

**DATA IS BUSINESS  
BUSINESS IS DATA**

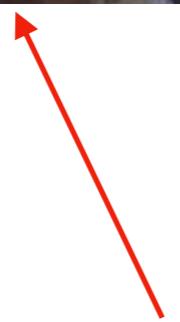
**JASON BELL - OCTOBER 2022**

# **WHAT IS DATA?**

**NOVEMBER 2010**



**THIS PERSON.**



**THIS PERSON.**

**“CAN YOU SIT ON A  
PANEL?”**

**“YOU CAUSE TROUBLE  
ON PANELS”**

**A QUESTION FROM  
THE FLOOR.....**

**“IF I GAVE YOU £100  
WHAT WOULD YOU  
INVEST IT IN?”**

KEVIN PARKER @BIZTECHFUTURIST

**“DATA IS THE NEW OIL, IN THE  
NEXT TEN YEARS IT WILL BE THE  
WORLD’S MOST VALUABLE  
NATURAL RESOURCE”**

**JASE BELL. WHO GOT SOME FUNNY LOOKS ON THAT PANEL**

**SO, WHAT IS DATA?**

**DATA ARE UNITS OF INFORMATION, OFTEN  
NUMERIC, THAT ARE COLLECTED THROUGH  
OBSERVATION.**

**ONCE WE HAVE DATA WE CAN DO STUFF**



(Here's where the  
magic happens.)

**THE MORE DATA = MORE INFORMATION  
AND  
INFORMATION RESOLVES **UNCERTAINTY**.**

**IT'S A STORY, IT'S A JOURNEY  
AND IT'S AN ADVENTURE.**

# **STRUCTURED DATA**

**HIGHLY ORGANISED INFORMATION LIKE DATES, PHONE NUMBERS, POSTCODES AND CUSTOMER NAMES.  
EASY TO IMPORT INTO TOOLS AND EASILY SEARCHABLE.**

# **UNSTRUCTURED DATA**

**TEXT FILES, EMAIL CONTENT, MULTIMEDIA (IMAGE, VIDEO) AND LOG FILES.  
USUALLY NEEDS SOME PREPARATION AND CLEANING BEFORE ANY ANALYSIS CAN BE DONE.**

**WHAT IS OUR AIM WITH DATA?**



# Glossier.

**EMILY WEISS AND  
THE GLOSSIER TEAM  
NAIL IT.**



uvoucherapp

⋮

*'Technology  
is the key  
to building  
one-to-one  
relationships  
at scale'*

a post on her Instagram account, she asked 100,000 personal followers what they thought the company should make next. "Someone asked us if we could make Milky Jelly lube," she says. "And I was like, that's actually a really good idea."

channels, from the ability to book offline experiences. "It's more of a hybrid," she says. "It's not just a networking site, it's not a commerce site, it is a beauty community to have beauty enthusiasts buy beauty products, learn about it's combining those communities in a way that feels very much like a community, versus so many other sites."

In the past year, the company has hired a new CTO, chief marketing officer and head of design, and is expanding its leadership team.

In terms of growth, Weiss says the company's focus for now is to be "more international", with expansion in the US and beyond. It already has relationships to the UK, Ireland, Australia, France, and Germany.



uvoucherapp

:

*'Technology  
is the key  
to building  
one-to-one  
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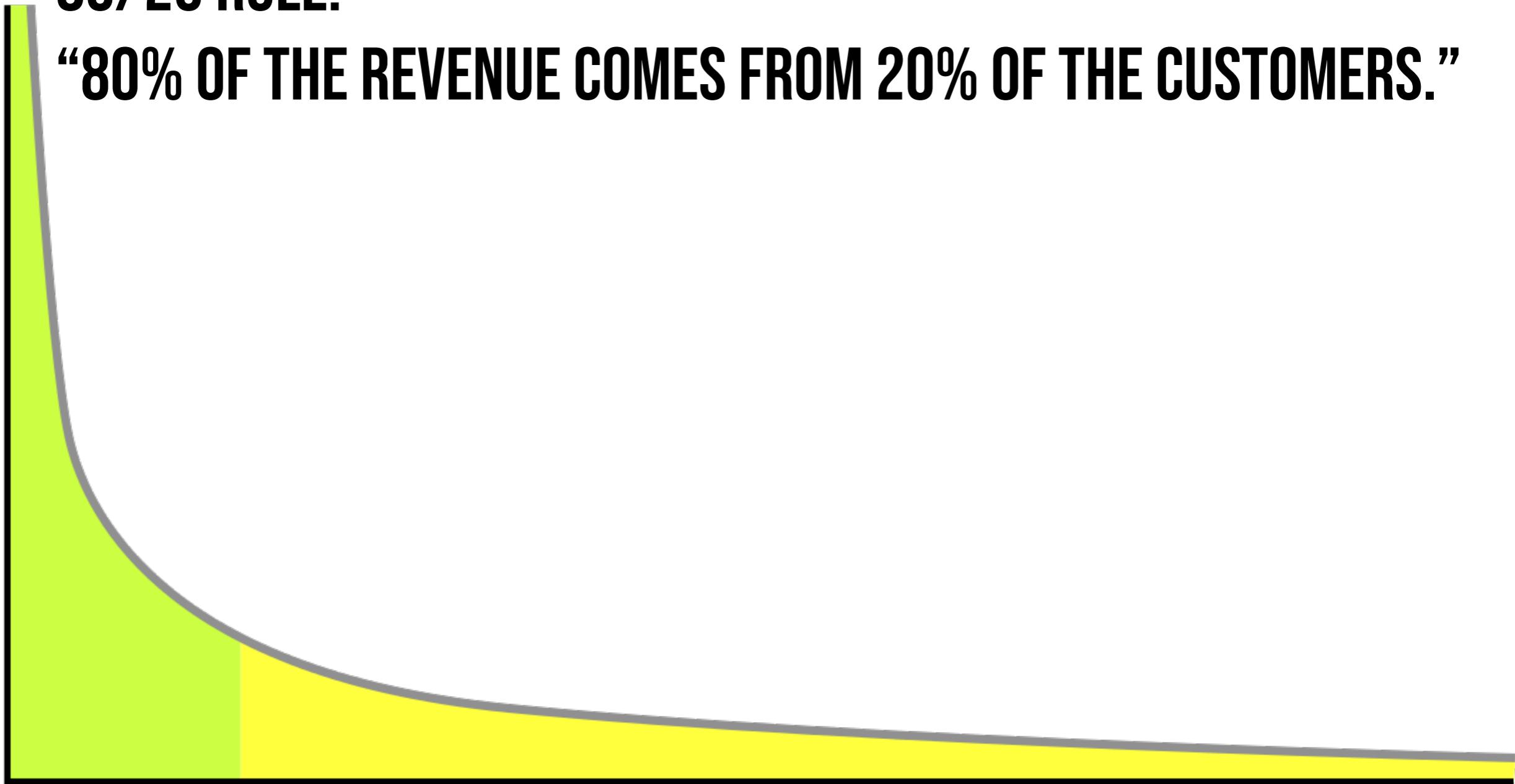
channels. They also want to expand their offline experiences. "It's more of a hybrid," she says. "It's not just a networking site, it's not just a commerce site, it is a beauty community to have beauty enthusiasts buy beauty products, learn about it's combining those communities in a way that feels very much like a community, versus so

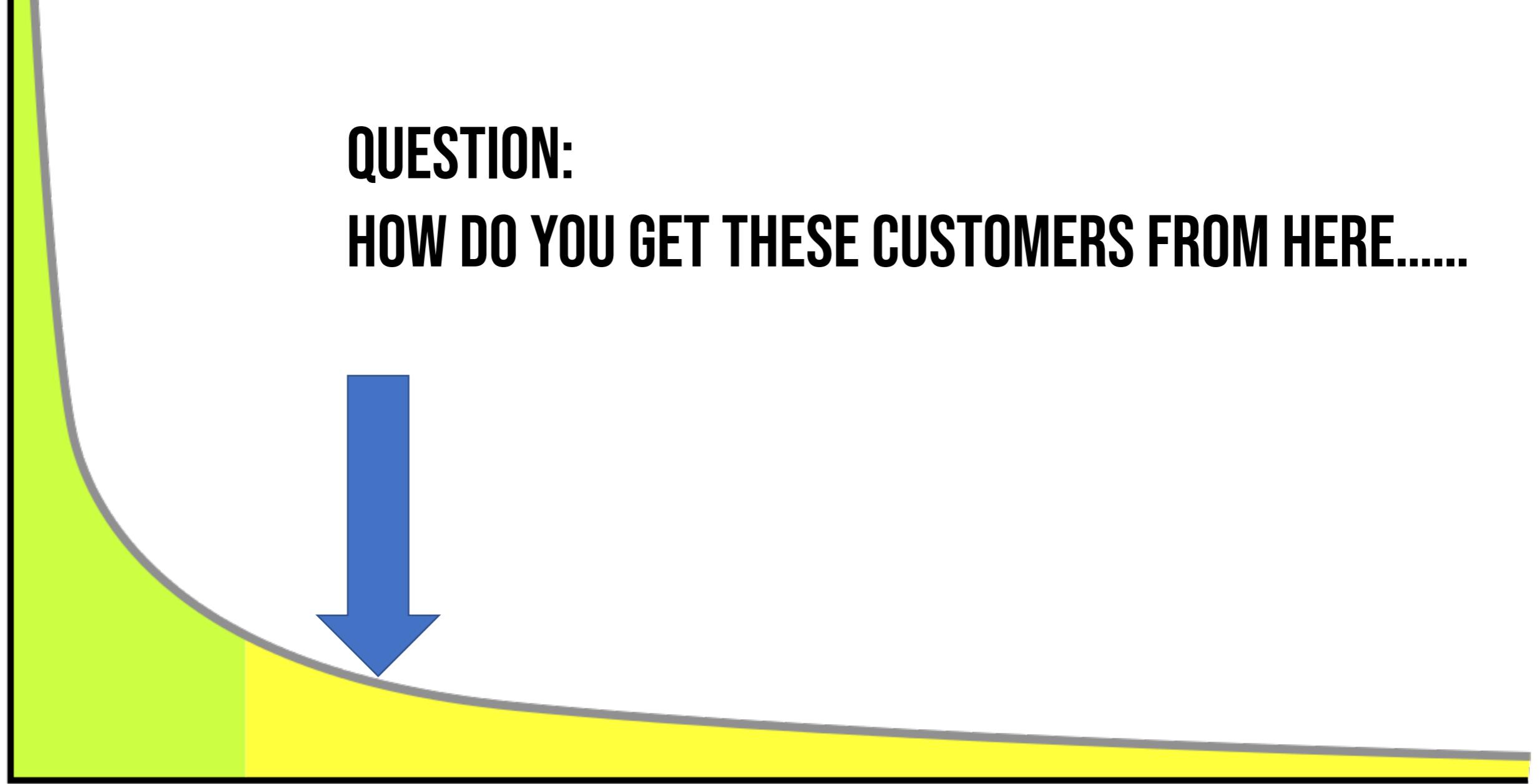
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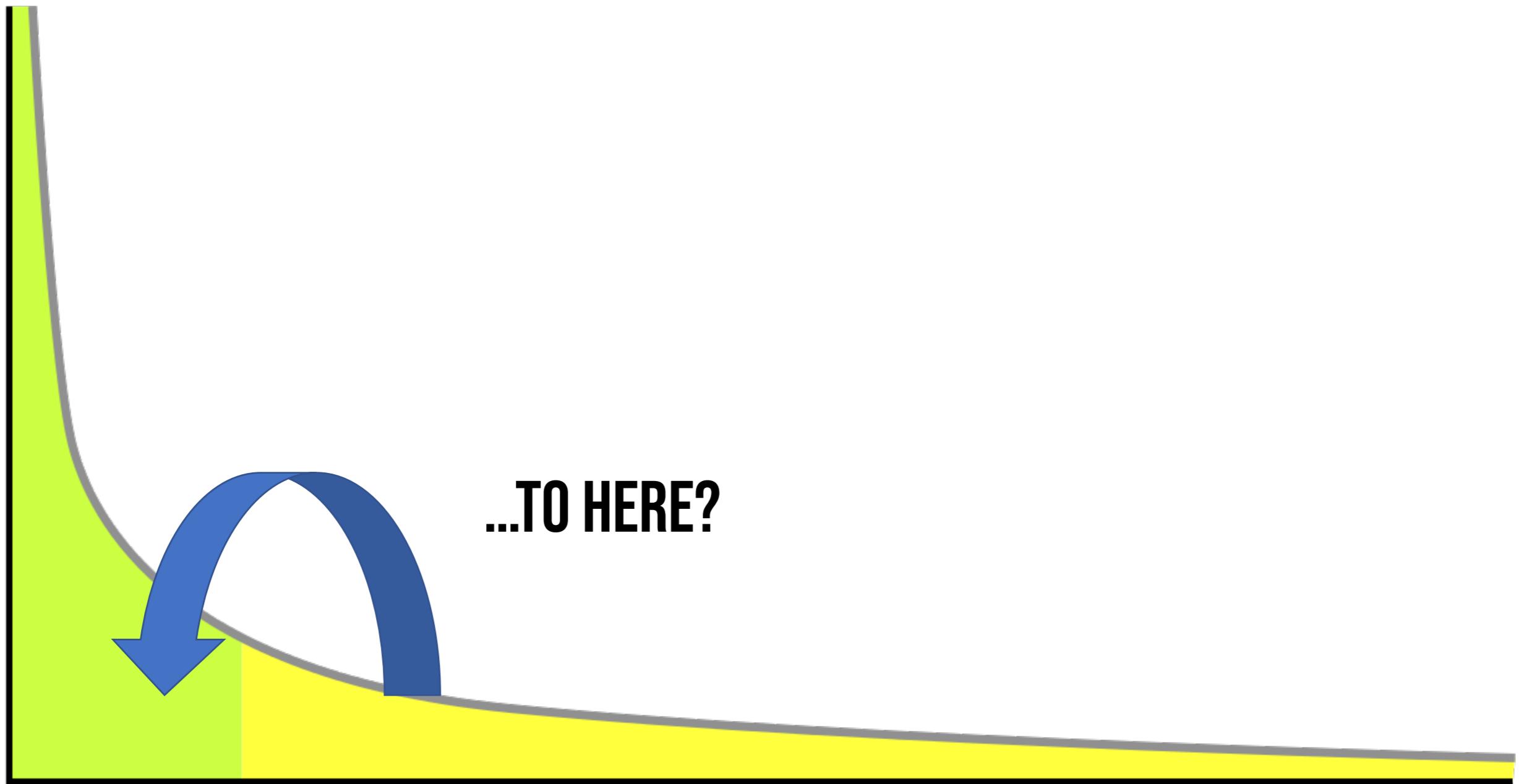
## **80/20 RULE:**

