centered.

This ideology is shared throughout the organization and communicated in a transparent way, so that we can involve the whole team in any proposed objectives.

Our **commitment to the autonomy and freedom** of each worker inspired Juan Luis and Fernando Polo (founder and global CEO of Good Rebels respectively) to write Lidertarios, a book in which the ins and outs of Rebel culture was explored. It also led us to create a collaboration framework in which each member of the organization is responsible for the projects in which they participate and the tasks assigned to them or that they have chosen.

This places us in the category of Teal, or at least that's the level we aspire to **by minimizing rigid structures, hierarchies and bureaucratic procedures**.

For example, Rebels are granted unlimited holidays, within a framework of responsibility to the team and group coordination. To request holiday time, Rebels need only apply through RebelHours, a system developed by one of our colleagues, using OpenSource code, that allows Rebels to select dates within a calendar and notify the related teams of their request so that they can be looked over and approved.

**Every agile organization should prioritize transparency.** At Good Rebels we believe in an open salary policy. In other organizations salary range by position is made public. At Good Rebels, we know how much each Good Rebel earns (provided they've given us permission to share their salary), and this allows us to recognize their contributions and incentivize their continued progress. This information is shared within our internal social network in a restricted access section available to those who have decided to share this information.

## 2. How to work with data

We call this internal platform Brain, because it functions as a collective brain. On Brain, we publish:

- Relevant links or links to other topics of interest that lead to learning, innovation, constructive discussion and the establishment of connection between people.
- Interesting pieces of information so we can learn collectively, and answers to questions asked through the platform.
- Day-to-day experiences, milestones or off topic conversations.

Anyone within the organization – as well as some Alumni – can access and publish on this platform of shared knowledge and decentralized communication.

The use of Brain, together with the use of a messaging application like Slack, with which we communicate quick messages and urgent queries on a day-to-day basis, allows each Rebel to constantly update their know how and to deliver value within the team.

As you can see, our position on collaborative tools is an **open approach**; choose the applications that are best suited to your field and find a way to coordinate them.

Each team in turn, is free to choose any other application to work with if they feel a different application would better suit the requirements of the project, although we try to maintain a balance between the technology we're using, how beneficial that technology is, and the tasks associated with each technology platform.

The empowerment of talent not only lies in synchronous and asynchronous conversations, we are also concerned with allowing each Rebel to conduct seminars in which they speak on an area in which they are an expert, and any other Rebel is free to sign up to improve their skills. This makes Good Rebels a **multidisciplinary team** focused on achieving the objectives set out by our clients.

## 2. How to work with data

How do we measure the success of the environment we have created? We use an application that regularly sends each Rebel a few small questions that take only a few minutes to answer, are randomly generated, and will not interrupt our work. We reach enough people within a sufficient period of time to accurately determine the temperature of our work climate.

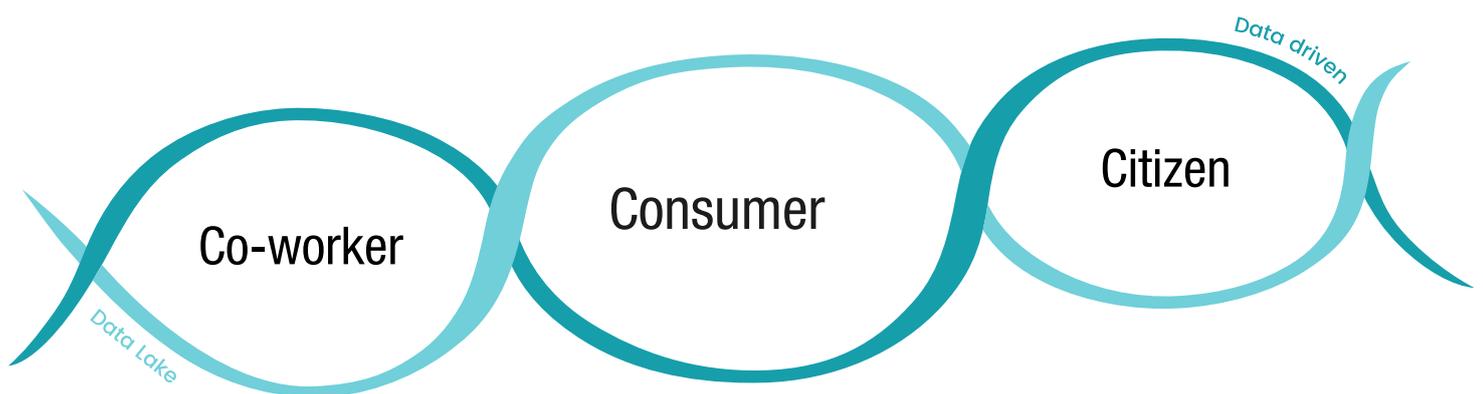
Thus, we can summarize the elements that make up an agile organization like so:

- **A shared global vision**, reinforced during a monthly presentation of results in which the status of ongoing projects and the strategy for the future is reported to all within the organization.
- A commitment to **freedom and individual responsibility**, to be managed and coordinated through decentralized tools.
- **Multidisciplinary teams**, continuously formed and connected without restriction, to encourage innovation and shared knowledge.
- **Decision making** that takes into account the opinions of each department, and the data we collect.

## 2. How to work with data

*The greater the difficulty, the greater the glory*  
*Marcus Tullius Cicero.*

# Rebel Framework



People are constantly interacting with the social and technological evolution in which we live; consumption habits, work patterns and social interactions are all now interlinked with technology.

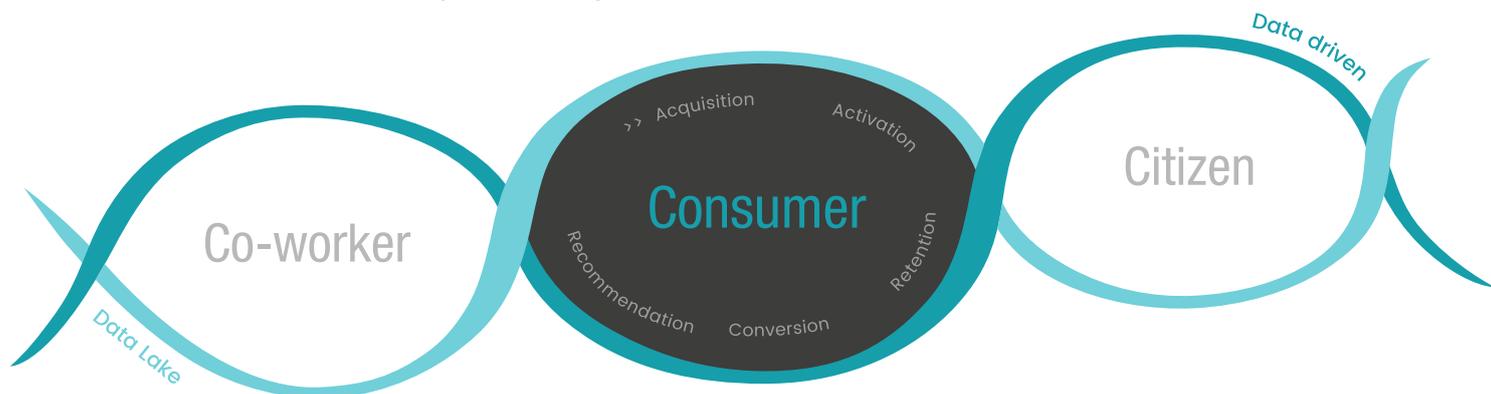
The situation is similar in the corporate world. Talk of digital transformation is redundant; it no longer makes sense to refer to digitization as an essential requirement, we already know that those companies that do not adapt, will either disappear or be displaced.

However, we can recognize different levels of digital maturity. And it is at this point in the process, at the most advanced stage of commitment to the individual demands of an increasingly technological society, where we're able to implement the newest model for digital transformation in the era of human centered organizations.

In the 21st century, long lasting companies will be those capable of incorporating causes and ideals into their business model, supported by a culture of data. In order to succeed it will be necessary to develop a core business model centered around the consumer, the worker and the citizen.

2.  
How to work with data

## The consumer journey



### Awareness and Acquisition

PULL			PUSH		PRODUCT
Typeform	SPOTME	yoast	AdRoll	AMPLIFINITY	
PollDaddy	easywebinar	Screamingfrog	Appier	FIVESTARS	
Kahoot!	Eventifier	buffer	Funnely	influenster	
SurveyMonkey	meetup	Storify	strikesocial	Trackr	

Activation		Retention		Recommendation	
lander	IBM Watson	mautic	Lithium	it	Wild Apricot
unbounce	Salesforce marketing cloud	Olapic	DISQUS	viral loops	MemberClicks
optimonster	hybris	HubSpot	Candid	smile.io	zenbership
SUMO	SAP Hybris Marketing	Marketo			
INSIGHTWARE					

## 2. How to work with data

Understanding how consumers, in the new digital economy, interact with people and businesses has become essential to modern marketing success.

The central element of this new approach is to put the human being (customer and buyer) at the center of the design and marketing process, in order to provide solutions that help people meet their needs and goals.

