



# Unlocking the potential within your data

A framework for monetising and  
gaining value from data

cynozure

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# Introduction

What do Amazon, Google, Netflix and Spotify have in common? Not only are they some of the most successful organisations in the world, but the secret to their success is in plain sight: their data. They showcase the amazing benefits available to all organisations who unlock their data value. In doing this, they have disrupted entire industries, re-written the status-quo and become the most lucrative and innovative companies of our time. But this isn't something reserved for the tech giants. This whitepaper will show you how it's achievable within your organisation too.

The framework for their success shares some common foundations. First, they have used data that directly links back to their business goals. They have collected data that is relevant to their organisation - Netflix has streaming data, Amazon uses shopping data, Spotify relies on listening insights, and Google uses marketing and search data. Of course, many of them have since branched out in their data use, but each subsequent use is always qualified by linking back to the business case. Google's parent company Alphabet, for example, is now using traffic and public highway data to aid in the development of its autonomous vehicles.

For organisations looking to gain a competitive edge, unlocking the value from data is a clear advantage. The challenge for many business leaders comes when they sift through the masses of data that they collect every day. 90% of all the data in the world was created in just the last two years. 2.5 quintillion bytes of data are produced each day and its creation is accelerating <sup>[1]</sup>. As connected devices such as Amazon Echo and Google Home become mainstream, more data will be generated for businesses to use. Future industry leaders will be the organisations who understand how to intelligently collect and use this data.

This whitepaper outlines an effective framework for realising the value of your data, and help you address some of the challenges that organisation leaders face: the increased complexity of analytical tools; the integration of different data sources; turning raw data into actionable insights.

# How to monetise your data (and how to do it well)

Depending on the definition used, monetising data could literally mean converting data into money or, more broadly, to generate a profit or other benefits through data use. It's an exciting aspect of data use, because you start to see the financial and business power of effective data use.

## Customer retention and marketing

This involves delivering better marketing, sales and customer service through use of data insights. Customer behavioural data will inform marketing campaigns and enable the creation of customer profiles. These can be used by marketing and sales for personalised communications, to focus efforts on prospects likely to convert and improve return-on-investment. Likewise, knowing how your customers act, their needs and desires can improve

## Here are some of the ways you can monetise your data:



Have you considered all the ways that data can be deployed for business gain? There are many different ways and it's worth considering all of them - think creatively about areas you haven't considered before. Some of these are listed below.

- » Customer retention and marketing
- » Develop more products and services
- » Reduce ongoing maintenance costs
- » For a competitive edge
- » Manage risk and avoiding fraud
- » Enter new markets
- » Exchanging data for a better deal (or goods and services):
- » Boosting business relationships
- » Improving citizen wellness



Dell used data to segment and deliver personalised email marketing to its customers. Each email was tailored to include certain characteristics or phrases, to encourage action. One would offer exclusivity, another would invoke anxiety about missing out <sup>[2]</sup>. Dell saw a 50% average increase in email clicks and a 46% boost in email conversions.

your customer support effectiveness. You can offer tailored services depending on someone's knowledge-level, their messaging preferences and predict when someone is likely to need help.

## Develop more products and services

Data is incredibly useful for product and service development, telling teams what trends are on the horizon and what customers want from the organisation. For instance, a fashion retailer could predict what clothes are likely to be popular in 12 months' time, from the type of fabric to the style and cut of the item. It could track social media data to understand what clothes are posted online the most by its target customers and design similar items to attract them. Alternatively, feedback data may reveal that its customers often complain that its trousers are too long. Therefore, a custom tailor service in-store could be considered.

## Reduce ongoing maintenance costs

Unplanned downtime can make a significant dent in the bottom-line. For manufacturers, time is literally money. Predictive analytics can prevent untimely machine breakdowns and help leaders plant the optimum times for maintenance. Breakdowns are also expensive, knowing when machinery needs maintenance will help avoid this. 82% of organisations have experienced unplanned downtimes in the past three years. It can cost as much as \$260,000 an hour <sup>[3]</sup>.