**“80% OF THE REVENUE COMES FROM 20% OF THE CUSTOMERS.”**





**QUESTION:**  
**HOW DO YOU GET THESE CUSTOMERS FROM HERE.....**





**TARGETING HERE MAYBE A  
WASTE OF MONEY, TIME AND  
EFFORT.**

**INFLUENCING BEHAVIOUR WITH  
DATA IS NOT A NEW THING**

# **SIMULATICS CORPORATION**

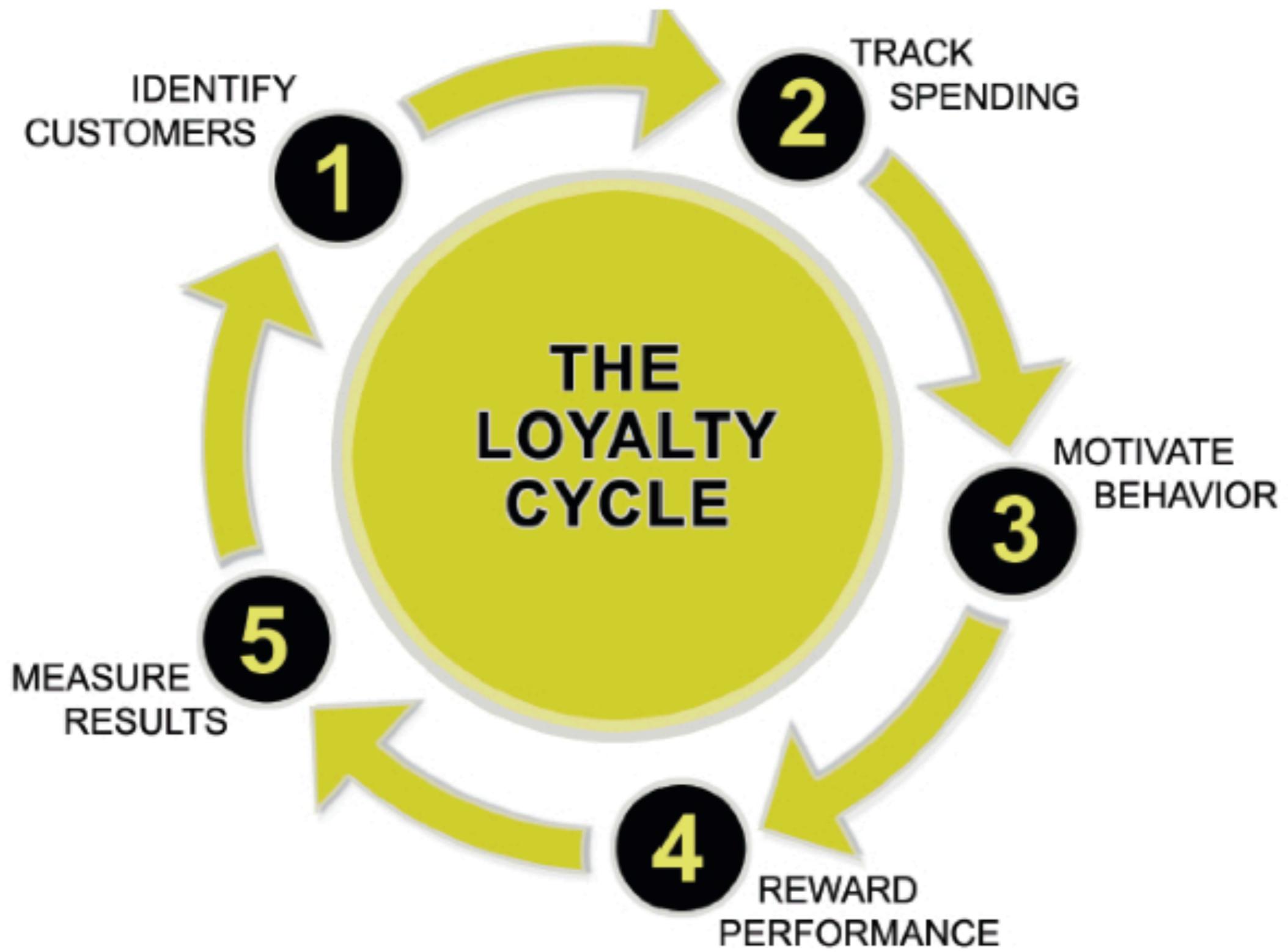
**THE FIRST “DATA SCIENCE”  
COMPANY (1952)**

**“EDWARDS GREENFIELD WAS A PASSIONATE LIBERAL AND CIVIL  
RIGHTS ACTIVIST. HE WANTED TO USE ANALYTICS AND  
TECHNOLOGY TO HELP DEMOCRATS OF THE 1950S AND 1960S  
ERASE THE TECHNOLOGY ADVANTAGE THEN ENJOYED BY  
REPUBLICANS.”**