**The consumer experience is key to the success of any company**, it is a deciding factor when making purchasing decisions. It is the result of an interaction between a consumer and an organization, and their impression of that organization's brand and products during the length of their relationship.

Interaction occurs at every stage of the relationship, from consideration to attraction, from discovery to conversion, loyalty and recommendation of the product or service. How the quality of that customer service interaction is perceived is dependent on the individual, and on their expectation versus their lived experience.

A multitude of technological tools can help us to understand and improve the consumer experience, at each stage of the journey, making it easier for us to better understand the needs of the consumer.

### Acquisition

It is the first point of contact with a brand that demonstrates the consumer's interest in the product or service on offer, and their need for more information after already exhausting traditional means of brand research; search engines, social channels, advertising, web browsing...etc.

This stage is very important, as the experience must be both powerful and memorable in order to ensure the user continues on to the next stage of the purchasing process.

- **PULL:** tools that allow us to understand what our consumers are looking for, so that we might attract more people to our site. These tools are primarily for the generation and distribution of content. For this we can use interactive content distribution services, such as Typeform, SurveyMonkey, and Kahoot!, that draw our attention to the user through surveys or interactive forms. We can create webinars, events or downloadable content through applications like Meetup, Eventifier or SpotMe. And of course, there are tools that help us create content that is more visible, in channels both external and internal, like Screaming Frog, Yoast, Buffer or Storify.

## 2. How to work with data

- **PUSH:** tools and services that help us generate more impact through campaigns, advertisements, promotions...etc. Whether through retargeting-based advertising, using applications such as AdRoll, or through an AI engine such as Appier. We can also optimize our social media campaigns using technologies such as Funnely or Strike Social.
- **PRODUCT:** services that help us attract new visitors by spreading our content. For example, we can provide incentives using services like Amplifinity, FiveStars or by measuring the results of influencer campaigns through Traackr.

### Activation

There are many tools that can help us convince the user of our brand's value, capture their contact details through subscription services, encourage users to register for a free trial or fill in a form in order to download content related to the product or service.

We can use services like Unbounce or Landerapp to generate landing pages that provide users with a quick explanation of the product or service, without leakage points (links that take you to another section) and with a unique focus on capturing the user's contact data. Similarly, we can optimize our own channels by measuring the behaviour of our audience through Sumo.

### Retention

Users who interact with our digital channels more often are more likely to end up buying a product and recommending that product post-purchase. By analyzing the mechanisms that boost retention, any company can understand whether or not their consumer base is truly satisfied..

A retention strategy means categorizing the customer by scoring them based on their browsing and transaction history, enabling the organization to offer a better level of service to those customers who are most valuable to the company. This can be achieved through the use of automation marketing tools, which we can use in order to asses the best time and channel to send out mail to each individual customer. Watson Campaign Marketing, Salesforce Marketing Cloud, Mautic...etc.; through these technologies we can utilize a multitude of functions including the implementation of a customer nurturing strategy, client retention (or loyalty) strategies, and contextual content creation.

## 2. How to work with data

Establishing communities of users through forums or comment threads around the product or service, granting those users who contribute the most value to act as admins or moderators, is also a great way to improve retention. Services like Lithium, Disqus, Olapic are some of the tools used to exploit the advantages of user generated content.

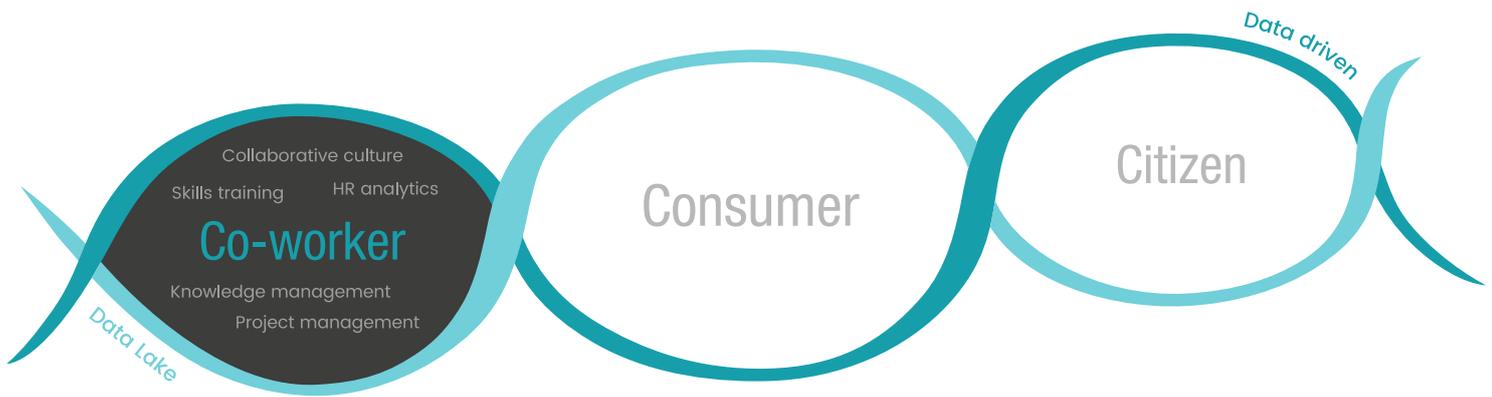
### **Recommendation**

The success of the consumer experience depends on whether or not we manage to turn the client or potential client into brand advocates, promoting our product or service by word of mouth.

To enhance this, we can use incentive tools such as Incentivit, Smile.io, or offer benefits through membership services like Wild Apricot.

2.  
How to work with data

# The co-worker journey



Collaboration	Communication	Culture and coordination
<p><b>Project management</b></p>	<p><b>Synchronous</b></p>	<p><b>HR Analytics</b></p>
<p><b>Collaborative office</b></p>	<p><b>Asynchronous</b> Open scope</p>	<p><b>Meeting management</b></p>
<p><b>Storage and version control</b></p>	<p><b>Close scope</b></p>	<p><b>Videoconference</b></p>
<p><b>Data relationship</b></p>	<p><b>Wiki</b></p>	<p><b>Time management</b></p>

## 2. How to work with data

As members of an organization, we're automatically involved in a multitude of processes that arise from interaction with other members of the organization, whether we're working for a large company or a small team. These different members interact with one another through a series of **relations, experiences and processes:**

- How the co-worker engages with the organization in a way that is coherent, and ongoing
- How the tools and methodologies used to carry out their work are made available
- What structures and dynamics have been put in place to encourage continuous innovation and improvement

For the moment, let's focus on the second point; **tools and methodologies** that facilitate better performance and greater employee satisfaction, in their work as in their relationship with other employees.

Regardless of the type of tasks performed - although the more valuable the task, the more influential the result - or the level of efficiency of the management processes in place, **the creation of value** will depend to a large extent on well-functioning and agile workflows. However, remember that satisfaction and commitment are also very important.

We can divide the processes, and the tools, that facilitate management into three main areas: **collaboration, communication, and culture and coordination.**

### Collaboration

In order to generate value within an organization, we rely on the following tools to facilitate coordination:

- **Project management:** allows us to organize tasks, deadlines, requirements, responsibilities and other elements needed to keep track of the status of an activity; who it is assigned to, what the key dates are...etc. Project management usually goes hand in hand with agile methodologies such as checklists, kanban, or scrum, all of which can be utilized depending on the project objective.

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Examples: Trello, Basecamp, Jira, Asana, DaPulse, Taiga.io (open source). A hybrid between a management and collaborative database would be [Airtable](#).

## 2. How to work with data

- **Collaborative Office:** Document generation solutions that allow for real-time and online collaboration.

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Examples: Google Apps, Office 365, Collabora, Dropbox Paper.

- **Storage and the storage of multiple versions of documents:** The Cloud storage solution offers the ability to share files and folders with the team, restore previous versions, synchronise between teams, and organize into folders.

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Examples: NextCloud (open source), DropBox, Google Drive, Box or OneDrive.

When it comes to working with code, a version control system is usually used. Git is the most popular since it overtook Apache Subversion in number of users in 2011. Very simply, it is a flow through of data stored within repositories, which include different branches. Changes are registered in each one of these branches and the updates are applied to or merged with other branches.

## Communication

Communication applications shape previously unstructured conversations, so that people can connect effectively with different collaborators, in order to fulfill the following objectives:

- Develop a collaboration framework that helps to improve the generation of knowledge and its distribution through liquid communication
- Ensure that all employees are aware of the purpose of the company and its corporate values.
- Create an inclusive, exciting and productive work space
- Agree on business goals efficiently

We can differentiate between synchronous communication tools and asynchronous communication.

## 2. How to work with data

**Synchronous communication** is when the sender and receiver of the messages are conversing at the same time. The tools dedicated to the facilitation of day to day conversations, allow users to share specific moments, respond to urgent requests and, in short, to exchange direct messages.

- Slack is dominating the market thanks to its integration with other applications, it is also one of the best when it comes to managing the membership of several teams throughout multiple workspaces.
- Mattermost positions itself as an open source option that is gaining in popularity and achieves Slack levels of functionality. Mattermost aspires to compete at the same level as Slack. Companies like Uber made the switch to Mattermost thanks to its open model.
- Other examples: HipChat, Skype, Azendoo, Gitter.