In comparison, predictive maintenance costs around 44% less for manufacturers to implement compared



Texmark Chemicals is using predictive maintenance to build a 'refinery of the future' with advanced analytics, IoT, edge computing and artificial intelligence (AI). Through this, it has reduced its mean time between failures and can quickly identify the root causes of breakdowns. It expects a 50% reduction in planned maintenance. Texmark Chemicals now plans to incorporate video analytics, safety and security improvements and full lifecycle asset management <sup>[5]</sup>.

to preventative maintenance <sup>[4]</sup>. Plus, with the increasing ubiquity of the Internet of Things (IoT), almost all maintenance equipment can be connected and analysed. Accurate predictions are now at manufacturers' fingertips.

## For a competitive edge

Data provides many competitive edges, through effective sales, marketing and reducing ongoing costs. Competitor data can also be used to determine market fit and the market environment. From this, organisations can find the optimum strategy to gain an edge on its competitors and benchmark performance against industry leaders.

## Manage risk and avoiding fraud

Many financial services and banks use data to detect fraudulent transactions and predict the risk of investments or customers. Before offering a loan or mortgage, for example, a bank uses a customer's previous financial history and current position to determine if they pose a risk of default.

Visa has been using data analytics in its fraud detection for almost a decade. Implemented in 2011, the system identified \$2 billion in fraudulent transactions within two years. It blocked those transactions before the money was lost <sup>[6]</sup>.

## Enter new markets

Data can reduce the risk of entering a new market by predicting how likely your business or new product will succeed. Regional differences between customers can cause brands to fall flat when they enter the market. When Coca-Cola entered the Eastern market, it made an unfortunate faux-pas in choosing a Chinese name that sounded phonetically like “Coca-Cola” but translated to “tadpole eats wax” [7]. Data on cultural nuances can prevent organisations from making a mis-step in new geographies.

It can also validate a new market idea or come up with a potential opportunity. A food manufacturer, for instance, may operate within India where there is a rising middle class who are cash rich, but time poor. As a result, it may wish to expand its product range to include more ready meals and food that can be eaten on-the-go.

## Exchange data for a better deal (or goods and services)

Data exchange can occur between an organisation and its partners and suppliers for a better deal or to access goods and services. This can take various forms, such as the Data4Safety partnership between European airlines that improves aviation safety, performance and reduces its environmental impact [8].



Google, Facebook, Microsoft, and Twitter have partnered on a new initiative to improve data portability for their users. People can transfer photos, mail, contacts, calendars, and tasks without having to download and reupload them between each platform. This gives a better user experience for customers, improves innovation amongst the tech companies and boosts their competitiveness [9].

## Boost business relationships

This ties in closely with the exchange of data. By working together on data initiatives, relationships between different organisations such as Google and

Microsoft, are strengthened. Sometimes, the best data strategy and results come from cross-industry collaboration.

## Improve citizen wellness

Data use for citizen wellness is illustrated by many smart city initiatives. In many ways, it signals the future of all our living environments. Following the mainstream growth of connected devices and autonomous vehicles, our cities will, de facto, be smart.

Smart cities aim to improve the daily lives of every citizen living and working within a city. Data on transport and road usage can be used to predict environmental and health impacts. In turn, governments can implement initiatives to reduce traffic flow in certain areas, such as close to schools, and improve public transit.]



Dubai has a well-publicised smart city initiative dubbed Smart Dubai 2021. It aims to make the city the happiest place on Earth and it's experimenting with many different technologies from data science and AI, to the IoT, blockchain and robotics. Over 1000 Dubai Government services have been digitally transformed and made available to citizens via apps. Residents are encouraged to feedback user generated data (on everything from healthcare to leisure) through their phones to the Government to help with wider planning and strategy. Private and public businesses are legally required to share data, to drive the smart city initiative forward. Citizen happiness is a key performance indicator for the programme [10].