**SOUND FAMILIAR?**

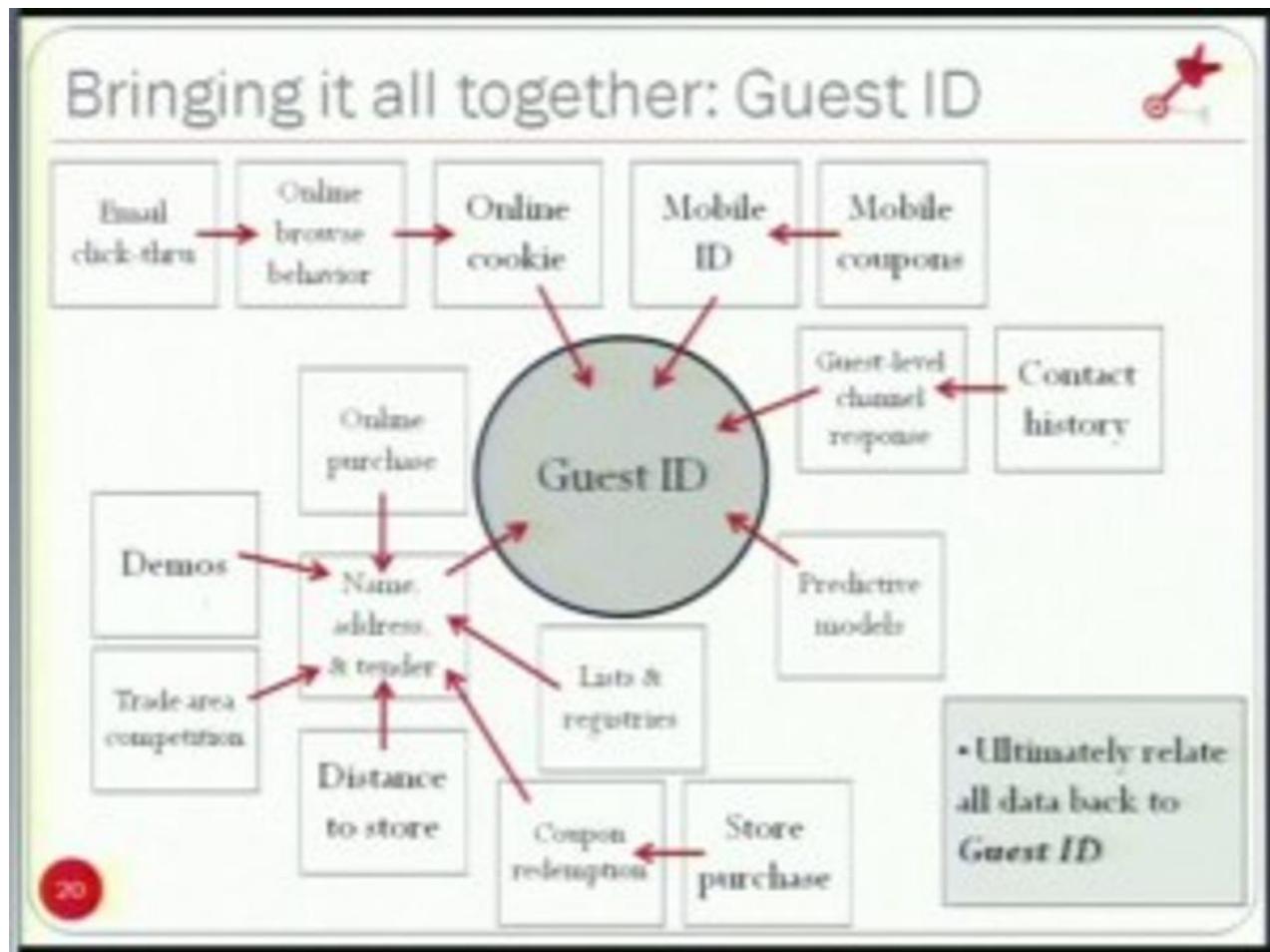
# **DATA AS LOYALTY**

**SO YOU WANT STUFF? WE NEED TO KNOW SOME THINGS FIRST.**



**TO START TRACKING LOYALTY  
THERE IS ONE THING YOU NEED**

# THE CUSTOMER UUID



38e953c6ef7bab5a1f01ee0a132bf293



38e953c6ef7bab5a1f01ee0a132bf293

**WITHOUT AN ID, YOU DO NOT KNOW WHO IS DOING  
WHAT, AND WHEN THEY ARE DOING IT**

**AND DO NOT USE THE EMAIL ADDRESS AS AN ID**



**IT'S ALL ABOUT  
THE CUSTOMER.**

**SO WE NEED  
THEM ON-BOARD.**

**CREATE A CULTURE OF  
COLLECTING YOUR OWN  
DATA**

**K.I.S.S.**

**K.I.S.S.**

**(KEEP IT SEPARATE,  
STUPID)**

# **YOUR CUSTOMER'S DATA IS EVERYTHING.**

- POINT OF SALE DATA**

# **YOUR CUSTOMER'S DATA IS EVERYTHING.**

- POINT OF SALE DATA**
- IN STORE CUSTOMER CONVERSATIONS**

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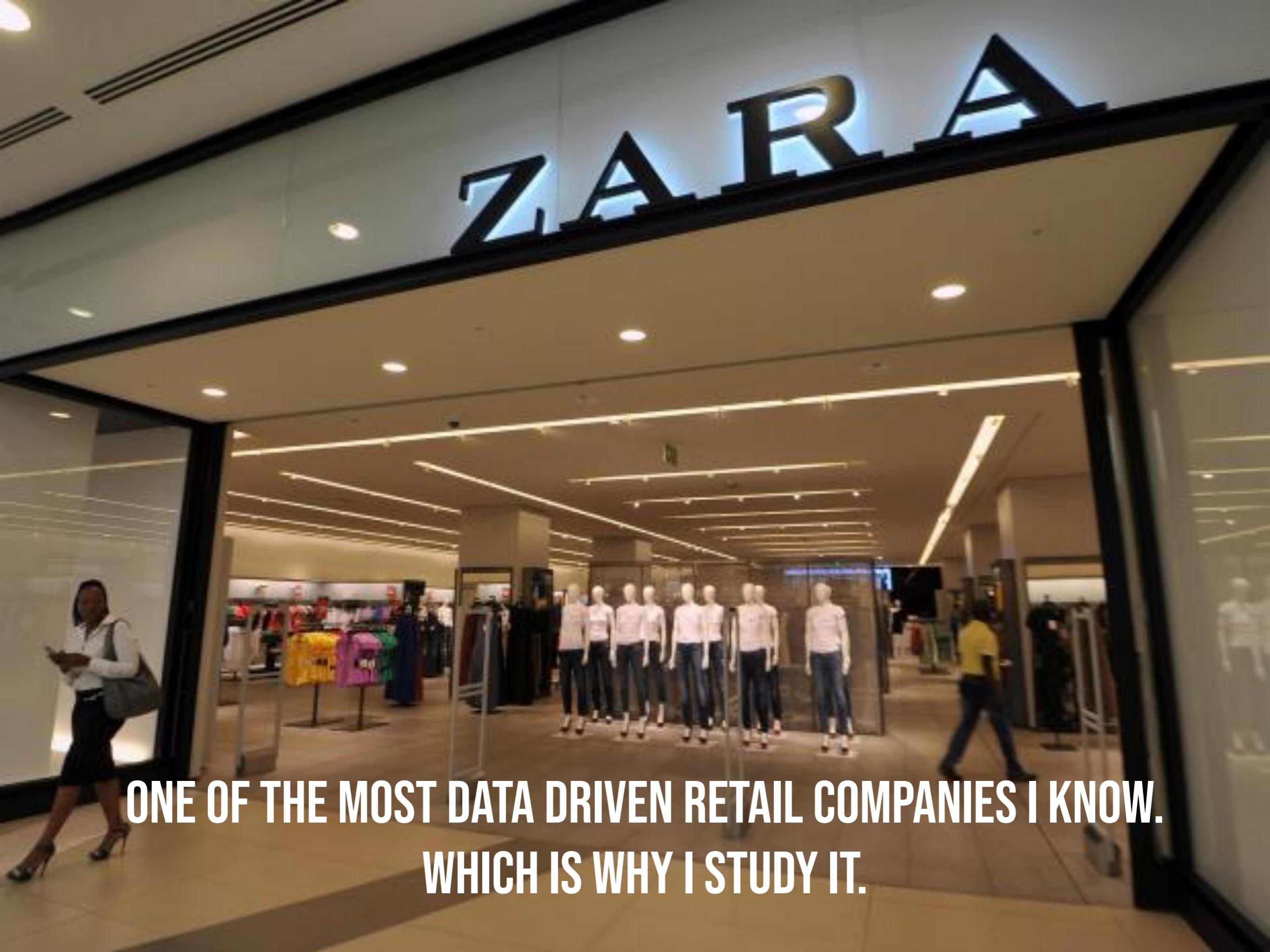
- POINT OF SALE DATA**
- IN STORE CUSTOMER CONVERSATIONS**
- LOCATION AND WEATHER DATA**

# **YOUR CUSTOMER'S DATA IS EVERYTHING.**

- POINT OF SALE DATA**
- IN STORE CUSTOMER CONVERSATIONS**
- LOCATION AND WEATHER DATA**
- SOCIAL DATA**

# **YOUR CUSTOMER'S DATA IS EVERYTHING.**

- POINT OF SALE DATA**
- IN STORE CUSTOMER CONVERSATIONS**
- LOCATION AND WEATHER DATA**
- SOCIAL DATA**
- AND ANYTHING ELSE YOU THINK'S USEFUL**



ZARA

ONE OF THE MOST DATA DRIVEN RETAIL COMPANIES I KNOW.  
WHICH IS WHY I STUDY IT.

# YOUR CUSTOMER'S DATA IS EVERYTHING.

- POINT OF SALE DATA
- IN STORE CUSTOMER CONVERSATIONS
- LOCATION AND WEATHER DATA
- ~~SOCIAL DATA~~
- AND ANYTHING ELSE YOU THINK'S USEFUL

# **SOCIAL MEDIA RARELY DRIVES SALES.**

**CONVERSION RATES ARE RUBBISH ~0.03%**  
**AND YOU ARE NOT IN CONTROL OF WHO SEES WHAT**  
**(ON INSTAGRAM MOST PEOPLE WON'T SEE IT)**

**BE UPFRONT ABOUT HOW  
YOU USE THEIR DATA.**

## PART 1

# ALL HAIL THE HUMBLE STAMPCARD

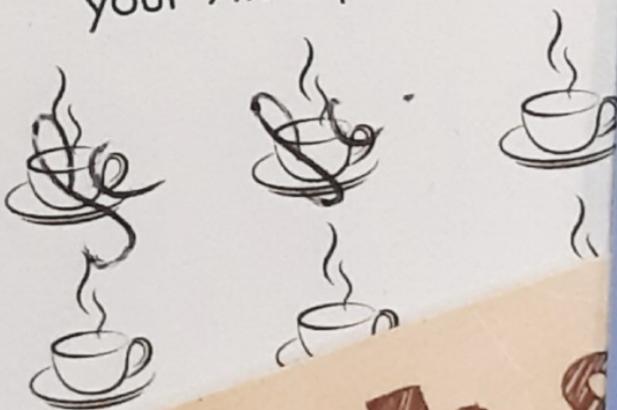
BITS OF CARDBOARD CAN HOLD VALUABLE INFORMATION.



Culture Coffee  
SHOP

Customer Loyalty Card

Buy 8 coffees and receive  
your 9th cup **FREE**



bop's  
Loyalty C

OH O

CAFFÈ  
**NERO**

HAVE YOUR 10TH COFFEE  
ABSOLUTELY FREE



COLLECT STAMPS & PAY WITH YOUR PHONE  
DOWNLOAD OUR APP NOW

NOT FOR RESALE

enjoy in all our stores

**NO DIGITAL, NO FAFFING AND NO  
MESSING. JUST BITS OF CARDBOARD.**

**NO DIGITAL, NO FAFFING AND NO  
MESSING. JUST BITS OF CARDBOARD.**

**500 BITS OF INSIGHT FOR LESS THAN £30  
SIX PENCE FOR NINE BITS OF INSIGHT (PER CARD).... BARGAIN!**

# WITH SOME THOUGHT WE CAN LEARN A LOT ABOUT A CUSTOMER



Write the date.  
14/4 etc.

$$9 \times \text{average spend} \\ 9 \times 2.25 = 20.25$$

20.25 every 18 days

$$= 20 \times 20.25 = 405 \text{ P/S}$$

# LOOK MUM, IT'S A SPREADSHEET!

Card Number	Customer Name	Stamp 1	Stamp 2	Stamp 3	Stamp 4	Stamp 5	Stamp 6	Stamp 7	Stamp 8	Stamp 9	Days Active	Estimated Cards/Yr	Annual LTV
1	Jase B.	2021/03/01	2021/03/02	2021/03/03	2021/03/06	2021/03/07	2021/03/08	2021/03/10	2021/03/13	2021/03/16	15	24.33	£492.75
2	David S.	2021/03/01	2021/03/03	2021/03/06	2021/03/07	2021/03/10	2021/03/12	2021/03/13	2021/03/16	2021/03/19	18	20.28	£410.63
3	Charlene A.	2021/03/01	2021/03/03	2021/03/05	2021/03/06	2021/03/09	2021/03/10	2021/03/13	2021/03/15	2021/03/17	16	22.81	£461.95
4	Jenny E.	2021/03/01	2021/03/03	2021/03/04	2021/03/05	2021/03/08	2021/03/09	2021/03/11	2021/03/12	2021/03/15	14	26.07	£527.95
5	Michael M.	2021/03/01	2021/03/02	2021/03/04	2021/03/07	2021/03/10	2021/03/12	2021/03/15	2021/03/18	2021/03/20	19	19.21	£389.01
6	Marty N.	2021/03/01	2021/03/04	2021/03/07	2021/03/08	2021/03/09	2021/03/12	2021/03/15	2021/03/17	2021/03/19	18	20.28	£410.63
7	Marty N.	2021/03/01	2021/03/04	2021/03/07	2021/03/10	2021/03/11	2021/03/14	2021/03/16	2021/03/19	2021/03/20	19	19.21	£389.01
8	Jase B.	2021/03/01	2021/03/02	2021/03/04	2021/03/05	2021/03/07	2021/03/08	2021/03/11	2021/03/12	2021/03/15	14	26.07	£527.95
9	Jase B.	2021/03/01	2021/03/04	2021/03/06	2021/03/09	2021/03/12	2021/03/15	2021/03/16	2021/03/17	2021/03/20	19	19.21	£389.01
10	David	2021/03/01	2021/03/02	2021/03/04	2021/03/05	2021/03/06	2021/03/09	2021/03/11	2021/03/12	2021/03/15	14	26.07	£527.95
11	Charlene A.	2021/03/01	2021/03/02	2021/03/03	2021/03/04	2021/03/07	2021/03/09	2021/03/11	2021/03/12	2021/03/15	14	26.07	£527.95
12	Jenny E.	2021/03/01	2021/03/03	2021/03/05	2021/03/06	2021/03/07	2021/03/09	2021/03/11	2021/03/12	2021/03/14	13	28.08	£568.56
												277.70	£5,623.34
												Avg Days 16.08	

**NO ONE NEEDS THE OPEN BANKING  
PROTOCOL TO KNOW WHEN I  
BOUGHT A CUP OF TEA**

**NO ONE NEEDS THE OPEN BANKING  
PROTOCOL TO KNOW WHEN I  
BOUGHT A CUP OF TEA**

**DO NOT ABUSE THE TRUST OF THE INFORMATION A CUSTOMER IS WILLING TO GIVE.**

# **PART 2**

# **THE LOYALTY CARD**

## **EVERY LITTLE BIT OF DATA HELPS**

LAUNCHED IN 1995 BY THE MARKETING COMPANY DUNN HUMBY



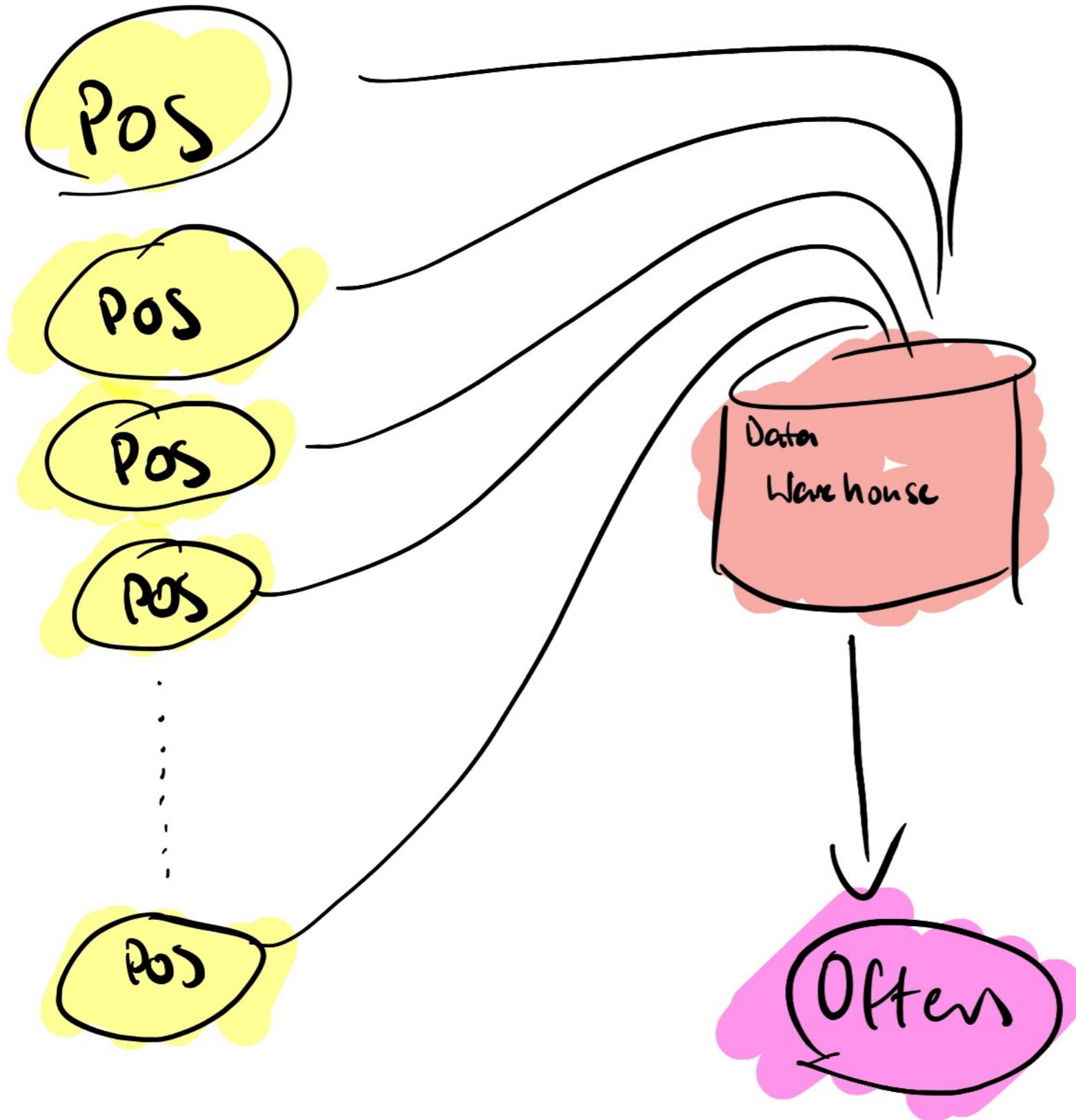
**LAUNCHED IN 2002 BY LOYALTY MANAGEMENT GROUP**



LAUNCHED IN 2022 BY ASDA



**YOU SWIPE, THEY LEARN**



EVERY TRANSACTION IS GOING TO HAVE THE FOLLOWING INFORMATION:

- A CUSTOMER UUID (OPTIONAL)
- ITEM INFORMATION
- PAYMENT TYPE

POS INFORMATION IS COLLECTED AND TRANSMITTED TO A DATA WAREHOUSE.