**Asynchronous communication** is when the sender and receiver do not have to converse at the same time, so the tools that facilitate this type of communication are focused on liquid knowledge contribution flows (questions and answers), advertisements to the community, information that may be useful in the future, general interest-based chat, themes and/or groups. We differentiate between these type of applications according to their focus, whether they're open or compact:

- **Open Focus.** Based on the integration of a set of diverse tools that respond to the needs of the company. Each tool provides a subset of features to meet those needs. The best solutions are selected for specific areas of application and these tools work independently. The result will depend on the ability of the organization to coordinate each tool and establish a synergy between them. To this end, the different options are:
  - **Discourse** (free software): a new generation platform that is part traditional forum, part social network. It offers the most asynchronous way to present information, allowing the user the possibility to choose which categories interest them, instead of the ones other people or groups follow, as is usually the case with internal social networks.
  - **Facebook Workplace:** the familiarity of the platform, infused with an impeccable interface and a mobile application with optimal usability.
  - **Socialcast, Yammer:** veteran applications that offer a timeline, like Facebook, as well as many interesting integrations (files, directories and apps, for example).

## 2. How to work with data

■ **Compact approach.** These are solutions that offer an all encompassing internal social network-like timeline, as well as diverse functionalities like tasks, calendars, forums...etc., which all revolve around the social timeline.

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Examples: Exo Platform (open source), Bitrix24 (open source), Jive, Sharepoint, IBM Connections, Sitrion, Zyncro or BuddyPress (open source), among others.

Asynchronous communication tools usually also involve an element of **knowledge management**, utilizing a Wiki-like functionality, i.e. the same post editable by several authors, version control, and page indexing and linking. Of course, there are dedicated applications for such a purpose, such as MediaWiki, GitHub Wiki or Atlassian Confluence. There is also software specialized in document management, like Open Knowledge.

### Culture and coordination

For the sake of the employee, we have demonstrated the importance of offering a relationship that goes beyond the generation of value; instead putting the focus on commitment and value proposition. How do we measure the success of an employee-organization relationship or the work space environment? There are tools available to evaluate the success of our approach.

Thus, we can anticipate possible problems that might arise out of organizational culture, and work to develop an attractive climate in which workers want to and are willing to support proposed objectives. Through small randomized surveys reported via email, chat or an internal communication platform, one can infer the current climate and see the progression of the organization's culture over time. Applications like Officevibe, TinyPulse, Culture Amp or Glint are useful in the design and implementation of appropriate questions that survey employees in a non-intrusive manner.

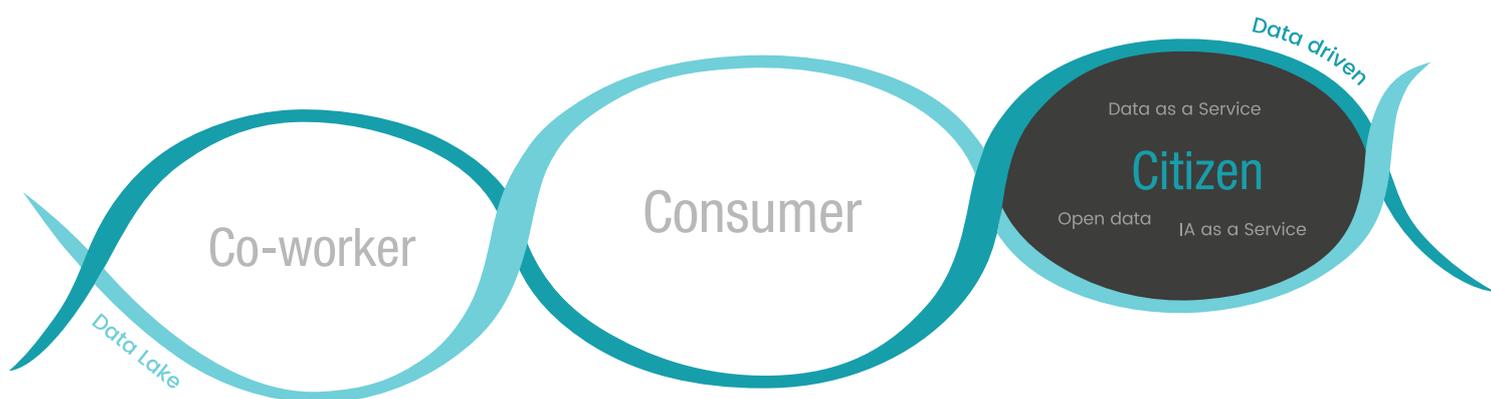
## 2. How to work with data

Finally, **how do we coordinate each employee?**

- In order to synchronize calendars, it would suffice if the application complies with the standard iCalendar.
- To schedule a meeting you could use Calendly to choose a free location, propose dates, or make use of their personal assistant, a program based on machine learning systems like x.ai.
- If we want access to a summary of the time spent dedicated to particular tasks or projects we can use Harvest or Timetastic.
- In terms of collaboration or remote work, in addition to the functionalities integrated in the applications previously mentioned in the section on Communication, there are specific tools for this purpose such as Zoom, Join.me, Appear.in or Google Hangouts.

2.  
How to work with data

## The citizen's journey



Data as a service	Open Data	IA as a Service
IBM Bluemix™            amazon REDSHIFT	spring by Pivotal.            openstack.	TensorFlow            Amazon AI
splunk >            snapLogic	CARTO            python™	AlchemyAPI™ An IBM Company            IBM Watson
cassandra            hadoop	R            amazon web services™	ATTIV/O            Google Cloud Platform
ORACLE®            mongoDB.	Scala            +tableau	SINEQUA            OpenAI
logtrust	IBM Data Science Experience	DeepMind

Long lasting organizations will be those that put humans at the center of their business model, those that are aware of the social changes that are rapidly occurring within wider society and those that actively contribute to society.

With a data-driven approach, **organizations can contribute to society by sharing their data and algorithms in order to increase collective knowledge and help entrepreneurs build new services.**

## 2. How to work with data

Many companies that have adopted Big Data systems to store their information, and have invested in business intelligence tools, have discovered a new method of monetizing their stored historical information by sharing it - Data as a Service - and providing other organizations with relevant data.

**Open Data** is a philosophy embraced by an increasing number of administrations and private companies. This acceptance has led to an ecosystem where resources are optimized and effort redundancy is avoided. At the same time, a bridge has been built between organization and citizen, by those organizations that exercise transparency in the management of public resources; in order to bolster the growth and development of the industrial ecosystem.

## 2. How to work with data

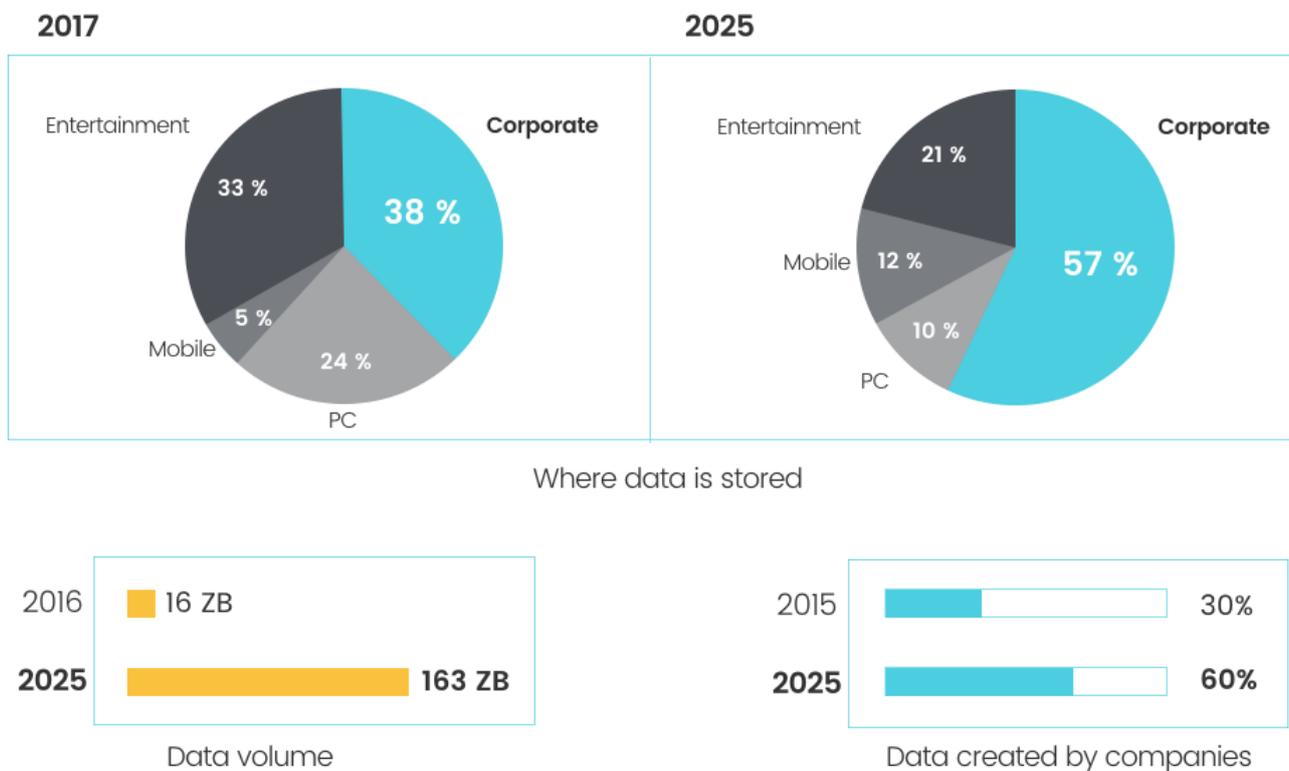
*There are millions of facets of truth, but one truth*  
Hermann Hesse.

