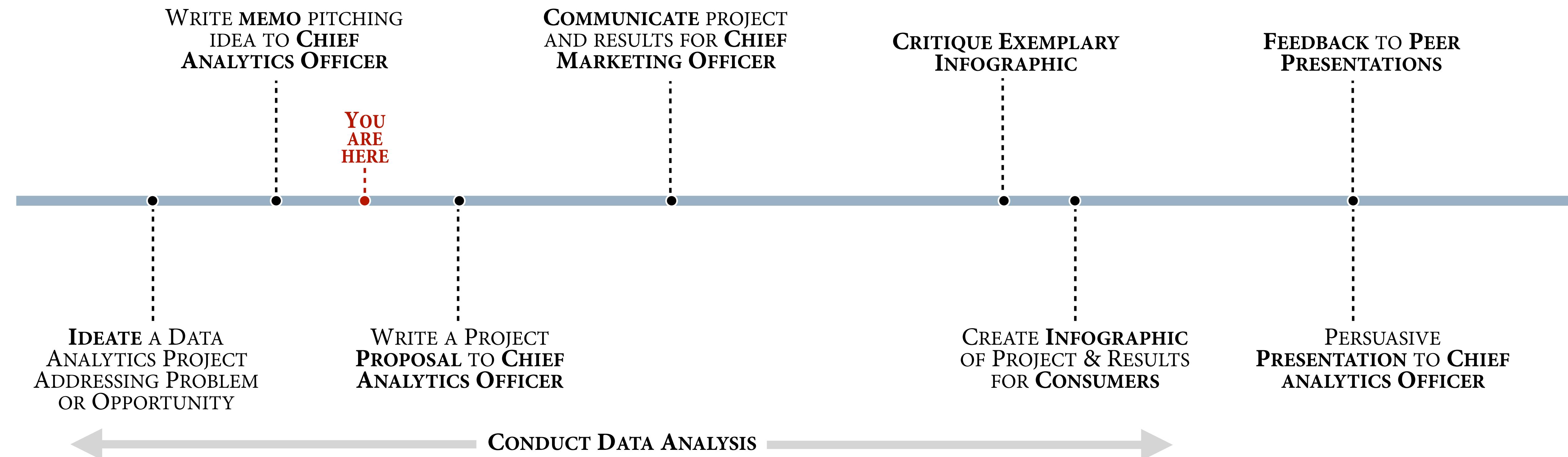


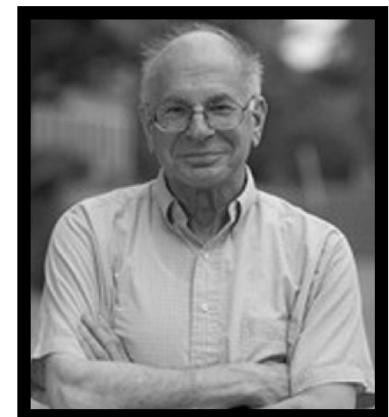
Storytelling With Data

**Analyze before you  
speak — audience analysis**

# Conceptual project timeline



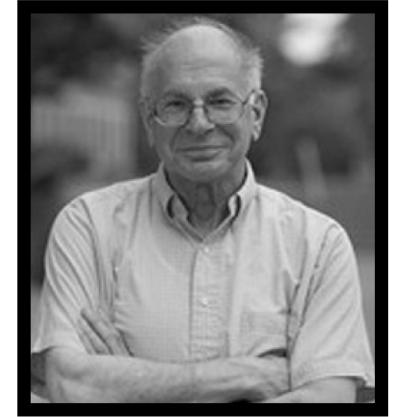
# **how humans think**



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Kahneman, Daniel

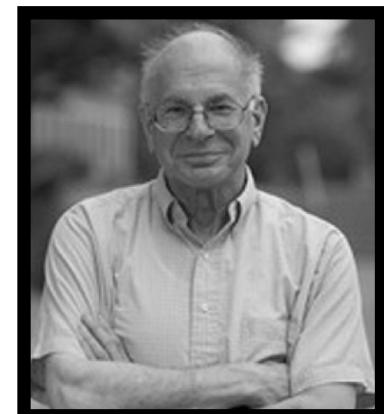
**17 x 24**



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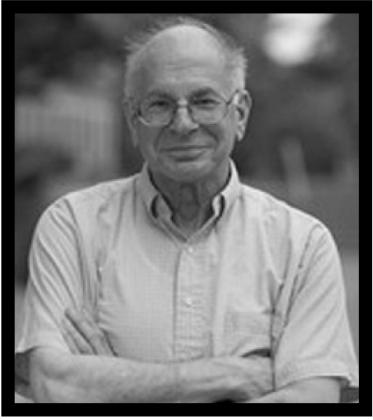
Kahneman, Daniel