ANALYSIS IS DONE ON EACH TRANSACTION AND SEGMENTED (SLICED AND DICED) BY CUSTOMER, PRODUCT CATEGORY AND SO ON.

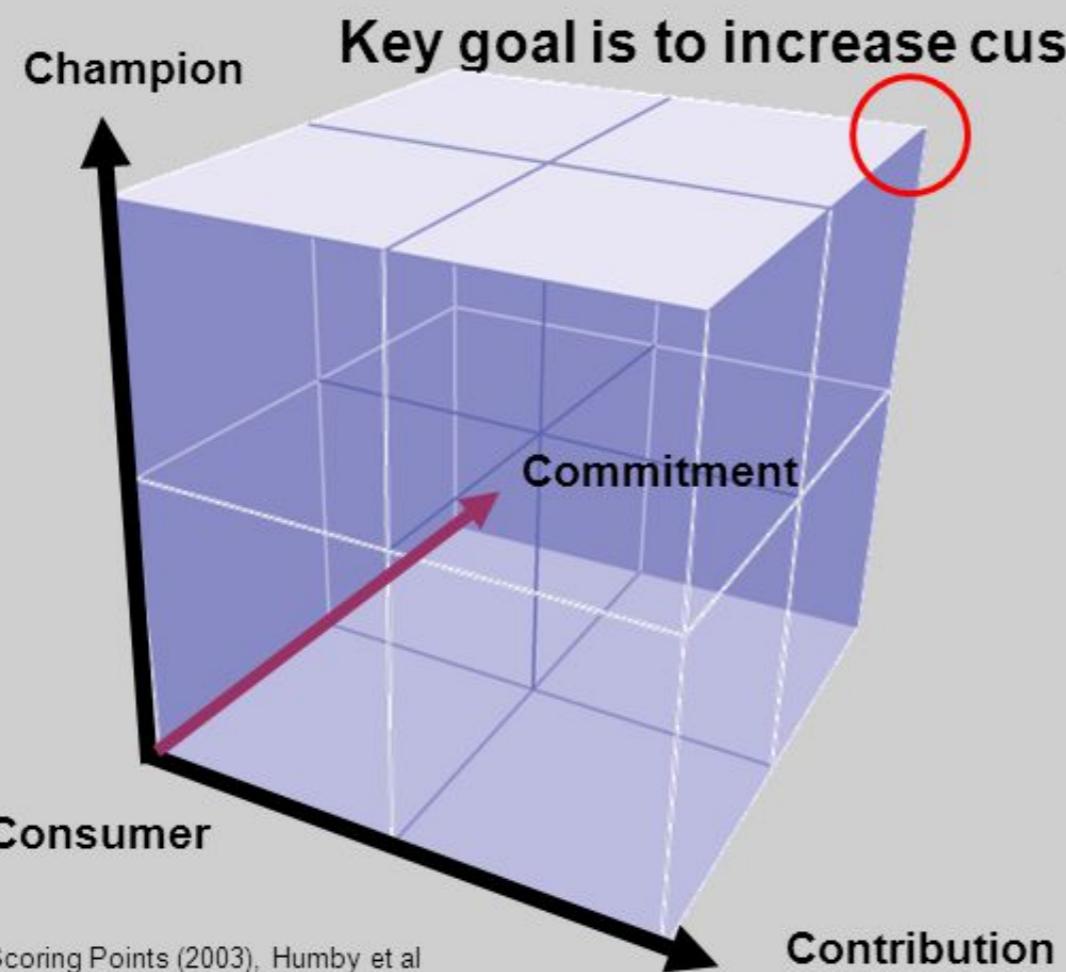
VOUCHERS ARE GENERATED BASED ON PREVIOUS SPEND

**YOU WILL BE REWARDED**

THERE WAS ALWAYS A PAYOFF, “FOUR CHRISTMASES A YEAR”



## Why do retailers invest in loyalty programmes?



**Key goal is to increase customer loyalty**

All customers can be placed at some point in this 3-D cube

A customer's location in the cube suggests actions suitable to earn his/ her lifelong loyalty

- **Contribution:** profitability today
- **Commitment:** future value
  - likelihood of remaining a customer
  - 'headroom'
- **Championing:** ambassador



**VOUCHERS + OFFERS**

|

**VOUCHERS ONLY**

|

**????**

**VOUCHERS + OFFERS**



**VOUCHERS ONLY**



**MEMBERSHIP + VOUCHERS**







IT IS NOT ABOUT HOW MUCH YOU SPEND BUT WHETHER YOU ARE WILLING TO ASSOCIATE WITH THE BRAND.....

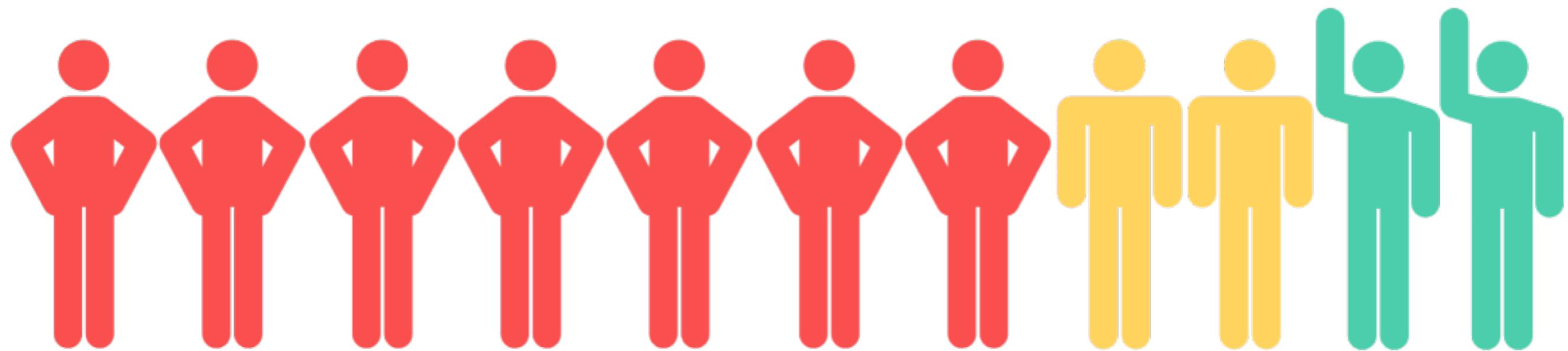
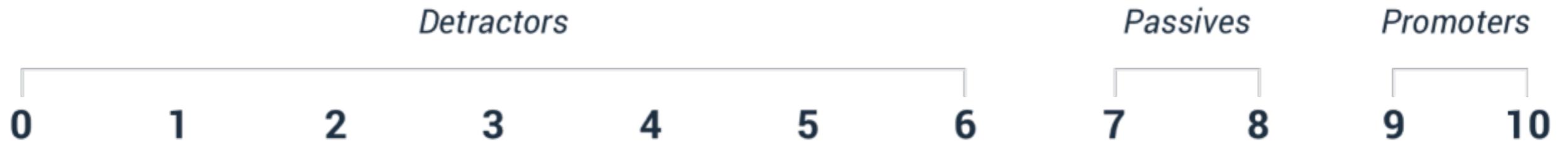
**WHO LIKES YOU?**

# **PART 3**

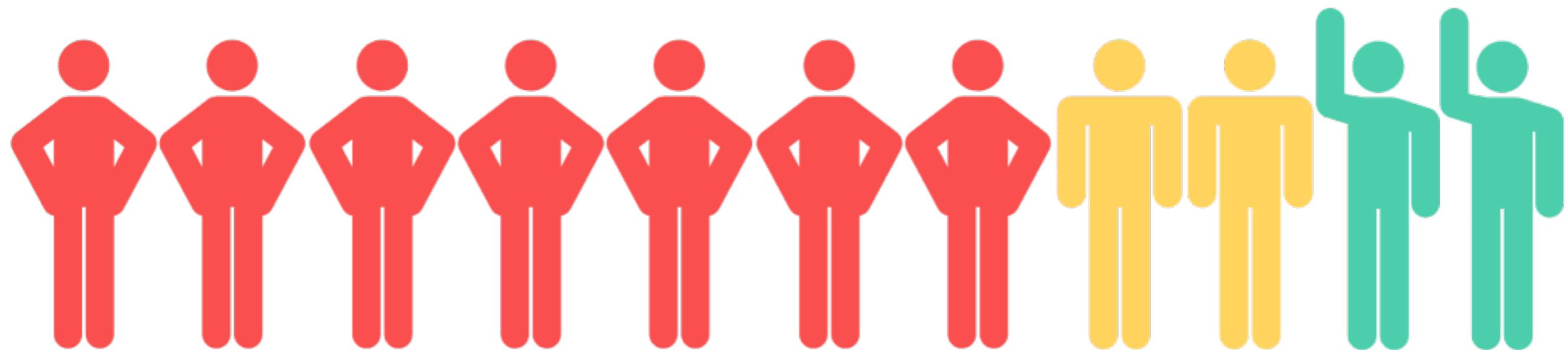
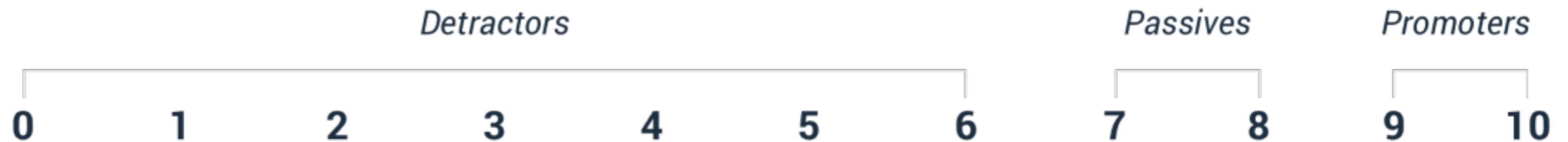
# **THE NET PROMOTER SCORE**

**STUPIDLY SIMPLE, QUICK TO DO, VERY HANDY TO KNOW**

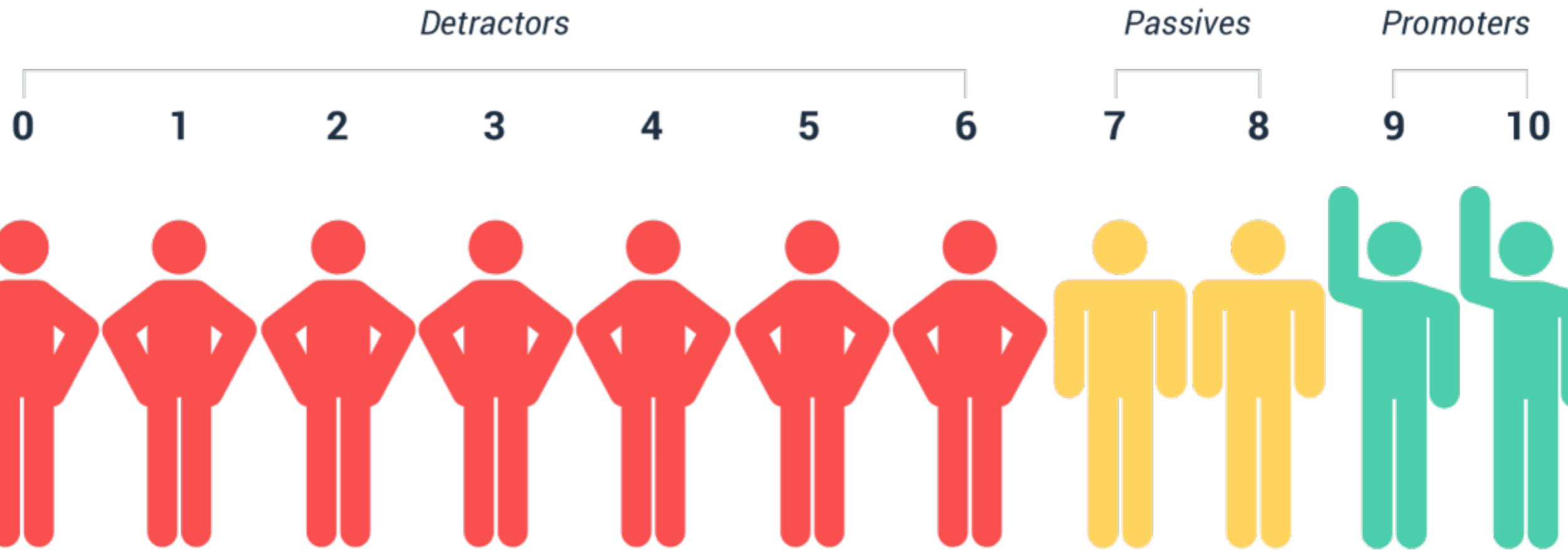
**"HOW LIKELY WOULD YOU BE TO RECOMMEND..."**