# Data management within the organization

The technology company CISCO annually publishes a Visual Networking Index (VNI) report with five-year predictions of Internet use and traffic utilization. The [latest report](#) already indicates that by 2021, 58% of the world's population will use the Internet, with an average of 3.5 connections per person. If, to date, domestic consumers have been the main producers of data, it is expected that by 2025 this trend will shift and it will be companies that generate **60% of information worldwide:** IoT in internal productive processes, interactions with customers and providers across multiple channels, access to resources from anywhere, any device and at any moment.

A meteoric [rise in data is predicted by the year 2025](#), 163 Zettabytes (ZB), 10 times more than the amount created in 2016.

## 2. How to work with data



Source: [Data Age 2015](#)

If CISCO is correct in their prediction, companies not only face the challenge of managing data in a way that will ensure the information is **optimized, secured and taken advantage during the decision making process**, but they will also have to decide how best to collect, utilize and locate that data while, at the same time, and minimizing the risks that would result from mismanagement.

Not only this, but legal regulations around [data protection and privacy](#), such as the European Data Protection General Regulations Act, mean that companies are required to control and track where the data they collect resides, who accesses it and how it is being used.

Defining a corporate data management strategy is no longer an option, now more than ever companies can not afford the reputational or regulatory risk associated with the incorrect use of data, and must enforce a culture of effective data governance. Internal and external consumers should be able **to rely on the data** and information that is delivered to them, while the producers concerned should continually strive to improve upon the efficiency and accuracy of their processes.

## 2. How to work with data

Hence the importance of implementing solutions of **Enterprise Data Management (EDM)** for information control and data quality assurance.

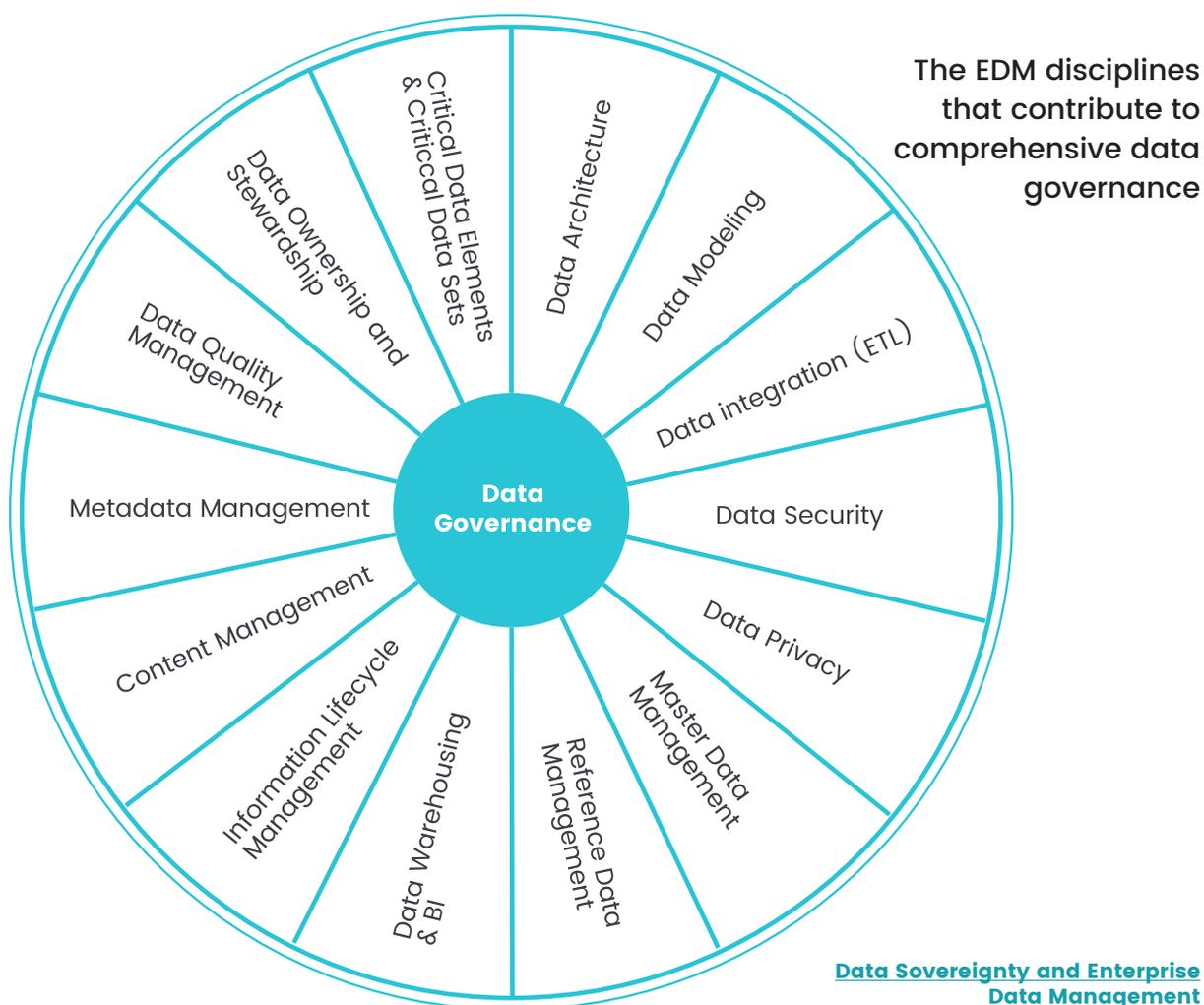
By EDM, we refer to the **processes of acquisition, validation, integration, maintenance and diffusion of the relevant data** held by a company in the shortest timeframe possible, at the lowest cost and with an optimal quality level maintained, **for its use by the business.**

The disciplines that contribute to the management of business data are:

- **Data Governance:** formulates policies to optimize, secure information and leverage that information as a business asset by aligning multifunction objectives.
- **Data Architecture:** establishes the data standards (taxonomies) for information systems and the interactions between them.
- **Modeling:** a process that establishes data models that accurately explain a subset of real information to improve communication in the organization and, therefore, lead to application environments with more flexible and stable structures.
- **Data integration:** a process that involves combining data from multiple sources, focusing on extraction, transformation and loading (ETL).
- **Data security:** a process to prevent unauthorized access to data.
- **Data privacy:** a process that protects the data of an individual or organization.
- **Master Data Management:** a process that establishes the veracity of the organization's critical data entities such as customers, products, commercial networks...etc.
- **Reference data management:** a process that normalizes the encoding of reference data in various company applications such as province codes, addresses...etc.
- **Data warehousing and business intelligence:** a process for the creation of a centralized data repository for analysis.
- **Information lifecycle management:** a process and methodology of data processing implemented during its life cycle, like its elimination and compliance with legal, regulatory or privacy requirements.
- **Document management:** digitization process, collection and classification of paper and electronic documents.

## 2. How to work with data

- **Metadata management:** management of information that describes the characteristics of any data attribute, such as its name, location, criticality, quality, business rules and relationships with other attributes.
- **Data Quality Management** a discipline that includes methods to measure and improve the quality and integrity of company data.
- **Data ownership and administration:** the process of identifying the individuals who will be responsible for the reliability, as well as supporting the security and privacy of the data within their competence.
- **Sets and elements of critical data:** operational, regulatory or financial data that can cause risks if it is not collected or if it is incorrect or misused.



## 2. How to work with data

Addressing the implementation of an EDM is not a simple task and requires the collaboration of the whole organization, aligning the competencies of the different areas involved in the process: technology, business, quality, legal advice, security and risks, among others. In large companies the **Chief Data Officer** (CDO) is in charge of leading the strategy of data governance and, although it is a position that has traditionally been more linked to the area of Technology and Systems, increasingly, it is positioning itself at the same level of other executives within the organization (CTO, CMO, CDO, CEO...) as the data is strategic in creating value for the business. In general, the tasks to be addressed in the implementation can be summarized as follows:

- 1. Perform an internal audit** of what is already being done within the company, generating an extensive inventory of the data you have, where it comes from, how it is processed, managed, stored and distributed. This will allow for a better understanding of the situation of the current processes and it will be easier to identify areas in need of improvement.
- 2. Formulate a strategic plan** with clear and measurable objectives; what areas and processes should be addressed first, deadlines, budgets, and KPIs that will measure the achievement and success of each objective.
- 3. Focusing on data quality** is one of the key factors in the implementation of EDM and is often neglected or underestimated. The quality criteria that will be established will be the basis for ensuring successful implementation.
- 4. Identify data owners**, what they are responsible for, and encourage a close collaboration between the user and IT departments.
- 5. Implement a strict data governance process** to maintain the quality and consistency of the management operations performed on the data. Standards will be defined to ensure the integrity of the data as well as those responsible for the business areas that guarantee the accuracy of that data and who can access it.
- 6. Designate a project leader** who has weight within the organization to ensure the achievement of the defined objectives.
- 7. Select the tools and architecture** that will manage the data, ensuring that it is always protected and available, with a flexible and scalable infrastructure, and ensuring that the organization always has the ability to recover quickly from any incident.
- 8. Educate employees** in the management of business data and its benefits.