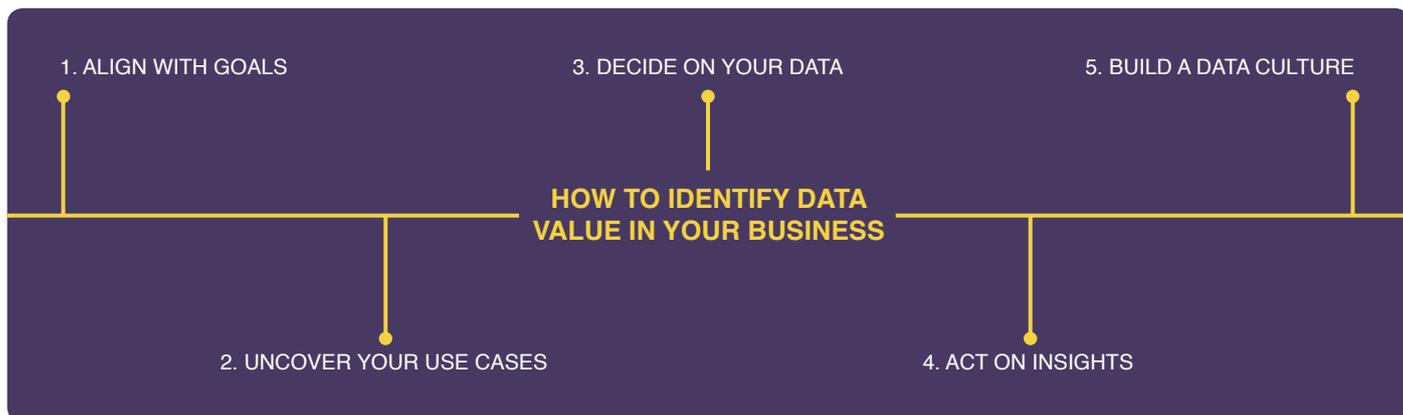
# How to gain value from data use in your business

Absolutely everything begins with identifying the data value in your business. At Cynozure, we're strong believers in starting with your use cases. It links to your organisation's strategic business objectives, and therefore your bottom-line. Data projects that provide value to your organisation's goals can be more easily leveraged for more investment in your data function - crucial for growing your data use. Eventually, you'll be able to support a self-funding data team.

## Align with goals

We recommend considering your organisation's goals over a three to five year period. This enables your data strategy to align with those goals, and provide tangible benefits that every stakeholder will witness. On a more granular level, working with departmental and team goals is a quick way to gain buy-in across your organisation. That way, data use in your organisation will soon rise and you'll start to foster a data culture.

Indeed, we typically recommend prioritising quick-win projects first. The projects that provide value to each department are an effective way to change behaviour and attitudes towards data. Your colleagues will become data-first decision makers, for example.



## Uncover your use cases

Successfully lining data up with your organisation's goals always starts with a use case. To uncover your use cases, first define your success measures. Remember, every department and company will have a different set of metrics.

An airline, for instance, might want to drive more ticket sales or achieve a higher return per seat. This can be broken down further into better margins, attracting more customers and more regular ticket sales. From this, you set your data use case and begin the fruitful work of linking its success to your organisation's.



Ryanair, for example, differs from other airlines in that the majority of transactions occur on its website (95% occur on its platform compared to British Airways that makes 60% of sales through travel agents). This provides a wealth of data to personalise upselling and other communications. It uses this to recommend third-party upsells that are relevant to each customer. Someone travelling for the day won't be sent hotel offers. Instead, they will receive airport transfer information or day trip excursions. By recognising its unique data situation and linking this to its use cases, the airline has used its data to leverage a clear competitive edge <sup>[1a]</sup>.

You can also reveal your use cases through the questions constantly asked within your organisation. What do you want to know about your organisation? What critical business questions crop up time and time again?

From this you can create the following statement, which is the source of every successful data project:

We want to [answer this question] by [using data in this way] in order to achieve [goal].

## Decide on your data

Once use cases are outlined, you can prioritise your data. This keeps your data function effective, with resources focused solely on the data that will provide

value; it helps minimise valuable data, resources and time being wasted. Customer marketing data, for example, will provide insights to improve ticket sales. However, operational data on in-flight meals may not prove as useful. It's crucial that you only collect and store the data that you need to fulfil your data projects and business goals.