**"HOW LIKELY WOULD YOU BE TO RECOMMEND..."**

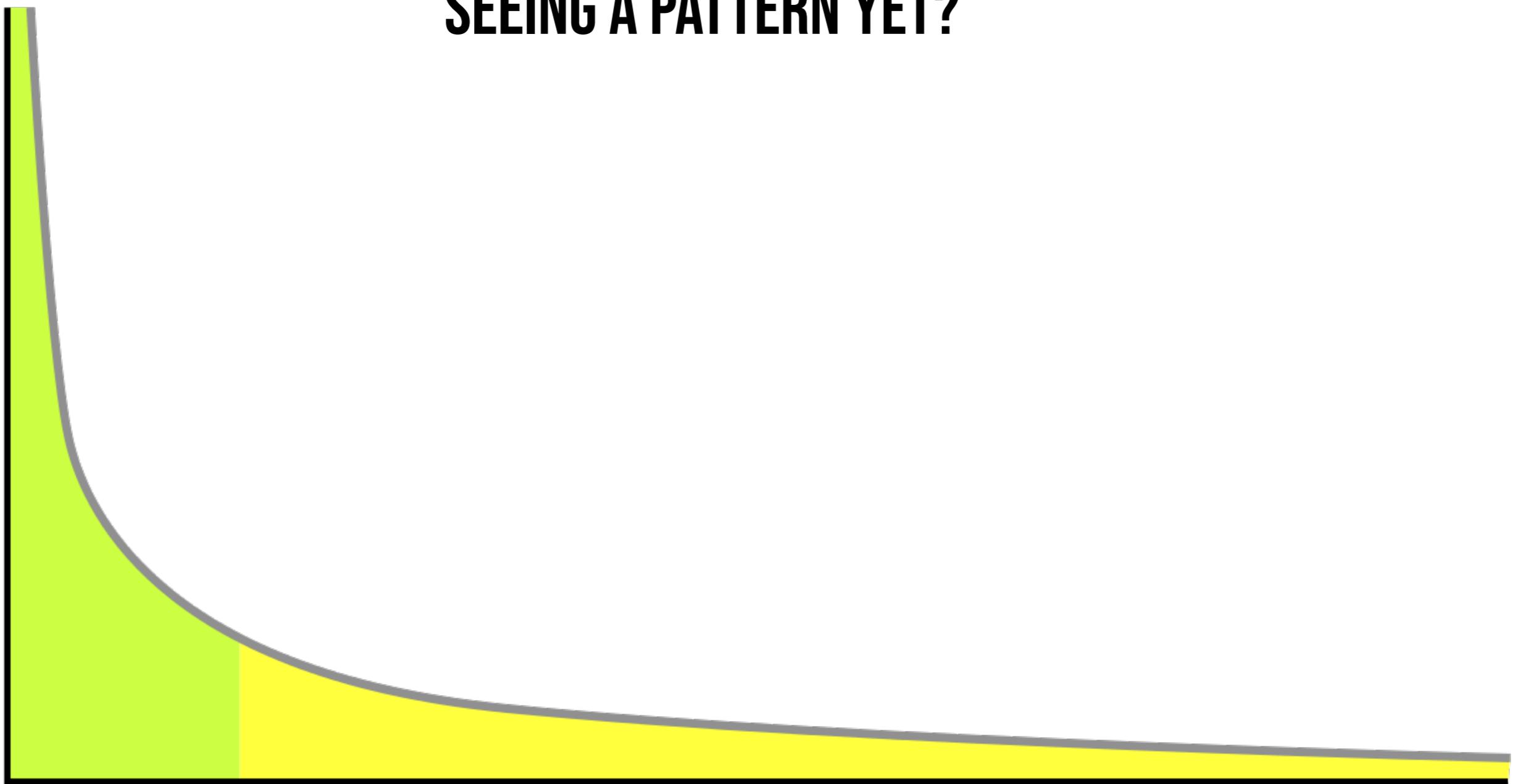


**NPS = (% OF PROMOTERS) - (% OF DETRACTORS)**



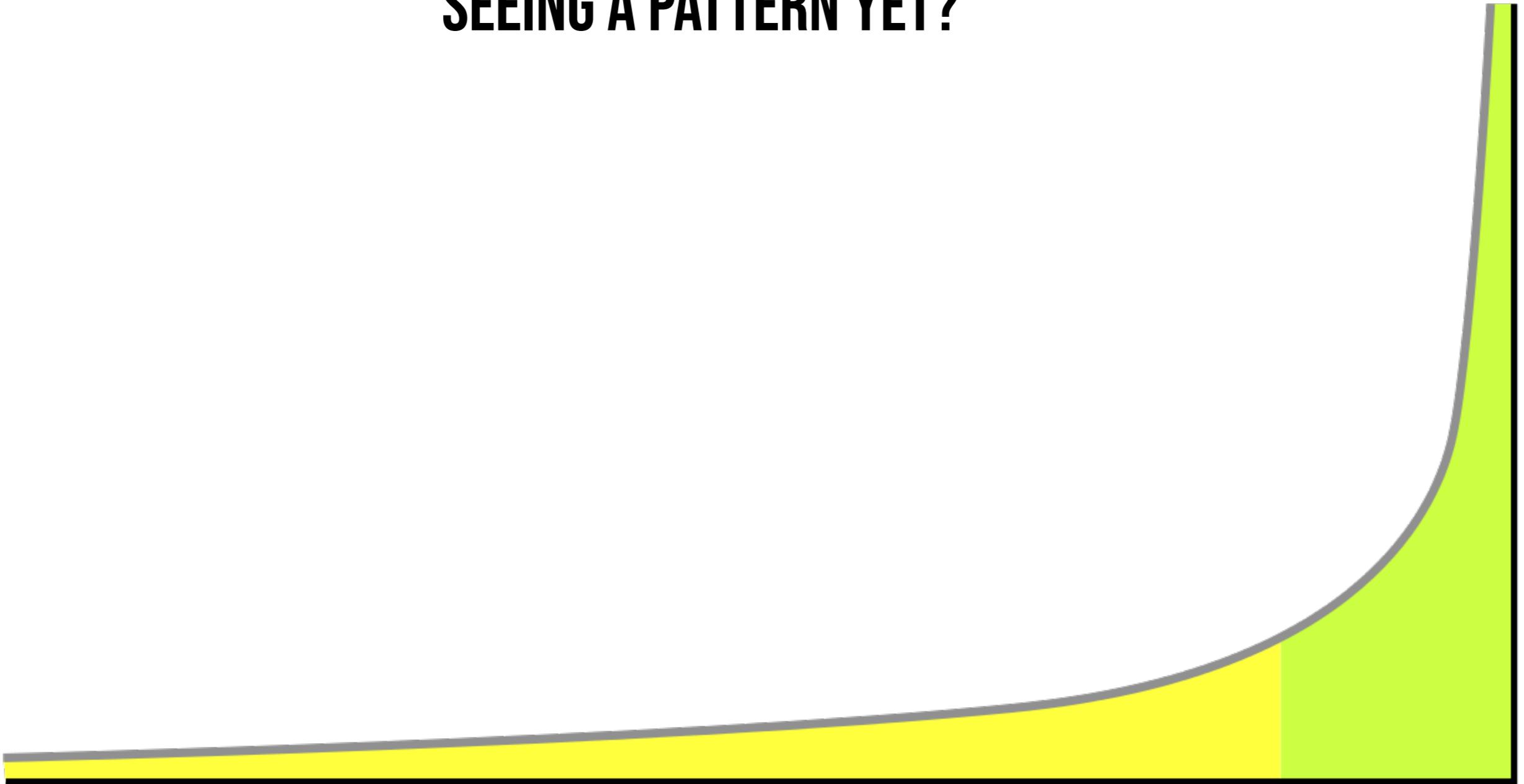
$$\text{NPS} = \left( \frac{178}{250} * 100 \right) - \left( \frac{56}{250} * 100 \right)$$

$$\text{NPS} = 48.8$$

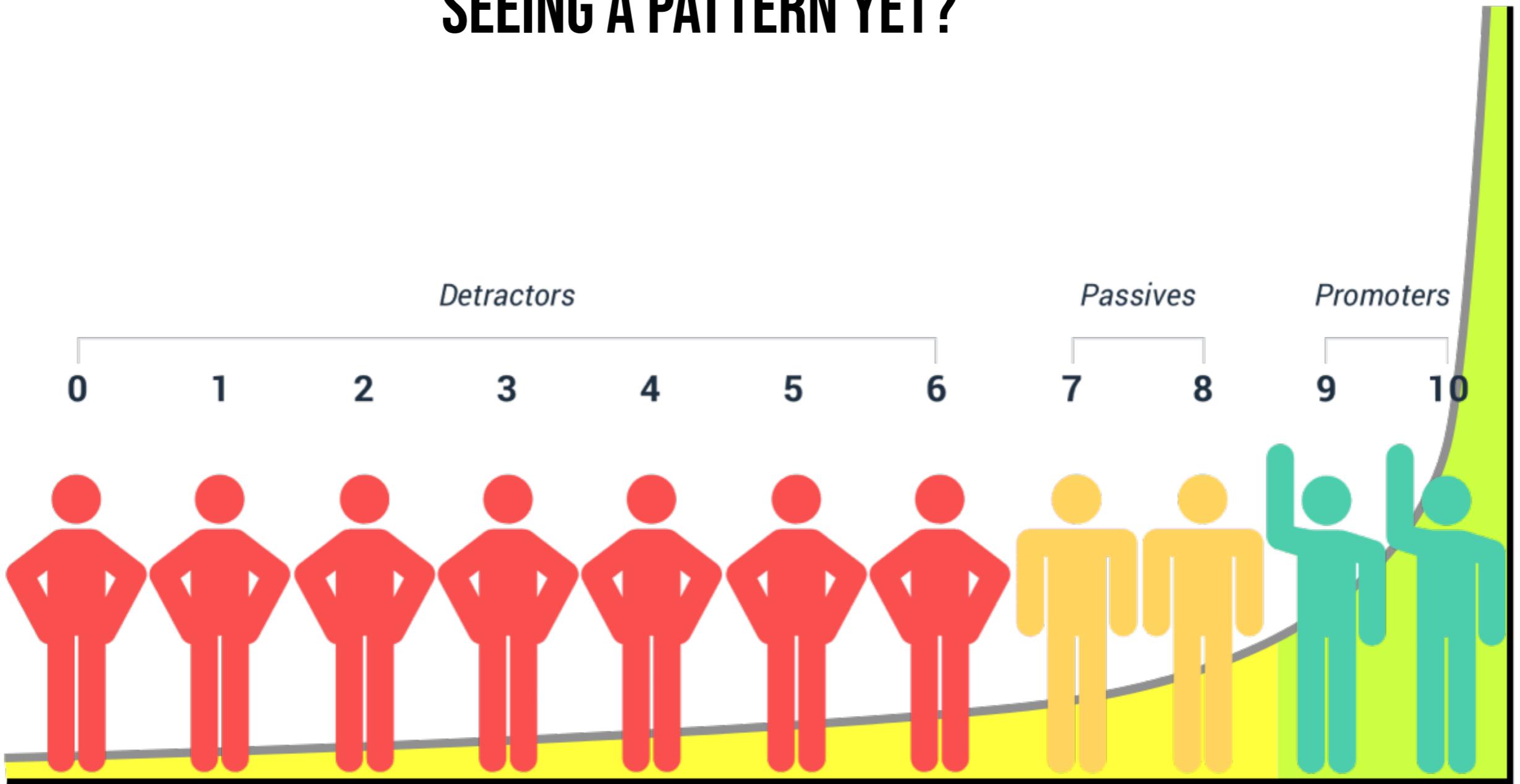


**SEEING A PATTERN YET?**

# SEEING A PATTERN YET?



# SEEING A PATTERN YET?



# **PART 4**

# **ALGORITHMIC COMMERCE**

**DO YOU FEEL LUCKY PUNK?**

UK & IRELAND. FREE SHIPPING £35+

LOGIN



BIRCHBOX™

SUBSCRIBE

SHOP ▾

GIFT

BOX

MAGAZINE ▾

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SPECTRUM MAKEUP BRUSH IN EVERY FEBRUARY BOX! ➤



LIKE BEAUTY? LOVE BIRCHBOX.