## 2. How to work with data

Currently there are numerous platforms on the market that provide a technological layer for the management of business data. The **features** that an EDM platform must offer are:

- **Complete coverage of data assets.** In order for a data management platform to be useful to the business, it must accommodate all the components of each data category in its data model (source, owner, business logic, data dependencies...etc.). In addition, the data model must be sufficiently flexible and extendible to accommodate new data structures that may arise.
- Support the **analytical models** applicable to the data and integrate the outputs of those models into the EDM process to be cleaned, validated and made available for distribution.
- Provide **access to data** for stakeholders with various interfaces (files, shortcuts, APIs...etc.).
- Provide **audits on the source of the data**, validation checks and process flows.

Platforms such as Computing, Orchestra or IBM are all **market** leaders, but the selection of an appropriate platform must respond to the purposes, budget and culture of each company. Most importantly, it must provide governmental coverage of the data and support the monitoring processes necessary to efficiently, effectively and comprehensively manage critical company information.

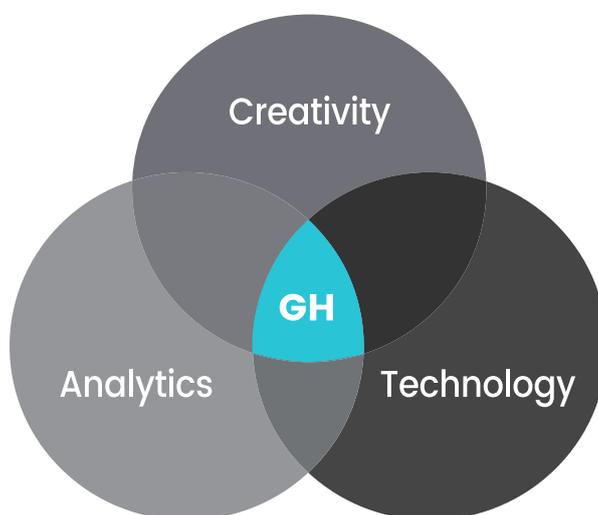
## 2. How to work with data

*PS: I love you. Get your free e-mail at Hotmail*

*Timothy C. Draper.*

# Growth Hacking

We can define Growth Hacking as a continuous process in which different sets, methods and quick tests are applied, on different marketing channels and during product development, that allow for the growth of a company in a faster, more effective way.



GH tactics combine creativity, analytics and technology.

Under this **new strategic approach to digital marketing**, the tactics of growth that are devised through Growth Hacking arise from a **combination of three fundamental pillars: analytics, technology and creativity**. By analyzing the data, it becomes possible to discern in advance how that data will impact the different strategies to be executed and measure the results of those strategies to see if they meet the goals set. Creativity, thinking “outside the box,”

## 2. How to work with data

will help organizations produce innovative solutions to common problems, regardless of previous rules or restrictions. Through the use of technology - an organization focused on growth, committed to using all available digital tools to achieve that growth, and actively combining personal technique with external services connected through APIs - the expected results can be obtained quickly and scalably.

### Growth Hacking Methodology

Growth Hacking is a process composed of five well defined steps, that allow an organization **to test the obtained results and to verify the possible problems found in its diverse stages, thus allowing that organization to make any changes in an agile way.** The basic steps in a Growth Hacking process are:

- **Define achievable and measurable objectives:** focusing solely on those objectives that are well defined will make it easier to measure their impact on the final results by avoiding working with data of little relevance.

These objectives should be **SMART**:

- **Specific:** specific and relevant to that type of business
- **Measurable:** measurable from a quantitative point of view
- **Achievable:** accessible and achievable in the short term
- **Realistic:** this is important and essential for any project to succeed
- **Time-Based:** based on a defined period of time.

- **Implement analysis tools:** without a method of measurement, goals cease to make sense because no one is certain that they have been achieved. In addition, by using appropriate analytical systems, the data that can be collected also provides the organization with information on other aspects of the strategy adopted, or on any other objective that may be pursued in the future.

- **Take advantage of strengths:** to be able to obtain significant results, with minimum effort, in an industry that is mature or developing

## 2. How to work with data

- **Execute and optimize an experiment:** the first step is to pose a hypothesis about the expected outcome of the experiment, which can be confirmed or disproven, and then analyze the data obtained to determine what best options or strategies to take forward. The testing process requires time and internal coordination, there will be multiple challenges, the first collection of data can be a daunting task, but the final results will help the organization to correctly advance its Growth Hacking strategy.
- **Repeat:** once you have settled on a successful process, conduct a new experiment, repeat, and optimize. The sustainability of a Growth Hacking strategy is dependent on how easily an organization adapts to change.

## Companies that have made Growth Hacking their fundamental growth strategy

### Airbnb

Airbnb is a company with a real Growth Hacking mentality. Their development team detected a flaw in the approach of one of the most popular advertising services in the United States, Craigslist, just as Airbnb was set to launch.

Airbnb used a seemingly simple system; wherein once a new user registers to advertise their home, they are given the option to automatically share the same advert on Craigslist. This helps the user reach more people and increase the visibility of their ad on Google and on other search engines (SERP). The implementation of this system was not simple, since Craigslist had deliberately abandoned its open API to avoid saturation of its portal with adverts of similar services. Until the Airbnb team, without their consent, and through a process of reverse engineering, found a way to ensure their system of publication was compatible with that of Craigslist, whose data is automatically, publically registered.

## 2. How to work with data

### Dropbox

During a period of strong growth, due in part to Sean Ellis (CEO and Founder of Growthhackers.com), Dropbox had to deal with already well established competitors like Google Drive, iCloud and SkyDrive. The founders of Dropbox, after “conquering” those initial adopters, thanks to their incredible mastery of viral videos, found themselves stagnant by early 2009. They were forced to consider whether it was best to continue investing their budget into the same channels (their viral video communication strategy and social networks) or promote their product through online advertising. The acquisition cost for a single client was between \$233 and \$388 USD, the cost of a premium subscription was \$99, so it was obvious that this advertising model was not sustainable. After more than fourteen months of stagnation, a proposal was introduced by Sean Ellis; a referral program, where each time a user registered on the site, they were automatically encouraged to invite their contacts to join Dropbox. For each referred contact that joined, the user received 500 free megabytes of storage. Dropbox went from 100,000 to 4,000,000 subscribers.

### Facebook

The growth hacking strategy used by Zuckerberg to grow the number of active Facebook users, also came at the point in which a new user first signed up. They were able to find friends on the platform by entering their email address. They were encouraged to invite all contacts to join them, even those that were not already using Facebook. This was achieved through the integration of the APIs of different popular email service providers (Gmail, Hotmail, Yahoo...etc.). New users doubled as an additional promotional channel, and Facebook achieved great success in terms of scalability.

**Good Rebels**

# **3. The Enablers**

### 3. The Enablers

*We see our customers invited to a party, and we are the hosts.  
It's our job every day to make every aspect of the customer experience  
a little bit better*

*Jeff Bezos, founder of Amazon.*

# Customer Experience

The **customer experience** is key to any organization. Different **initiatives in the field of marketing, communication, sales** and other areas that **are focused on providing the user with an excellent experience**, at any point of contact between consumer and brand, regardless of the channel, results in increased link generation, greater consumer satisfaction and even a love of the brand that helps to enhance its image.

This is just one more step away from a product-centric perspective, or even a perspective focused on the needs of the organization, and one more step towards a customer-centric perspective in which the needs and expectations of people are of the highest priority.

Fundamental to an outstanding customer experience is personalization. It is true that marketing and commercial initiatives are often targeted towards groups rather than individuals, people with similar personas are grouped, by interest, need or priority. This is a good starting point, especially when you do not have enough information to target initiatives on an individual level, but these days the consumer demands personalization.

The data-driven approach is the appropriate response to the needs of organization to offer personalization that lives up to expectation, it is the key to excellent consumer experiences, at every point of contact. This is evident from the results of **certain studies**, which clearly show how **personalization of the consumer experience is the main objective of Data Driven Marketing.**

### 3. The Enablers

The collection and analysis of data enables organizations to get to know the consumer on a different level. They are able to determine:

- Personal information
- Contact information
- Interests
- Purchase history
- Response to communications
- History and status of customer service cases
- Preferences
- Navigation on digital sites
- Content consumption
- Contact channels

All this data can be obtained from **three main sources**:

- **Registered data sources:** are stored in a CRM or automation marketing tool
- **Sources of data observed:** the behavior of users in their own web environments
- **Sources of the consumer's voice:** the way consumers feel about services and how they express those feelings, either reactively; through surveys, focus groups, workshops, or proactively; through social listening.