**How would you describe trying to understand the information?**



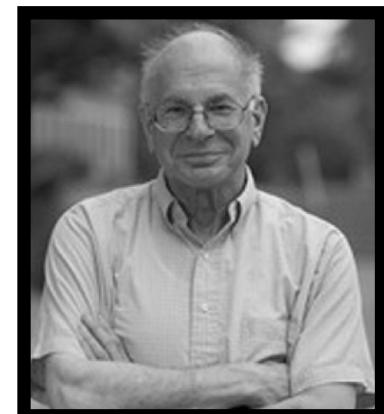
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Kahneman, Daniel



Kahneman, Daniel

**How would you describe trying to understand the information?**



---

Kahneman, Daniel



**Bias ?..WHAT Bias ?!**

sunk-cost fallacy

affect heuristic

endowment effect

groupthink

self-interested bias

overconfidence

confirmation bias

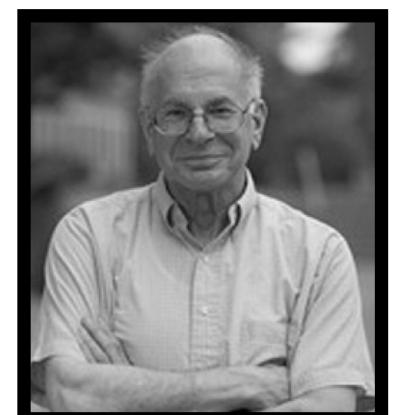
loss aversion

competitor neglect

availability bias

disaster neglect

anchoring bias



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Kahneman, Daniel

halo effect

# keeping out the appearance of bias

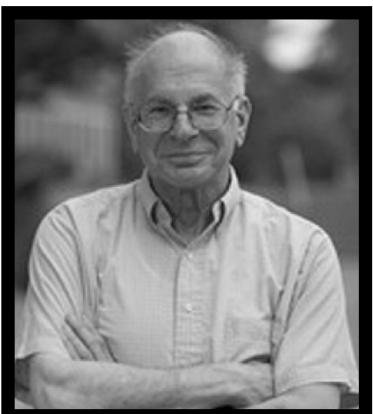
Make **analogies** and **examples** comparable to the proposal.

Present ideas from a **neutral perspective**.  
Becoming too emotional suggests bias.

Consider **multiple anchors** in the proposal.

Genuinely **admit uncertainty** in the proposal, and recognize **multiple options**.

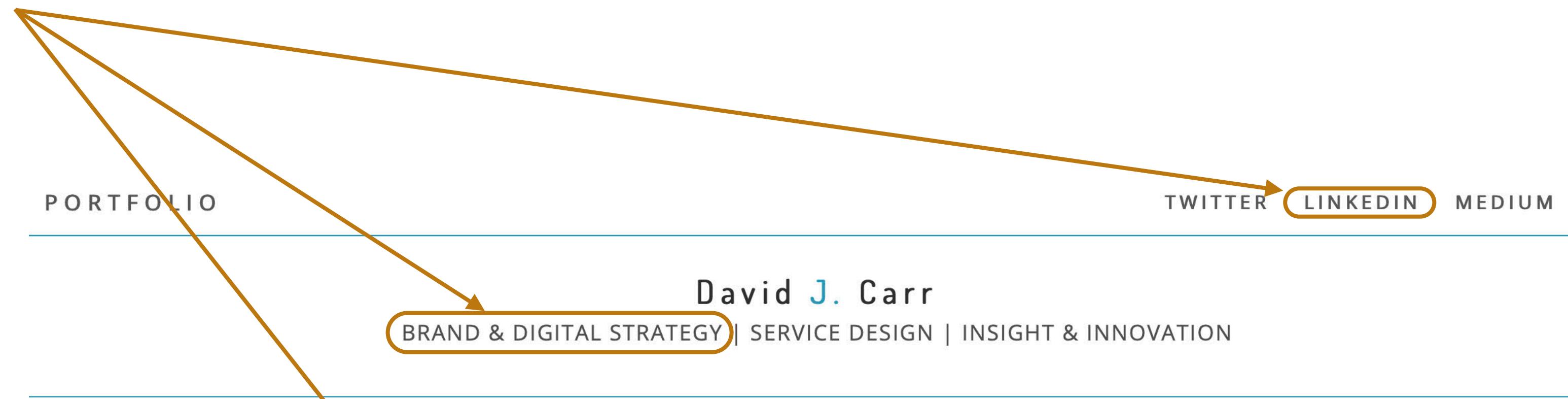
Identify **additional data** that may provide new insight.