Join the UK's #1 Beauty Box and receive 5 luxe beauty treats delivered monthly!

LEARN MORE

GIFT BIRCHBOX!

$$\max_{\mathbf{B}} \sum_{i=1}^M \sum_{j=1}^N H(i,j) \mathbf{B}(i,j) + F(\mathbf{B})$$

such that

$$\forall i : \sum_{j=1}^N \mathbf{B}(i,j) \leq q_i$$

and

$$\forall j : \sum_{i=1}^M \mathbf{B}(i,j) = n, \quad \forall i, j : \mathbf{B}(i,j) \geq 0.$$

$$\max_{\mathbf{B}} \sum_{i=1}^M \sum_{j=1}^N H(i,j) \mathbf{B}(i,j) + F(\mathbf{B})$$

such that

$$\forall i : \sum_{j=1}^N \mathbf{B}(i,j) \leq q_i$$

and

$$\forall j : \sum_{i=1}^M \mathbf{B}(i,j) = n, \quad \forall i, j : \mathbf{B}(i,j) \geq 0.$$

**“DOES PRODUCT (J) GIVE HAPPINESS TO CUSTOMER (I).”**

$$\max_{\mathbf{B}} \sum_{i=1}^M \sum_{j=1}^N H(i,j) \mathbf{B}(i,j) + F(\mathbf{B})$$

such that

$$\forall i : \sum_{j=1}^N \mathbf{B}(i,j) \leq q_i$$

and

$$\forall j : \sum_{i=1}^M \mathbf{B}(i,j) = n, \quad \forall i, j : \mathbf{B}(i,j) \geq 0.$$

**“DOES PRODUCT (J) GO IN THE BASKET OF CUSTOMER (I)”  
BINARY OPERATION, IT’S YES OR NO.**

**FEELING ADVENTUROUS?  
HOW ABOUT WE CHOOSE FOR YOU?  
DO YOU FEEL REALLY REALLY LUCKY PUNK?**

**BIRCHBOX WAS ABOUT SENDING  
SAMPLES**

**TO INFLUENCE PURCHASE BEHAVIOUR  
ON BIRCHBOX'S ECOMMERCE  
PLATFORM**

## Get Fix deliveries when you want them

We're not a subscription service. Book a Fix when you want one or set up regular deliveries, it's up to you. Change or cancel any time.

Save me time by sending Fix deliveries on a timetable.

### EVERY 2-3 WEEKS

Keep me on-trend  
with new looks.

### EVERY MONTH

— POPULAR —  
Update my wardrobe  
regularly.

### EVERY 2 MONTHS

Elevate my wardrobe  
throughout the year.

### EVERY 3 MONTHS

Change my wardrobe  
seasonally.

We'll send you Fix deliveries at the frequency you choose until you change your account settings, which you may do any time. Before each Fix is styled, you'll pay a £10 styling charge, which will be deducted from the cost of any items you purchase.

[Continue](#)

**STITCH FIX IS NOT ABOUT SENDING  
SAMPLES**

**STITCH FIX IS ABOUT SENDING  
PRODUCTS**

**YOU DO NOT GET TO CHOOSE IN  
THE FIRST INSTANCE**

# **PART 5**

# **DATA ETHICS**

**WHEN IT ALL STARTS TO GET A BIT CREEPY.**

**IF YOU ARE THE DATA OWNER, DO  
NOT CROSS THE CREEPY LINE!**

**FREE USE COMES AT A COST  
(YOUR DATA)**



**ARPED ELO**



# **ARPED ELO**

# **ELO RATING SYSTEM**



# **ARPED ELO ELO RATING SYSTEM (FOR CHESS)**



$$r(\text{new}) = r(\text{old}) + k(S - \mu)$$



$$r(\text{new}) = r(\text{old}) + k(S - \mu)$$

**LOOKS SIMPLE ENOUGH, CAN'T BE THAT HARMFUL JASE?**

**THERE IS A LIVE MATCH BETWEEN TWO PLAYERS**

**PLAYER 1 RATING = 1200**

**PLAYER 2 RATING = 1000**

**CALCULATE THE PROBABILITY OF THE PLAYERS WINNING:**

**P1 =  $(1.0 / (1.0 + \text{POW}(10, ((1000-1200) / 400)))) = 0.76$**

**P2 =  $(1.0 / (1.0 + \text{POW}(10, ((1200-1000) / 400)))) = 0.24$**

AND ASSUME CONSTANT K=30

CASE-1 : SUPPOSE PLAYER 1 WINS:

$$\text{RATING1} = \text{RATING1} + K * (\text{ACTUAL} - \text{EXPECTED}) = 1200 + 30(1 - 0.76) = 1207.2$$

$$\text{RATING2} = \text{RATING2} + K * (\text{ACTUAL} - \text{EXPECTED}) = 1000 + 30(0 - 0.24) = 992.8$$

CASE-2 : SUPPOSE PLAYER 2 WINS:

$$\text{RATING1} = \text{RATING1} + K * (\text{ACTUAL} - \text{EXPECTED}) = 1200 + 30(0 - 0.76) = 1177.2$$

$$\text{RATING2} = \text{RATING2} + K * (\text{ACTUAL} - \text{EXPECTED}) = 1000 + 30(1 - 0.24) = 1022.8$$

**COULD THIS BE APPLIED  
ANYWHERE ELSE?**

**SWIPE RIGHT**

**WIN!**

**SWIPE LEFT**

**LOSE!**

**PLAYER 1**

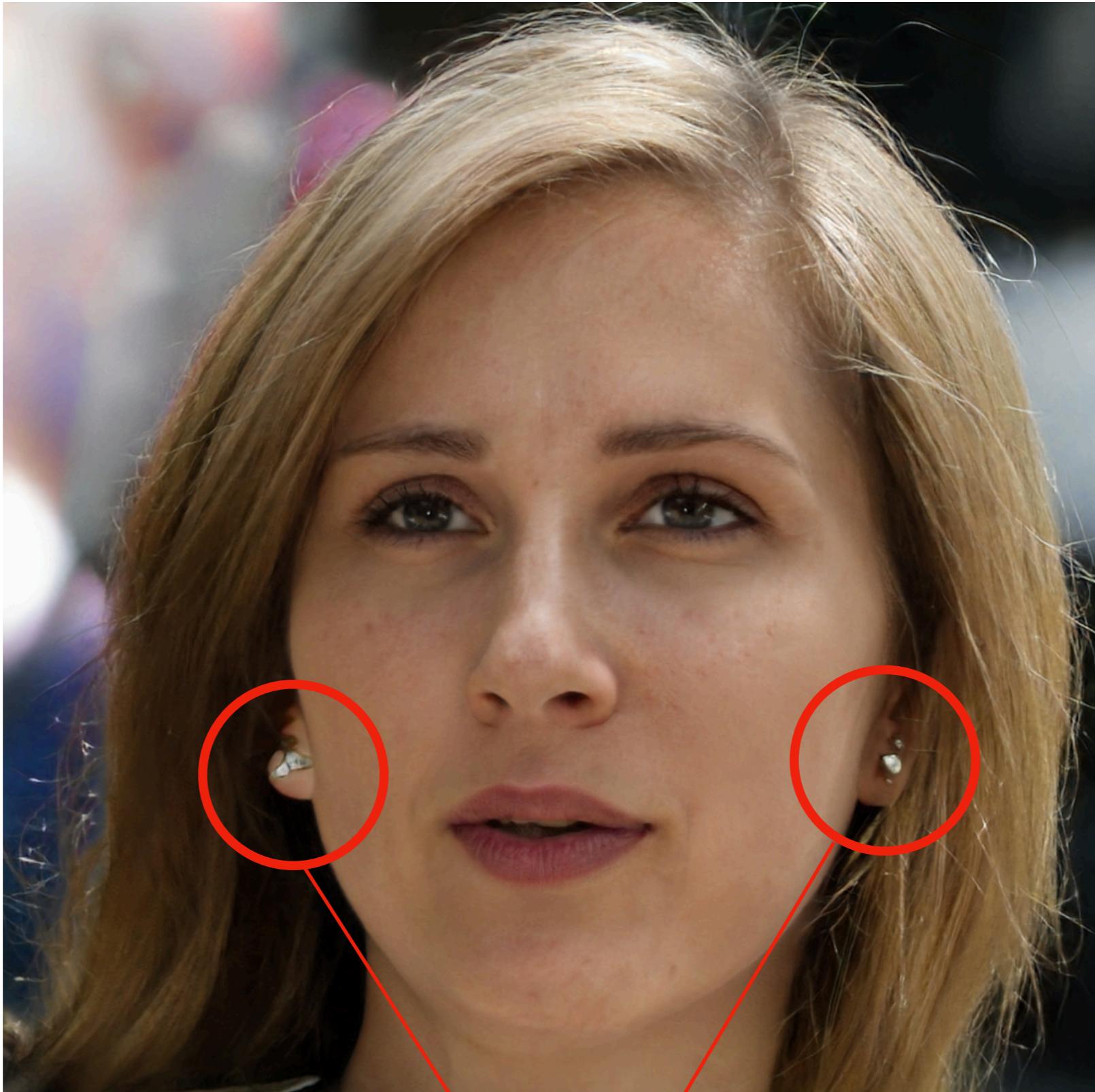


**PLAYER 2**



$$\heartsuit = f(x)$$

$$r(\text{new}) = r(\text{old}) + k(S - \mu)$$

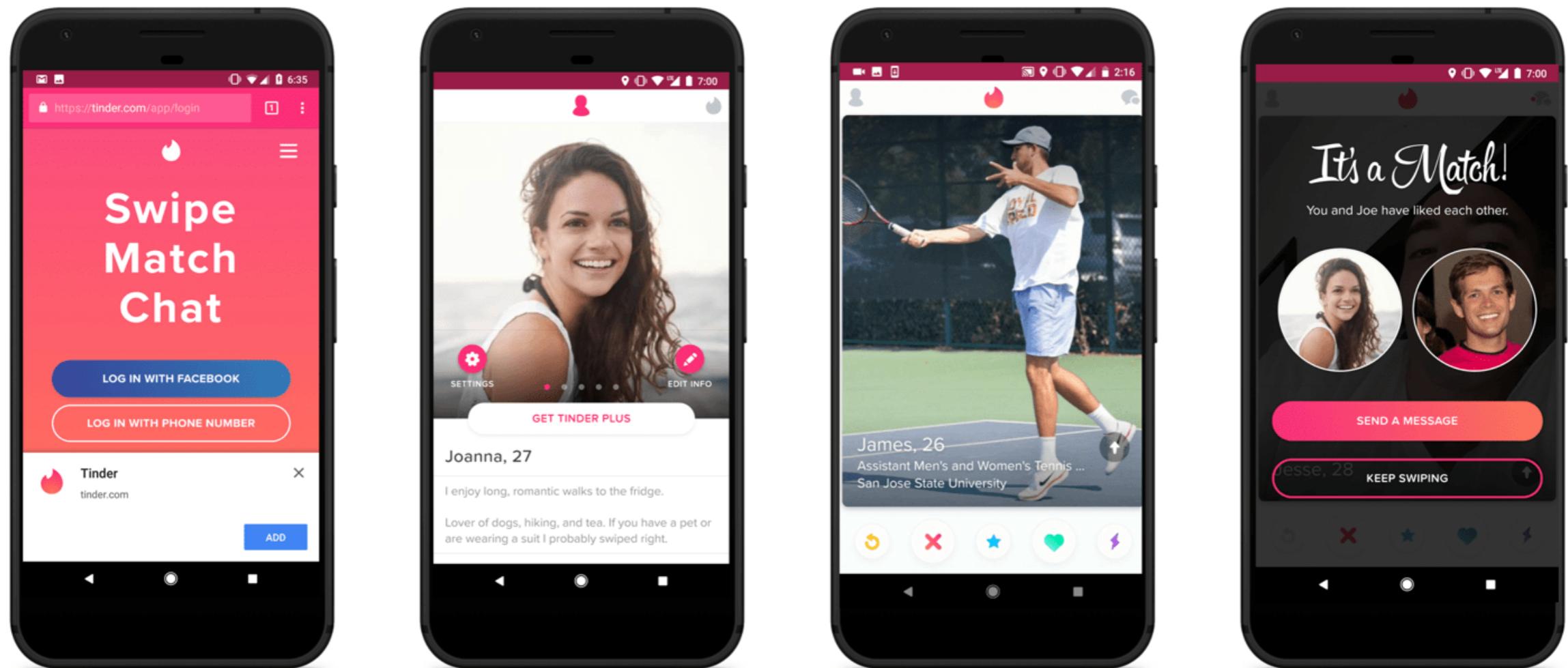


**AI GENERATED PERSON. EARRINGS ARE A BIG GIVEAWAY**

$$E_a = \frac{1}{1 + 10(R_b - R_a)/400}$$

$$E_b = \frac{1}{1 + 10(R_a - R_b)/400}$$

LOOK FAMILIAR? IT WAS FEATURED IN THE FILM “THE SOCIAL NETWORK”



**SOME OF THEIR USERS LIKE CHESS, RIGHT? LET'S USE ELO!**

**YOUR ELO SCORE IS BASED ON THE SCORES OF THOSE WHO SWIPED RIGHT ON YOU. "THE MORE  
RIGHT SWIPES THAT PERSON HAD,  
THE MORE THEIR RIGHT SWIPE ON YOU MEANT FOR YOUR SCORE,"**

**TINDER THEN SHOWS YOU POTENTIAL MATCHES BASED ON YOUR ELO SCORE.  
IF YOU HAVE A HIGH ELO SCORE, YOU'RE MORE LIKELY TO BE SHOWN POTENTIAL MATCHES  
WHO ALSO HAVE A HIGH ELO SCORE.  
THE ALGORITHM WORKS TO SHOW YOU PEOPLE THAT ARE '**SIMILAR**' TO YOU.**

**TINDER DROPPED THE ELO RATING SYSTEM IN 2019**

# TINDER DROPPED THE ELO RATING SYSTEM IN 2019

ONCE YOUR VALUATION IS **\$10BN** THEN YOU KINDA CAN.  
PERHAPS THERE'S SOMETHING IN THIS DATA LARK AFTER ALL.