Through this accumulation of data, personalization is even easier to achieve, as this data is easily adapted to suit the needs of the client. It is for this reason that personalization is so effective; personalization can increase the ROI by five to eight times and **increase sales by up to 10%**.

## **Implement experience through personalization**

### **Define the data model and choose your team**

The first step is to conduct a global and detailed investigation into the current need for data acquisition in both the digital and physical world. This way, a data model is generated which showcases only the user information most relevant in the activation of personalization initiatives. It is also necessary to put together a team of people able to utilize this data with enough intelligence to obtain the best possible results.

### **Designing initial actions of personalization**

The activation of personalization initiatives aimed at improving the consumer experience will provide the first data set, this data will help us better understand where we have most improved.

### **Updating information for continuous optimization**

Through continuous measurement the results of the campaigns launched can be assessed and, as more customer data is collected through different interactions with the brand, it will become easier to personalize each initiative.

### **Measuring the value of each client**

Thanks to the amount of information collected within data-driven organizations, it is possible to obtain a **measure of how much each customer contributes**, and not only in terms of sales. Depending on the Customer Lifetime Value, that is, the value that each person contributes to the brand during the time they're interacting with it, it will be possible to detect the users who are most valuable to the organization, and develop more personalized initiatives around those individuals, or work to increase the value of other, less valuable, users.

## **Enhancing experiences through personalization**

### **Sending personalized messages**

One of the most popular forms of personalization is communication through email. It's not just about including the name of the person in the header; we are talking about using the data available to know exactly what to offer each recipient, so that we're able to anticipate their needs and exceed expectation.

This also applies to push messages via mobile application and any other key points of contact.

### **Customizing landing pages**

Often the goal of contact campaigns is to bring the user to a landing page with the aim of generating conversion, whether this conversion takes the form of a direct sale, a form, an email collection...etc. That landing page will generate more conversion if, in addition to being optimized to facilitate the transaction, it is, in some way, personalized to the user or, at least, to a group of users that share common characteristics.

### **Personalization of contents and services**

It is becoming increasingly meaningless to offer the same content and services to all visitors to a website or to all users in any other environment. Thanks mainly to navigation via login, as well as other tools like cookies or fingerprint technology, it is possible to understand the type of user that has just arrived on the site and what type of content we ought to offer according to their interests, both declared and inferred. It is a tremendously effective way of improving the consumer experience, and also of achieving a more concrete understanding of time spent on-site, number of page views, rebound rates, and so on.

On the other hand, in regards to physical experiences in shops, hotels, airplanes...etc. a personalized experience can still be achieved by referencing previously acquired digital data.

### 3. The Enablers

#### **E-commerce product recommendations**

Behavioral targeting allows businesses to improve the quality of conversion taking place in online stores. It's about showcasing those products most likely to appeal to the user, according to our knowledge of the user's purchase history, other products already added to the basket, declared preferences or user scoring. The ability to display products dynamically, based on information provided by the data, helps to improve the experience and increase conversion rates.

#### **Hyper-segmented advertising**

Although in some fields, especially those related to consumer goods, organizations are more focused on large audiences and optimizing campaigns according to results obtained, segmentation allows us even more opportunities to personalize offers, both product offers and the content received, depending on interests, age, device, location and other available, relevant information.

#### **Coherence between channels**

The integration of data from the different channels and platforms held by the organization is fundamental when the goal is to offer an excellent experience across all channels, taking into account their particularities and the profile of each, individual consumer.

**Data-driven organizations** have been presented with the opportunity to take advantage of all the knowledge gained through the integration and intelligent processing of information, in order to provide **personalized solutions, communication and initiatives, so that they're able to constantly optimize the experience.**

## IRR | Crece el interés del consumidor por la cocina internacional

Nielsen predice que la categoría de la cocina del mundo alcanzará el millón de libras en 2019.

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## AECOC, an omnichannel experience

**AECOC** is the Spanish subsidiary of GSI and the only supplier of bar codes in Spain. With a wide customer base of more than 27,000 companies, AECOC offers services in relation to Supply Chains, consulting, training and a wide range of congresses and meeting points.

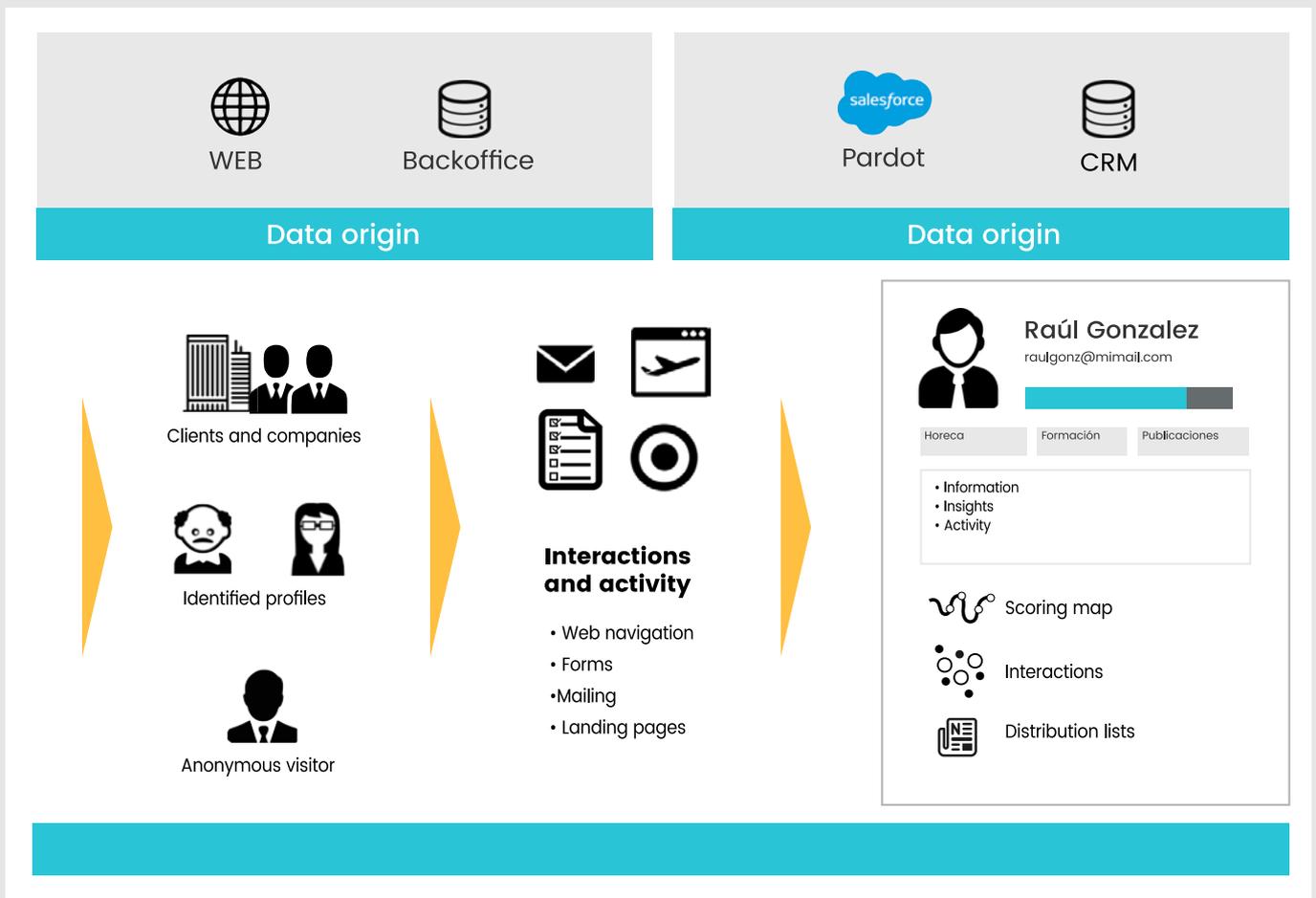
AECOC has faced several challenges:

- Establishing non-homogenous commercial processes
- Over **saturation**; spam, floods of emails...etc.
- Lethargic processes (CRM)
- **Lack of unique customer vision** and user activity
- Content and experiences that are not personalized to suit the client

In order to respond to these challenges and maintain relevancy and value as an organization, AECOC devised a strategic digital transformation project in which the personalization of **experience, commercial offers and communication** were key.

This strategy involved a new **website adapted** to each user profile. In addition, new personalized **communication channels** were developed with **marketing automation**. In summary, a solution was conceptualized in which the origin of the data and the way in which the data had been treated was taken into account.

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Personalization generated from the existing data of each user has allowed AECOC to offer an omnichannel experience (web, email and social) based on the navigation history, preferences and field of work of each client. In addition, personalized development plans were put in place, and communication efficiency, satisfaction and user engagement have all increased.