## Act on insights

A key part of delivering value is to act on the insights you get from data. It's little value to your organisation if your data insights sit on a shelf gathering dust. Yet, often the execution of this falls outside your data team. Insights to improve airline ticket sales will be actionable by its sales and marketing team. Your data team provides the insights, but someone else has to act on them. Unfortunately, that doesn't always happen. Which is to the detriment of your data strategy and culture.

## Build a data culture

Everyone within your organisation has to feel driven to act on data. A strong data culture ties into this. By instilling a belief and passion in data, all parts of your organisation will use its insights. If they understand the value that it adds to their role, they will feel enthusiastic and motivated to use data. Data can achieve amazing things across an organisation - transforming functions and boosting the bottom-line. But it needs cheerleaders and bought-in colleagues to reach this level. Never overlook how indispensable a data culture is to your ultimate success.

Part of this requires widespread stakeholder consultation. When outlining your use cases, let everyone have a say in the business questions asked and the use cases derived from it. So, everyone feels included and invested in the strategy. Everyone is aligned towards a common goal and fully bought-in.

To build a data culture is not to be underestimated. Again, it begins by consulting every stakeholder whilst your use cases are developed. After this, when your data projects come to fruition, their success can be communicated across your organisation to further build trust in data.

This becomes a virtuous circle, with use cases developed in collaboration with your wider organisation, those data projects adding value to every department, and stakeholders inspired to do further data projects.



# Data on the balance sheet

Intangible assets such as patents, trade secrets and software have been valued by organisations for decades. But data is a new entry on the scene and it has left many business leaders wondering how to put it on the balance sheet.

Data deserves to be put on the balance sheet because it proves so valuable. U.S. companies are estimated to hold some \$8 trillion in data and other intangible assets<sup>[11]</sup>. 61% of organisations expect their data to eventually be as valuable as their existing products and services<sup>[12]</sup>. When you consider some of the most successful companies in the modern day, many of them hit billion-dollar status with a majority of intangible assets. Airbnb isn't built from bricks, but from data. Today's unicorns are valued by the data that they collect, generate, store and use.

Data as an asset and liability should be considered regardless of whether you actually put it on the balance sheet. Good practice. The balance sheet provides a useful framework to think about data.

## Figure out the value

Your first step to put data on the balance sheet is to determine its worth as an asset. Naturally, it needs a

fair market value. Given that there is no set standard for valuing data - yet - this is a tricky task. It can be broken down, for now, by working out the tangible benefit of using it for your bottom-line. Then consider how much it costs to maintain, manage and the data lifecycle.

## Be aware of data depreciation

Data's value will decrease with time. It may lose some relevance and usefulness, for example. Organisations will have to devise methods for calculating how much data depreciates over time.

Some data sets may actually increase in value. Master data gains relevance as it ages because it's usually shared across the enterprise.

As a further complication, if data is incorrect then depreciation formulas won't work on it. A different set of calculations will be required. Because this area is still relatively new, such formulas are yet to be devised. But watch this space, as they are likely on the near horizon.

## Data as a liability

On a balance sheet you have assets and liabilities. Whilst data is correctly considered an asset if managed well, you also need to consider the liabilities it represents. You need to have clarity over what those liabilities are and put in place appropriate management and controls to avoid those liabilities being higher than the value of your data asset.

There are the initial investment costs for collecting it, building data stores, and maintaining it. Plus computing and manpower.

Also consider the impact of data breaches and hacks - including the ongoing expense of a damaged reputation and loss of trust. Under GDPR, fines for inappropriate data use or poor security are potentially business-ending. Up to €20 million, or 4% of a business' annual global turnover.

Additionally its worth considering the following:

- » Do you have appropriate insurances in place to cover for security breaches?
- » Do you have the correct controls in place to limit the chances of your data being too big a liability for you?
- » Have you implemented the correct legal contracts across your employees, suppliers, partners and customers?
- » Is your team aware and equipped to manage data as both an asset AND a liability?

## The value of useless data

All organisations have stores of 'useless' data that is either old, or routinely backed-up and never used. Collected over decades, without using this data, it adds costs without providing value in return. But having data on your balance sheet will find this data. Allowing you to always keep on-top of your data storage and making your data function even more efficient and profitable.