**ALL THIS DATA IS GREAT UNTIL  
SOMEONE STARTS ASKING QUESTIONS**



THE 800 PAGES OF DATA THAT TINDER  
HAD ON JUDITH DUPORTAIL'S PROFILE.

FROM THE PROGRAMME "CONNECTED" ON NETFLIX

**FREE USE COMES AT A COST  
(YOUR DATA)**

# **PART 6**

# **MACHINE LEARNING?**

**NOTICED HOW I HAVEN'T MENTIONED IT YET? I CAN'T AVOID IT THOUGH.**

**IT'S OLD! BEEN AROUND SINCE THE  
1950'S**

**IT'S ONLY NOW WE HAVE THE PROCESSING POWER TO DO THINGS AT SCALE**

# MACHINE LEARNING IS NOT PERFECT.



# **SUPERVISED LEARNING**

**WITH THIS DATA WE ALREADY KNOW THE TARGET OUTCOME.**

# **UNSUPERVISED LEARNING**

**WITH THIS DATA WE DON'T KNOW THE TARGET OUTCOME.**

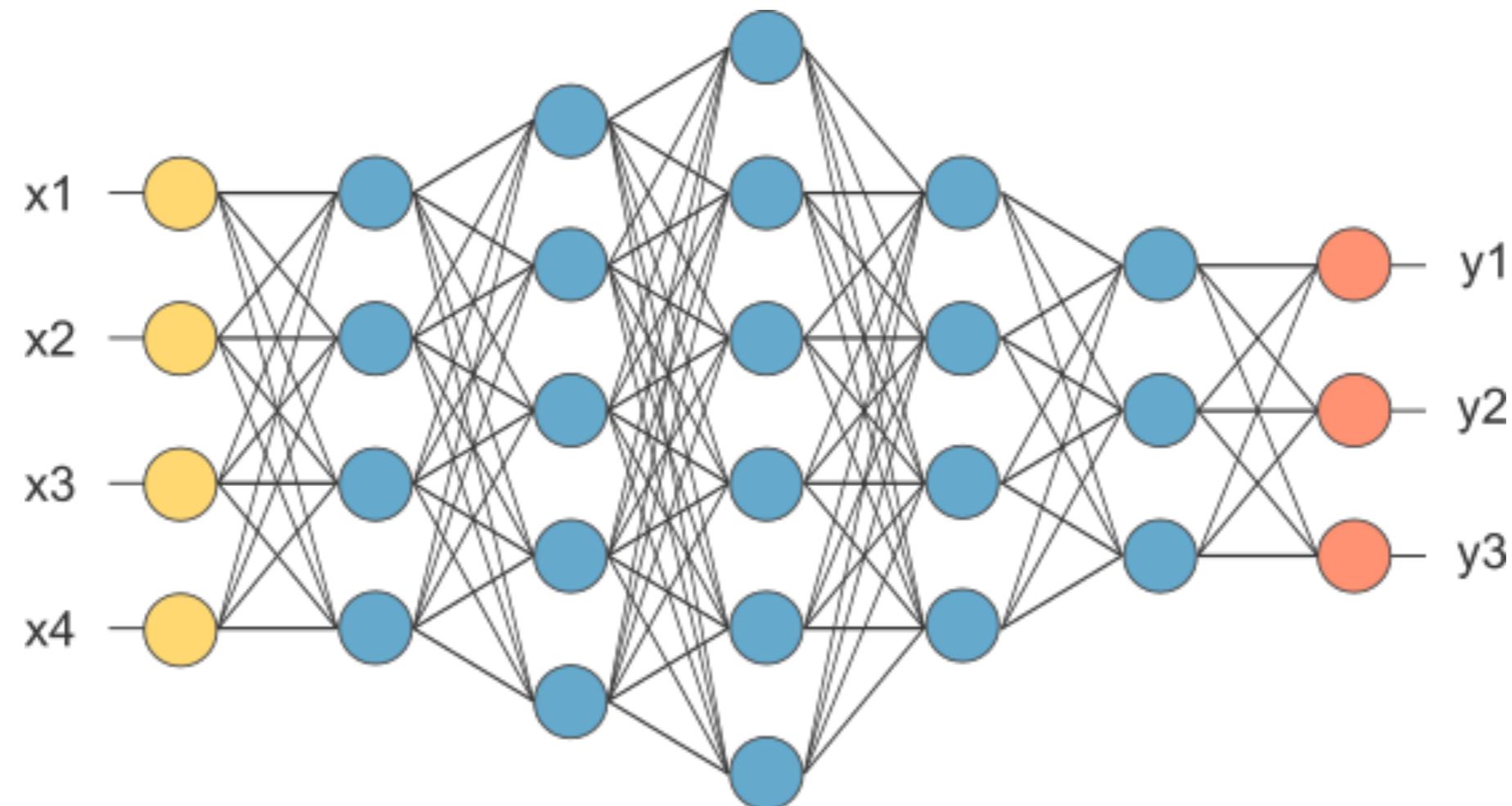
# **REINFORCEMENT LEARNING**

**TRAINES ITSELF WITH TRAIL AND ERROR**

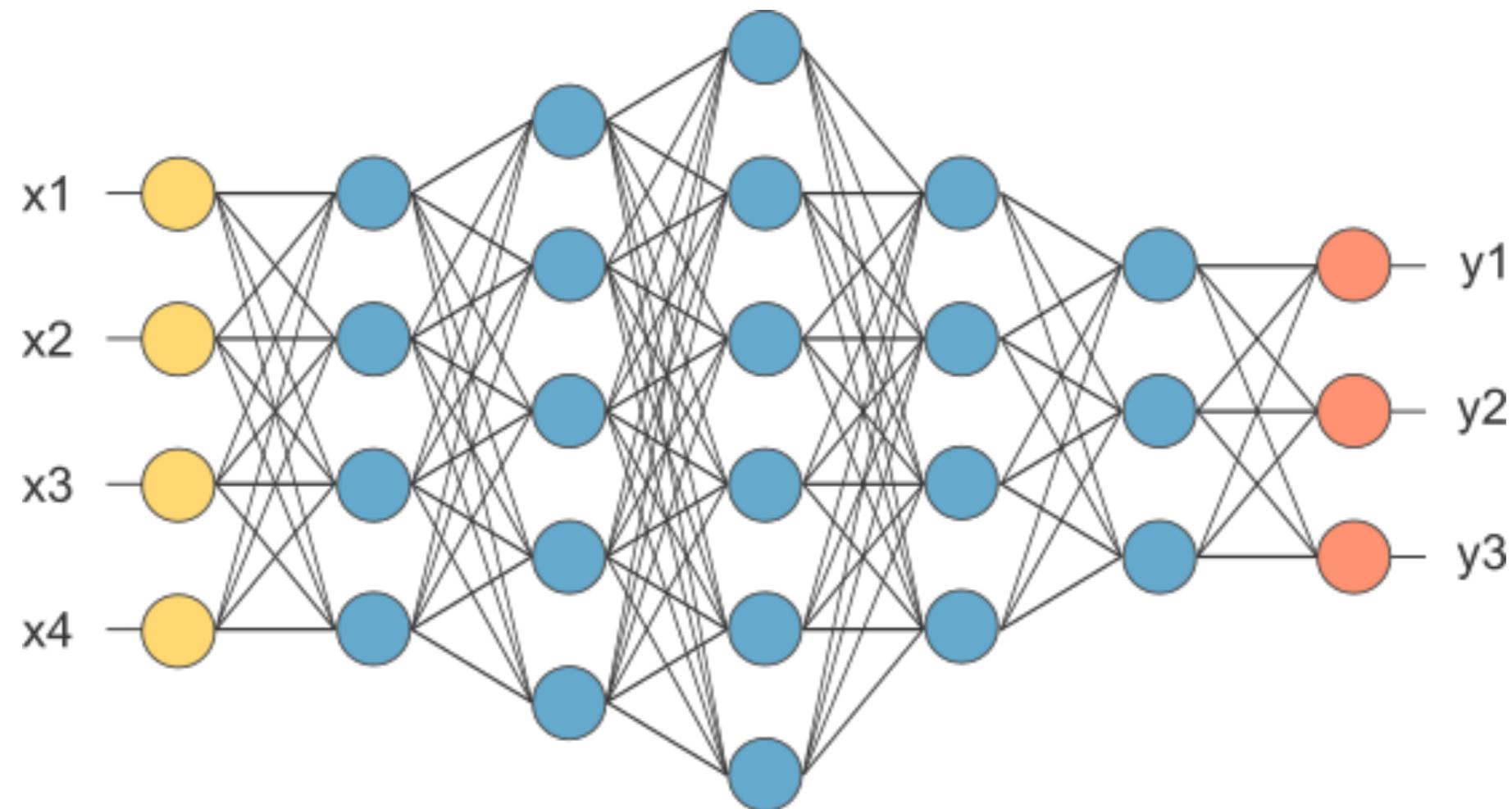
**MOST STARTUPS DON'T HAVE ENOUGH  
DATA TO USE MACHINE LEARNING  
EFFECTIVELY**