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## Delta Airlines, optimization of the personalization processes

The tourism sector has been hit especially hard by the impact of digitization. A **complex ecosystem** has been created in which players must make intelligent use of data in order to generate experiences that are really relevant to consumers. **Personal data is an asset of great importance, and it an asset of equal importance as far as companies are concerned, if, in return for a personalized experience, they receive personalized, real-time results.**

Delta Airlines has personalized the in-flight experience; members of the flight team have phablets that store passenger information obtained through the booking process or loyalty program profiles. Through the use of their phablet, attendants are granted access to the name and language of each passenger on board, as well as previously acquired information about their likes and interests, and this allows for a personalized experience and results in an increase in customer satisfaction.

In addition, **Delta Airlines has created an App** that collects information and data from the social profiles of its users. The objective is to sell products, experiences and services tailored to the needs of individual consumers, according to the destinations they have visited or plan to visit, also taking into account recommendations from friends who have already been to those destinations.

The company is committed to personalization, both in digital channels and during the service experience itself. In turn, the user's own response to these interactions generates more valuable information that serves to optimize and improve the process of personalization.

### 3. The Enablers

*It is tempting, if the only tool you have is a hammer,  
to treat everything as if it were a nail*

*Abraham Maslow.*

## Data Lakes in marketing

**A data-driven organization relies on technology** to improve results, through analysis and the correct management of data, **with the aim of discerning what changes of significance can be made and applied in a flexible way within the company.**

There are currently thousands of applications and services available, useful in the optimization of the different stages of the customer's life cycle. But in most organizations, the information that is attained through these applications is eventually stored in data silos, within those tools, where customer contact first occurred. Generating multiple landing pages, advertising technologies such as DMPs, CRMs, Mobile Apps, automation marketing tools, web analytics services, operational databases...etc, which capture the information and leave it fully or partially available for later analysis. With the amount of data available, we are challenged with providing our consumers a truly unique, and improved experience.

For effective data-based marketing to work, the organization in question needs to own the data they're working with, gather that data from each different application and channel, store, treat, integrate and govern it. Traditionally, organizations have built data stores (data warehouses, datamarts, relational databases), which needed to be treated by internal IT teams according to patterns previously defined.

With the evolution of **Big Data technologies** in recent years, driven by the enormous impact the digital world has had on businesses, more flexible and agile technologies are required, so that businesses are able to respond more effectively to this rapidly changing environment, and produce data that is completely heterogeneous, depending on the source or channel being analyzed.

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To meet this need, we require systems with a large storage capacity, to collect information from different channels, services and internal systems (social channels, marketing automation, web analytics, CRM, ERP, fingerprint, paid media measurement, call centers...etc.) with structured and unstructured data types, available in real time and/or in batches, consultable in reading mode...etc. **Data Lakes** allow us to store and index any type of data without the need for transformation, opening up new possibilities for organizations, especially those in marketing and business, who are then able to produce an **analysis in a way that is flexible and with total technical independence.**

#### The difference between a Data Lake and a traditional Data Warehouse

	DATA WAREHOUSE	DATA LAKE
<b>Type of data</b>	Structured	Unstructured or multi-structured
<b>Outline of database</b>	Schema-on-write	Schema-on-read
<b>Cost</b>	Expensive storage	Low-cost storage
<b>Ideal for</b>	Penny-perfect, super-secure financial reporting	Agile marketing analytics and decision-making
<b>Agility</b>	Difficult to add new reports and queries	Easy to add new reports and queries

Source: The Marketing Data Lake by Franz Aman and Anish Jariwala

### 3. The Enablers

**Data Lakes are usually implemented within a scalable service like the Cloud**, that cost less than traditional Data Warehouse systems, both in terms of storage capacity and processing (AWS, Azure, Bluemix, etc.), **allowing organizations to capture more data from different sources without needing to know how this data will be used.** Using a Data Lake, we can enrich seemingly valueless data by combining it with other data sets, in order to take advantage of it at another point in time when that data is more useful.

If the data is varied and high in volume, it can be hosted and indexed locally on large platforms of distributed data such as Spark or Hadoop. If the data is semi-structured or recorded in log files, it is best to use NOSQL data systems such as Cassandra, CouchDB and MongoDB, and it helps to use search engines that allow quick searches such as Elasticsearch or Splunk. If there are large amounts of unstructured data, such as content, to be handled, we ought to consider other search engines that allow for NLP (natural language processing) semantic analysis, such as the Open Source Apache project OPEN NL, or market solutions like Attivio, Expert System or Sinequa. If you need to combine text and image analysis, IBM Watson (Alchemyapi) is ideal. Data Lakes can combine any of these solutions depending on the evolution and type of treatment needed for the data, and it is this flexibility that makes it so powerful.

Data Lakes do not remove the need for quality data or a governance model, so data cleansing and information mining is still necessary. To prevent a lake of data from becoming a huge swamp, it is best to establish a data tracking system, to quickly identify the origin and date of data capture. To maintain the quality of the data, excluding poorly formed or overlapping data, these solutions are often combined with Big Data tools. Through the use of ETL standardization and structure, data can be quickly analyzed in relational data systems using visualization tools or dashboards, in real time.

A Data Lake can be used in many different cases; in data-oriented marketing it allows you to standardize and unify very important terms like “campaign codes”, “channel” and business definitions such as “customer”, “lead”, “sales area” and “product” from the very start, therefore improving the method of measuring each of the marketing operations that are being carried out.

### 3. The Enablers

The **main advantages of using Data Lake** are:

- **Elimination of fragmentation.** It offers a unified view of the entire customer experience, as it provides an integrated view of all platforms, silos and channels.
- **Improvements in customer knowledge** and decision making processes throughout the customer journey.
- Ability to **generate campaigns and capture processes with greater agility and autonomy**, through tools that measure and optimize investments in marketing in real time.
- Your **own storage system of historic data**, which lets you analyze and establish predictive models of customer behavior.
- **Trace and uniquely identify the user** from the data acquired at different touch points, in order to accurately attribute the origin of conversion.
- Generate an **owned technological environment with service-oriented architecture** that allows for the development or evolution of new tools.
- **The ability to improve business intelligence** through a dynamic dashboard of multiple data sources (own and external) that will allow decisions to be made in real time.
- Allows the organization to create an **agile data-driven marketing operations team** that can quickly respond to any business needs.

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## Aliseda Inmobiliaria, exploitation of customer knowledge

Aliseda Inmobiliaria is a company expert in the field of management of real estate assets, whose main areas of focus are property business, property development, land management and the sale of the finished product; brand new and second hand homes.

Its main goal is to offer the best customer service, based on principles of transparency, flexibility and agility and, therefore, it promotes the continuous development and optimization of the tools necessary to satisfy the expectations of anyone interested in one of its properties.

In response to this challenge, Aliseda has carried out a very ambitious technological project that:

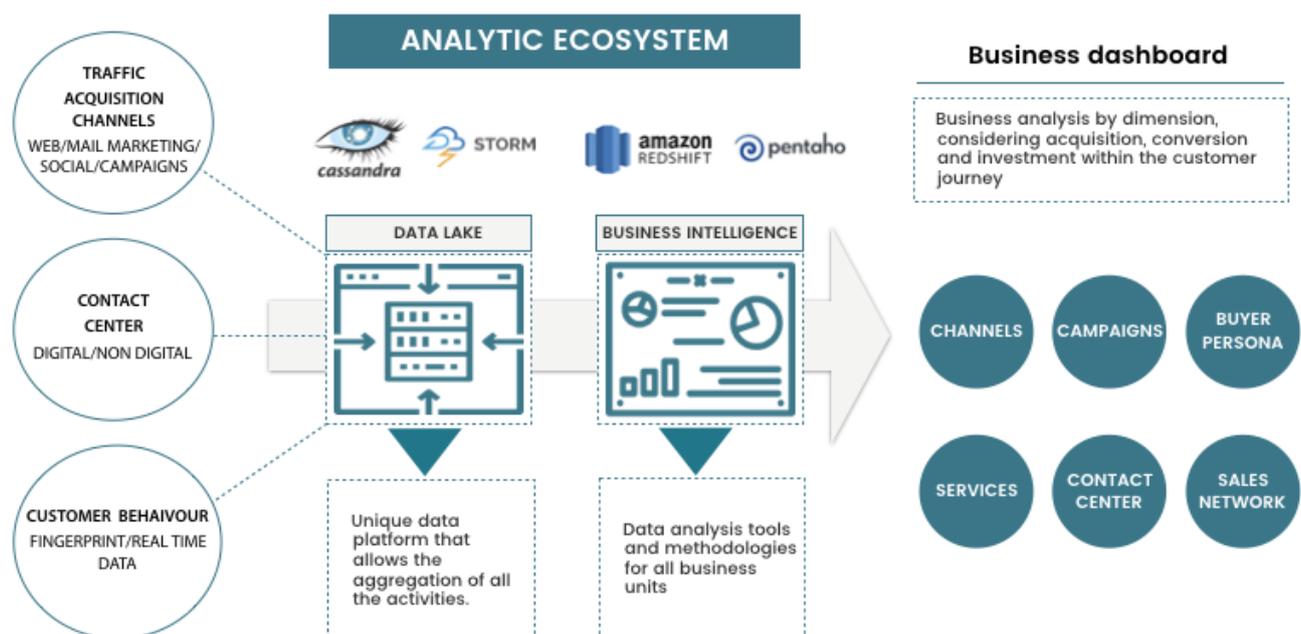
- Is based on real time data consumption technology & Big Data
- Expands knowledge of leads and customers through their behavior
- Identifies the best opportunities in the process of commercial flow through scorings
- Provided their call center with personalized consumer information
- Optimizes investment within the field of marketing
- Improves business intelligence
- Increases the agility and efficiency of campaigns with personalized and real-time targeting criteria

### 3. The Enablers

In order to do this, it has implemented a digital tracking system, Big Data technology to record interactions produced and information consumed in real time, a marketing automation platform for lead nurturing, analytical and predictive tools for the exploitation of information, and a system of commercial certification through a mobile app.