# Marketing, data and delivering value

According to a recent study, the most successful companies are the ones most likely to have their marketing department owning customer data. Marketing, therefore, is at the forefront of data-driven organisations. That's because a lot of value is derived from customer-facing initiatives.

Marketing departments are lucky to have a wealth of tools at their disposal. There are recommendation engines, sentiment analysis and solutions to better target customers. Marketers can achieve things with data that were mere dreams a few decades ago. Given this opportunity, it's exciting to witness what data is enabling marketers to do today.

## Customer acquisition

Data provides marketers with detailed insights on the behavioural, socioeconomic and demographic characteristics of their audience. Such valuable information improves targeting and drives better ROI on marketing campaigns.

For example, The Weather Channel uses climate data to predict the likely purchasing behaviour

of consumers <sup>[13]</sup>. These insights are offered to advertisers to create more contextual advertising. A sunscreen company may use this to offer its products before sunny periods and a raincoat retailer may run campaigns during showery spells.

## Customer retention

It's common knowledge that leading organisations retain the majority of their customers. Attracting customers is five times more expensive than retaining one <sup>[14]</sup>. Data helps organisations to retain customers through superior service and always adding value.

Netflix and Spotify are excellent examples of this, offering recommendations based on past behaviour. Data can also predict customer churn and highlight customer groups that are likely to leave. With this information, an organisation can create strategies to win those customers back.

## Promotions and pricing

There's a delicate balancing act when it comes to setting your prices and turning a profit. The price must be attractive on the market, to your target audience, but still profitable - even when discounted. Data makes this so much easier.

Past transactions and price elasticity will determine the optimum price point for each customer. This influences new product pricing and any discounts you may apply to existing lines. Combined with manufacturing cost data, organisations can set the best price to maximise profit and sales.

## Customer service

Great customer service makes an organisation incredibly memorable to consumers. 89% of organisations compete through the level of service that they provide <sup>[15]</sup>. Those that provide better service have revenues of 4-8% above their competitors <sup>[16]</sup>.

Customer service clearly pays off and data can make great customer service much more achievable. Using analytics, organisations can measure the performance of their customer support team and any feedback received from customers. They can use it to motivate their team and identify issues early-on. Social media listening provides an early warning system for any discontent or provides positive customer feedback that should be amplified.

## PR

Measuring the effectiveness of PR campaigns has always been a challenge. Sales cannot be fully linked to media coverage, so organisation's can not be sure if it's had a positive effect on revenue. Attribution in PR is tough, but made much easier with the rise in data. Social media and digital marketing data may show a spike in engagement after a particular news story, for example, or an increase in mentions.

Of course, this makes PR much more measurable, and what can be measured can be improved. So, the effectiveness of PR campaigns will rise over time - as will your ROI.

## Social media

Social media is ubiquitous in today's age and offers an invaluable wealth of insight. All organisations would do extremely well to tap into it.

Social listening can inform product development, reputation building and highlight trends to take advantage of. Social connection analysis maps out the connections between different groups of people. With this, you can identify new target audiences and related entities that you can market to. It also tells you the best way to communicate with them, including the medium and tone.

Samsung uses social media listening to determine the success of its product launches and marketing. It uses insights from its own accounts and competitors' accounts to inform its marketing strategy. When competitor Huawei launched a new phone, its marketing campaign centred on the ability to take slow-motion video. Samsung quickly altered its marketing to highlight that its phone featured the same function <sup>[17]</sup>.

# Choosing technology that delivers value

Organisations have a myriad of choices when it comes to choosing technology. Every part of a data strategy, from data management to analytics, has an army of vendors. We understand that it can be bewildering to pick between them. So, here is where we recommend starting:

- 01 What kind of use cases will you deliver? This will inform the analytics platform and language that you build in.
- 02 What's your long-term plan? Again, this tells you what languages to use and ensures you pick tools that you can use over years, if not decades.
- 03 Who will use it? Consider the skills of the team who will interact and use your technology. What languages do they know? If you require specialist skills, this will be an extra cost. Also think about wider stakeholders who may require dashboards and visualisations to interpret data.
- 04 How much data do you have? This will inform the type of analytics platform you choose as some handle large amounts of data better than

others. Similarly, if you plan to use streaming or real-time data then this will require specialist technology.