**WITH MACHINE LEARNING YOU ARE  
TRYING TO **CLASSIFY** SOME  
INFORMATION OR **PREDICT** AN OUTCOME**

# CAN I **PREDICT** WHO'LL USE MY OFFER?

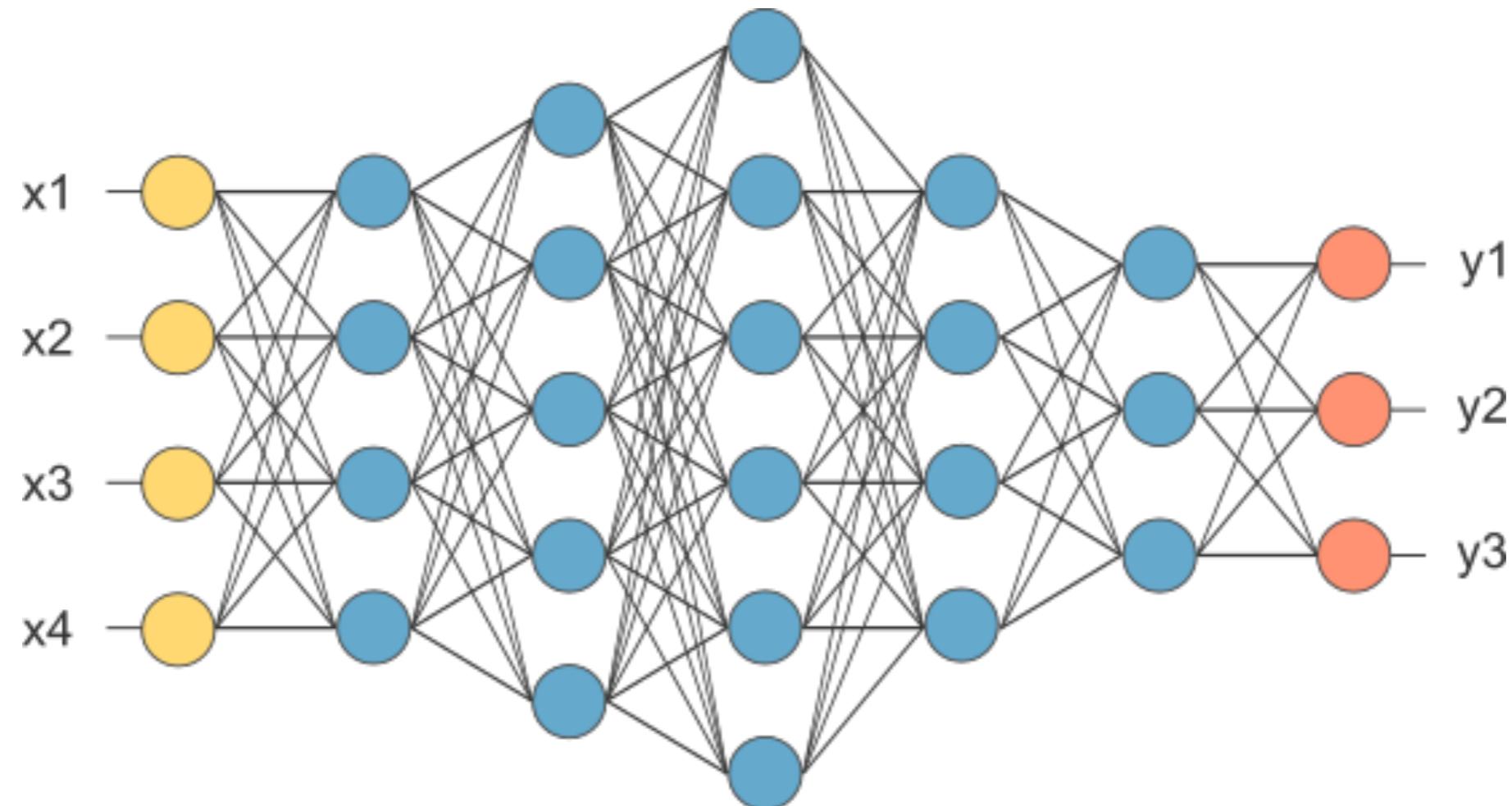


**THE MORE DATA YOU HAVE THE MORE CONFIDENCE YOU'LL HAVE IN  
THE PREDICTION.**

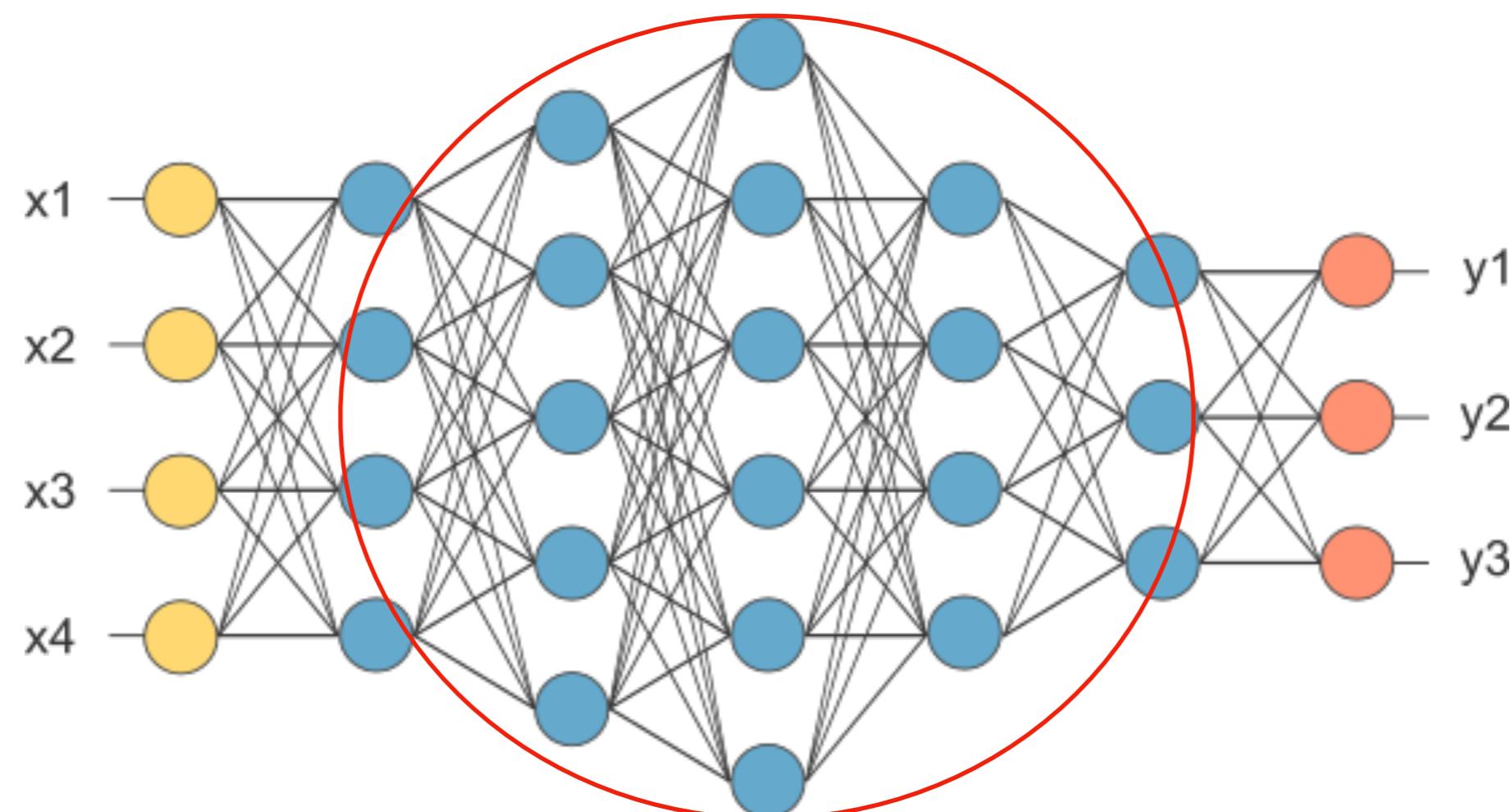


**AND IF YOU INSIST ON USING MACHINE  
LEARNING, USE AN ALGORITHM THAT  
CAN BE EXPLAINED**

**PLEASE DON'T USE NEURAL NETWORKS....**

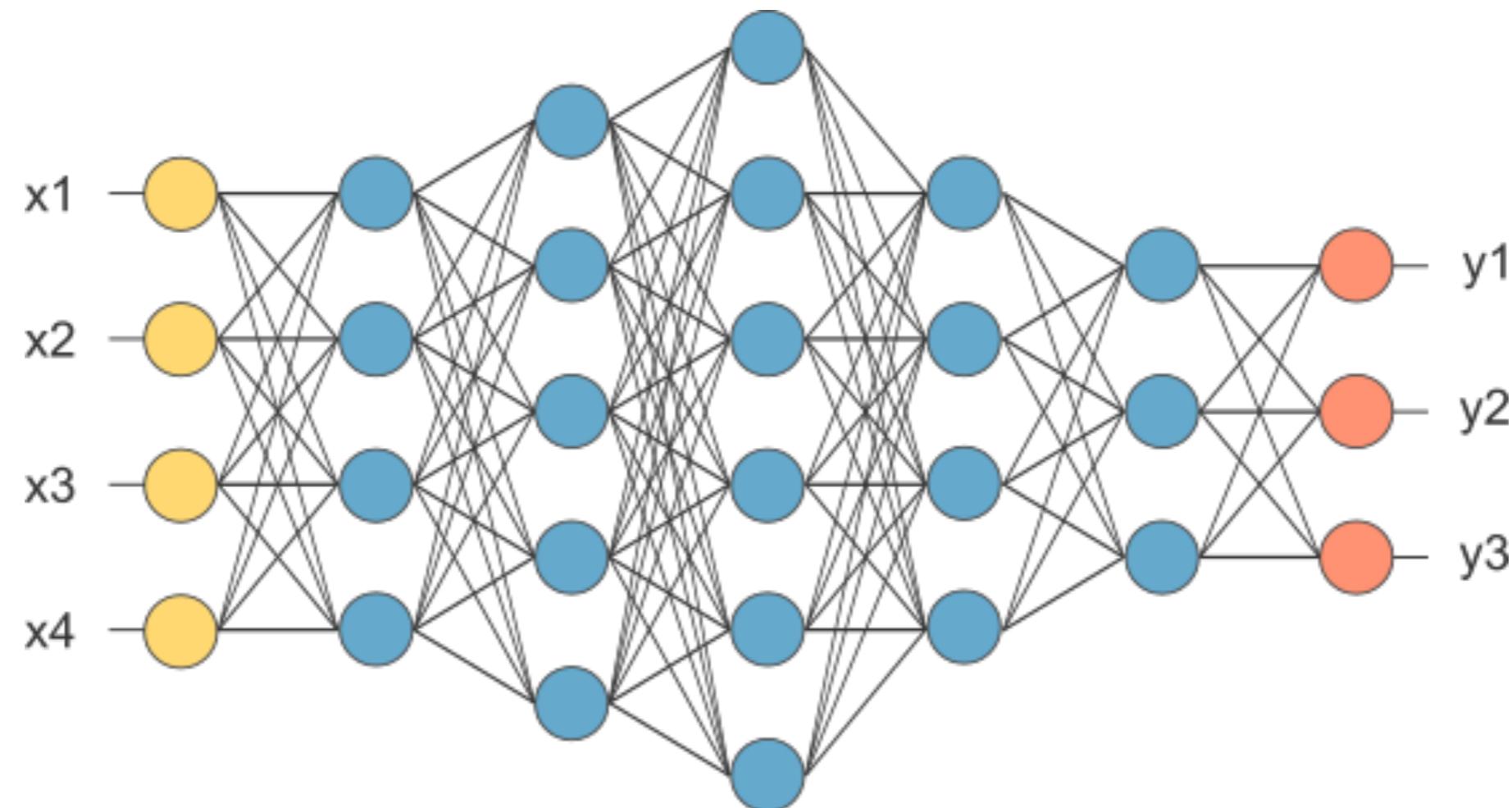


**PLEASE DON'T USE NEURAL NETWORKS....**





**...UNLESS ALL OTHER OPTIONS DON'T WORK.**



# **YOUR DATA JOURNEY STARTS HERE**

- **START SIMPLE - BITS OF PAPER DO WORK**

# **YOUR DATA JOURNEY STARTS HERE**

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- ONCE YOU ARE WASTING TIME SCALE UP.**

# **YOUR DATA JOURNEY STARTS HERE**

- START SIMPLE - BITS OF PAPER DO WORK**
- ONCE YOU ARE WASTING TIME SCALE UP.**
- BE UPFRONT ON HOW YOU ARE GOING TO USE THE DATA**

# YOUR DATA JOURNEY STARTS HERE

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- ONCE YOU ARE WASTING TIME SCALE UP.
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- MAKE SURE THERE'S A PAYOFF

# YOUR DATA JOURNEY STARTS HERE

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- ONCE YOU ARE WASTING TIME SCALE UP.
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- MAKE SURE THERE'S A PAYOFF
- DON'T BE CREEPY WITH CUSTOMERS BASED ON WHAT YOU KNOW

# YOUR DATA JOURNEY STARTS HERE

- **START SIMPLE** - BITS OF PAPER DO WORK
- ONCE YOU ARE WASTING TIME **SCALE UP.**
- BE **UPFRONT** ON HOW YOU ARE GOING TO USE THE DATA
- MAKE SURE THERE'S A **PAYOUT**
- **DON'T BE CREEPY** WITH CUSTOMERS BASED ON WHAT YOU KNOW
- MACHINE LEARNING IS **NOT 100% ACCURATE**, EVER. IF IT IS, QUESTION IT.

# **FINALLY**

**HUMAN BEHAVIOUR IS PREDICTABLE**

**NEWCOMB'S PARADOX SUGGESTS THAT IF WE (THE CUSTOMER) HAVE FREE WILL NO PREDICTOR CAN ACCURATELY FORECAST OUR ACTIONS.**

**WHAT WE DO WITH DATA IS TRY TO TILT THE LEVEL OF CERTAINTY IN OUR FAVOUR.**



uvoucherapp

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*'Technology  
is the key  
to building  
one-to-one  
relationships  
at scale'*

a post on her Instagram account, she asked 100,000 personal followers what they thought the company should make next. "Someone asked us if we could make Milky Jelly lube," she says. "And I was like, that's actually a really good idea."

channels, from the ability to book offline experiences. "It's more of a hybrid," she says. "It's not just a networking site, it's not a commerce site, it is a beauty community to have beauty enthusiasts buy beauty products, learn about it's combining those communities in a way that feels very much like a community, versus so many other sites."

In the past year, the company has hired a new CTO, chief marketing officer and head of design to expand its leadership team.

In terms of growth, Weiss says the company's focus for now is to be "more international", with expansion in the US and beyond. It already has relationships to the UK, Ireland, Australia, France, and Germany.

**THANK YOU**