All the information that is generated from potential contacts, through their entry into various existing channels, to the management of the commercial relationship established between the company and the person interested in a property throughout the purchasing process, is recorded in a Data Lake. The centralization of data enables the development of recommendation systems to improve user experience, analysis of the conversion funnel to measure the profitability of actions in an agile way, organizations to perform communication actions oriented towards the needs of each client in time real, and create a technological environment that allows for the development and evolution of new tools.

## Architecture components



*Will robots inherit Earth? Yes, but they will be our children*

*Marvin Minsky.*

## AI as a Service

Advances in digital technology have driven a change in the way companies relate to their customers, with points of contact scattered across digital media, it is now all the more difficult to satisfy customers at a one to one level. All this has resulted in a boom in machine learning as a technological solution within data-driven organizations to enrich customer experiences, and to create personalized and customer-centered interactions in an omnichannel way.

**Machine learning is based on historical data, from different sources and channels.**

**Through advanced algorithms the machines adapt and learn autonomously from stored past experiences.**

When it comes to the customer experience, machine learning allows the new data obtained to be quickly processed and improved as new models are added; this information can be used to convince customers, anticipate their needs and gain a greater competitive advantage.

Some **areas of application** of AI in digital marketing are:

**1. To convert data into something actionable.**

Predictive analysis and the propensity model applied to the historical investment in acquisition channels can help companies run more effective campaigns. With the history of data obtained in digital campaigns through paid media, we can establish machine learning algorithms that inform us of content changes and how best to optimize bids in order to improve the ROMI.

### 3. The Enablers

#### **2. Use of chatbots to improve the customer service experience.**

An intelligent virtual assistant (e.g. Watson or Alexa), who, through natural language processing can determine a customer's mood and intention expressed via email or phone call. These bots then present a number of different options based on their browsing histories.

#### **3. The creation of personalized digital experiences to increase engagement and sales.**

With tools based on machine learning, you can create individual marketing messages personalized to each customer, and automate recommendations in real time to improve customer experiences.

#### **4. Use of historical data to generate predictive models.**

Helping companies to retain more customers more efficiently, systematically tracking and analyzing their digital behaviors and abandonment patterns.

#### **5. To implement biometric authentication processes so users feel secure when sharing information.**

The use of biological data to access information is the latest wave of digital security and relies on unique identifiers, such as fingerprints or iris scans, to protect users who have forgotten or have had their passwords stolen.

As a result of the adoption of machine learning by enterprises, leading providers of cloud services are making AI accessible as an aaS, launching their own open source platforms. According to the Financial Times, **AI in the cloud is the next major disruptor** and its introduction into the world of digital marketing opens up new opportunities for companies to quickly create powerful, new AI applications, without the need to build tools or infrastructure, and without much experience.

Examples of already available AI cloud services include:

- **Amazon's** machine learning service **Amazon Web Services (AWS)** showcases their expertise in AI technologies, such as predictive analytics. Amazon is also launching a Deep Scalable Sparse Tensor Network Engine (DSSTNE) as open source software, which lets you exploit the capabilities of the recommendation engine which Amazon uses on its customers. Using this piece of software Amazon is able to determine the types of books you would like to read or movies that could be of interest.

### 3. The Enablers

- **The Google Cloud Platform** offers a range of AI capabilities such as predictive analysis, voice recognition, translation and image content identification. Google also offers its recommendation software library, Tensor Flow, similar to Amazon's **DSSTNE**, through an Open Source Apache license. Google recently announced the launch of Springboard, which helps enterprising customers take advantage of the search interface based on Google's AI.
- **Microsoft** currently offers its **Distributed Machine Learning Toolkit** which enables users to run multiple and multi-purpose automated learning applications simultaneously, such as image analysis using Microsoft Computer Vision and language comprehension.
- IBM's **Watson Developer Cloud** enables developers to incorporate Watson's intelligence into their applications and enables their Watson AI engine to work as an analytical cloud service.

According to IDC research, applications incorporating advanced and predictive analytics, including machine learning, are estimated to grow 65% faster than applications without predictive functionality. The same report estimates that by 2018 half of all consumers will regularly interact with services based on cognitive computing.

**Undoubtedly machine learning opens up an exciting path for companies, given its potential to improve customer satisfaction, rationalize processes automatically and boost business growth.**

### 3. The Enablers

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**DATA CAPTURE**  
CrowdFlower diffbot CrowdAI import  
Paxata DATA SIFT amazon mechanicalturk enigma  
WorkFusion DATALOGUE TRIFACTA parsehub

**OPEN SOURCE LIBRARIES**  
Keras Chainer CNTK TensorFlow Caffe  
H2O DEEPLARNING4J theano torch  
DSSTNE Scikit-learn AzureML neon  
MXNet DMTK Spark PaddlePaddle WEKA

**HARDWARE**  
KNUPATH TENSTORRENT Cirrascale  
NVIDIA intelQ nervana Movidius  
tensilica Google TPU 10™ Labs qualcomm  
Cerebras Iosemi

**RESEARCH**  
OpenAI InriaSense ELEMENT vicarious  
KNOGGIN Numenta Kimera Systems Cogital

## Machine Intelligence 3.0

Image courtesy of Shivon Zilis and James Cham, designed by Heidi Skinner.

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**4.**  
**Begin your  
journey**

## 4. Begin your journey

As we have seen throughout this study, new trends related to data management, analysis and processing are opening up an incredible universe of possibilities that will allow any organization to make a qualitative leap forward in this new era of knowledge.

The immense amount of data generated in any organization makes it necessary to equip that organization with the skills and structures needed to treat and process that data; it also **marks the long-term success of that organization**, and demonstrates their ability to survive in and take advantage of this new reality.

In this regard, it's clear that an optimal understanding of business data is critical to the success of any organization, and **representative of a competitive advantage** over those organizations that are unable to fully understand the context in which they operate.

This understanding translates into a greater capacity for analysis; obtaining results in real time and monitoring any activity taking place. It takes on a special relevance when it comes to enabling predictive models that, based on a broad historical foundation, and in conjunction with multiple variables (internal and external), will be able to predict any future evolution, both at an organizational level and of any agent involved in the company's daily activity. In this way, we will be able to fine-tune any predicted demands, supply needs, logistics optimizations, customer behaviour changes...etc. Thus, we are able to **optimize any decision making process** and promote a commercial offer that is easily adapted to the needs of each individual consumer, providing us with an undeniable advantage in terms of commercial approximation, communication and offers of personalized services.

The development of this sort of approach, as we have already explained, requires not only the incorporation of tools and personnel, but also a **change in the organizational structure at every level**. Only an all encompassing culture of data guarantees the capture, analysis and subsequent processing and interpretation of any data generated at any point in the value chain.

## 4. Begin your journey

A data-driven culture is not only important in the development of this dynamic, but the data itself can be used to optimize any cultural process in **the co-worker's journey**. There are multiple sets of data generated within a company and it is possible to collect data from our employees too, so that they might better express themselves, and provide us with a more in depth understanding of their concerns and training needs. And so, we enter a virtuous cycle in which the data allows us to optimize a culture that will facilitate the analysis of that every day data generated within the organization.

There are of course obvious benefits to the application of data in order to meet the needs of an increasingly demanding consumer, offering a more personalized experience. However, we also find ourselves with the immense potential to track an infinity of data, allowing us the ability to theoretically track the entirety of **the consumer journey**.

We hope that this study can serve as a guide and inspiration for anyone who wants to promote the use of data as essential to intelligent decision making within any organization.

# Good Rebels

## #REBELTHINKING

### We are Good Rebels

We create experiences at the intersection of people, brands and technology.

Our purpose is to improve the companies relationships with their clients, their employees and society as a whole. We inspire organizations to focus on people, boosting the short-term results, while we enable them for tomorrow's disruptive scenarios.

We believe the most solid organisations are those focused on people. Those who work their human relationships as an intrinsic part of the business. Those which respond to the demands of different social actors so as to generate value and transcendence.

We are powered by 130 Rebels working from 6 offices in the UK, Europe and Latin America. Our work currently spans over 30 clients, across 9 countries and in 15 languages.

### CONTACT

[rebelthinking@goodrebels.com](mailto:rebelthinking@goodrebels.com)

### REBEL THINKERS

Iñaki Bagazgoitia

Mar Castaño

Daniel Díez

Julio Fernández-Sanguino

David García-Navas

Pedro Jesús González

David Lastra

Salvador Suárez

Amelia Swaby

Ellen Thomas

Sergio Vázquez