- 05 Is it secure for the data you are using? If you have a lot of highly sensitive data, then you'll need a platform with top-notch security.
- 06 Can it be automated? Eventually, some automation will prove useful to your organisation so you may wish to invest in it now. If not, ensure your technology can integrate with your chosen automation tool in the future.
- 07 Is it suitable for operational support? If you want to make your data analytics platform operational then you'll have to ensure it can run without fault.
- 08 Open source or proprietary? This will depend on your team's skills and overall resources. Open source will give more freedom to customise and you won't be locked into a vendor, however it is resource intensive at the start to get it functional.
- 09 What tech support will you need? Are you comfortable fixing something yourself if it breaks, or will you require 24/7 support? This depends on the skills of your in-house team and also the type of data projects you're doing. If you have a real-time recommendation engine on your website, you'll want rapid support if something happens.
- 10 What do existing customers say? Find customers in the same industry or who have similar use cases and look at the systems they use. Ask them about their experience and what challenges they have encountered.

# Proving value to your peers

Senior-level buy-in is crucial to the success of your data strategy. Luckily, there are many ways to prove the value of data to your peers in the boardroom. First and foremost, you must begin with their agenda. What do they value and what challenges do they face? If you can link the use of data to their everyday goals and battles, they will be more inclined to get on-board with your data strategy and celebrate the value it's bringing to the organisation.

## Quick wins

Quick wins are projects that require little initial investment and that have a tangible impact on the business goals and bottom-line. They are a powerful (and our favourite) way to quickly gain stakeholder buy-in across the board and in every department. Automatically ingesting and cleaning data for the finance team, is one such example. Automating certain marketing activities is another. Look for projects that will take a short time to complete and that are applicable across many departments. You can plan one for operations, one for marketing, one for HR and so forth.

Communicating those successes will spread the stakeholder approval beyond the department involved. It is a crucial part of building a data driven culture in your organisation.

## Understand their concerns

Always remember that there may be psychological barriers that hinder the progress of data in your organisation. 56% of CEOs are concerned about the integrity and trustworthiness of their data, for instance <sup>[18]</sup>. Uncover those concerns and you can find ways to overcome them. Communicating the strength of your data governance, would quickly allay any concerns your CEO has about data integrity.

## Make them miss out

Or at least, feel like they are. By highlighting the successes of competitors or similar companies, you show what is achievable and the dramatic effects that data use can have. For competitors, explain how their data use is giving them the edge over your organisation.

## Make it about money

Show the tangible benefits of using data on the bottom-line - nobody can argue against cold hard cash. Explain the monetisation of data in your organisation and how it gives you an advantage in the market. That might be through operational efficiencies, through product and service diversity or reducing risk. Nothing will get people's attention like, "This data project will give you a 10% increase in ticket sales."

## Don't forget added perks

If your organisation begins to use data now, there are added benefits to data literacy and upskilling. This likely ties into your long-term business goals and futureproofing. The next era will be defined by data - it's worth getting a head-start now, with your skills, infrastructure, processes and projects.

## Get the right people involved

For data to have a transformative impact across the organisation, get every relevant department involved. Consult with your fellow C-Suite leaders on their pressing business questions and use cases. Visit different departments to understand their ambitions and challenges. Then find a way for data to help them. It's a powerful way to prove data's worth from the very start.



## The importance of data culture to value

Building a data culture is something we've touched on several times, because it strengthens and underpins your entire data strategy. Proving the value of data is impossible without a great data culture. With key stakeholders on-board, data projects run more smoothly, data governance becomes much easier and everyone is excited by the prospects offered by current and upcoming data projects. It provides a unified approach to fulfilling your data strategy.

Foster a data culture that understands data is valuable (and that the value goes both ways, both in terms of opportunity and risk). One easy way to achieve this, apart from quick win projects, is to run a data value workshop... with a twist. Have a selection of desirable items, such as cakes or biscuits, and offer them to your colleagues in exchange for their data. One biscuit could be worth an email address, for example. In this way, people will quickly see how valuable data is to the organisations collecting it.

Regularly communicating your data wins is another way to show it adding value to your organisation. Lunch-and-learn sessions can be held to help other departments understand how data has improve marketing effectiveness, closed more deals or revamped the supply chain.

The more people who feel inspired about data, the more momentum your data strategy will gain. Get as many colleagues on-board as possible and data value will soon follow.



## Advanced data analysis and AI

From self-driving cars to deep learning, the abilities of data and artificial intelligence (AI) are astounding. Business leaders tend to take two routes when looking at such developments. They either decide that it's something to consider in the future, or they buy into the hype and dive straight in. Both decisions may not provide value for your organisation.

When looking at advanced technology such as AI, always consider your business goals. If you have a use case that requires AI, then you may not want to overlook the technology now. If your use cases can be achieved through data analytics, then it might be wise to park your AI ambitions for now.

Everything ties into your business' bottom-line. To become AI-ready takes a lot of work, so organisations that are at early-stage data maturity will have to do a lot of groundwork to prepare for it. Those resources may be better directed at quick win data projects in the short-term.

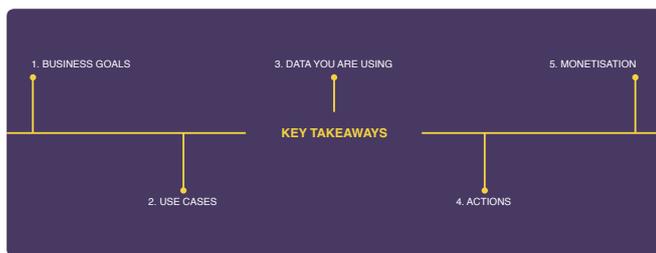
Similarly, to use data from the Internet of Things will take a specialist team and architecture. Again, something that may be best considered as a long-term project.

For some organisations, however, taking the leap into advanced data project is a timely idea. It can give you a competitive advantage, develop your team's skills and is a huge motivator for your data strategy. If you feel ready to do it, then by all means, go for it.

# Key takeaways

It makes sense that if you're using data, you want to gain value from it. Behind every data success story, lies the tangible value of data use. In many ways, it's your North star. Aim for data value in every project and the rest falls into place.

To uncover the value in your organisation, focus on five areas:



**Business goals:** Align every data project with this and value will be created and recognised across the board.

**Your use cases:** Keep these in line with your business goals and ensure that every stakeholder has a say in them. This will keep your data projects on track, adding value and provide the building blocks for a strong data culture.

**The data you are using:** This ties into the use cases you wish to explore and influences the technology that you use.

**Acting on insights:** Value cannot be generated without action. This will often fall to people outside of your data team, which is why building a strong data culture is so important. By instilling a data-first culture in every employee, you can rest assured that your data strategy is making progress in all corners.

Value is waiting to be unlocked in your data. You're now in a powerful position to uncover it.

Follow this framework and you will be well on your way to creating it. Once your organisation discovers the value of data, the rest of your strategy will click. They won't want to stop using data, for everything. A lucrative situation that all data leaders aspire to.

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# cynozure

A data and analytics strategy consultancy, Cynozure is on a mission to change the way business is done through positive use of data.

In collaboration with forward-thinking organisations, governments, and individuals Cynozure advises - and delivers on - all aspects of data and analytics strategies. This is achieved through advisory services, coaching and mentoring, solution and organisational design, technology implementation, business change programmes, and on-going support services.

Cynozure's team and associates are thought leaders and experts in this space. Many have a background in industry, and frontline experience of what is required to create leading data-driven organisations. Now they have a united goal: equip leaders and their organisations with the ability to understand and leverage their data. Cynozure will help identify the value that exists within data, and how it can be used to transform business strategy, products, services and operations. There is a clear focus on ensuring that incredible business (and social) value is delivered, to maximise the transformational power of data across society.

Organisations that have benefited from Cynozure's approach include The National Trust, Soho House, Tokio Marine Kiln, MSD, The Really Useful Group, Camden Council, Lloyd Webber Theatres, Kondor and Tungsten Network.

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 [hey@cynozure.co.uk](mailto:hey@cynozure.co.uk)