## **audience analysis: *an N of 1 case study***

## **Who is David Carr?**

# Who is David Carr?



Hello.

Since March 2014 I've been a Strategy Director for Digitas working in Brand, Innovation and Digital Transformation. My client work has varied from Digital Product Design for Formula 1, through Global Digital Strategies for FMCG giants to Customer Experience and Design Systems in the banking and financial sectors.

During this time I also worked in the Digital Innovation Group (DIG) on Service Design and ethnographic Research projects including supporting patients and oncologists undertaking new Immuno-oncology treatments or exploring the intricacies of the US Health Insurance system and Pharmacoeconomics.

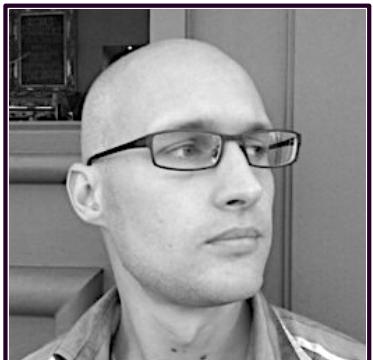
Previously I was Planning Director and Head of UX at JWT London.

Even further back I occupied the roles of Digital Strategy Director, Head of Interactive and Digital CD at Chemistry (which became Publicis Chemistry, then became part of Digitas), and even further, further back I was Senior Art Director at Publicis and a designer, coder and 3D modeller for other companies.

I'd love to be able to share my work with you but some of it is still private, so for a bio, collection of more up-to-date work, thoughts and digital strategy whitepapers you can visit my Blog or Medium.

Alternatively you can find me around the web talking about anything from Data and Empathy, and what is "the new oil", 3D Printed Pills, Evernote and productivity software, Apple TV, can brands do culture, Christmas Ads or Google Glass.

You can also contact me via Twitter or LinkedIn for a link to my portfolio.



— Source: <http://www.davidjcarr.com>

# Who is David Carr?



LinkedIn profile of David Carr:

**David Carr** · 3rd  
Director - Marketing Strategy & Analysis  
London, United Kingdom · 500+ connections · Contact info

**Experience**

- Director - Marketing Strategy and Analysis  
Publicis Sapient  
May 2019 – Present · 10 mos
- Digitas UK  
5 yrs 3 mos  
Strategy Director - Practice Development (International)  
May 2016 – May 2019 · 3 yrs 1 mo  
Leading strategy on clients like Unilever, Formula 1, HSBC and AstraZeneca. Developing Digitas' Strategy Proposition and craft skills as well as new ways of working to integrate data, media, innovation, mobile and strategy disciplines. Agency point of view & thought
- Strategy Director  
Mar 2014 – May 2019 · 5 yrs 3 mos
- JWT  
3 yrs 6 mos  
Planning Director  
Jan 2013 – Mar 2014 · 1 yr 3 mos  
London, United Kingdom
- Planning Director and Head of UX  
Oct 2010 – Dec 2012 · 2 yrs 3 mos  
Leading digital strategy on J&J (Listerine, Calpol, Benadryl, Clean & Clear, Imodium, Benylin, Sudafed, Microlax and Caring Everyday) and Shell (Lubricants, Motorsport, Retail & Corporate).

**Skills & Endorsements**

- Digital Strategy · 54  
Endorsed by Nic Howell and 16 others who are highly skilled at this
- Creative Strategy · 29  
Endorsed by Mike Cavers and 5 others who are highly skilled at this
- Integrated Marketing · 26  
Endorsed by Mike Cavers and 6 others who are highly skilled at this

**Recommendations**

Received (20) Given (10)

Maciek Gorzkowski  
VP of Customer Success at Annex Cloud  
September 6, 2012, Maciek managed David directly  
David gets it. He is one of those rare people who has a proven record of being a Creative, a UX and a Planner all wrapped up in brain that is a sponge for anything digital. He's got a chart for everything. And if he doesn't, he'll make one that always ends up making the round... [See more](#)

Cristel Davila  
Senior Principal Success Manager chez Salesforce  
September 6, 2010, David worked with Cristel in the same group  
I've met David more than 3 years ago when I joined Publicis. He was then a talented creative, but the thing that made him so special was his ability to see the bigger picture, leveraging briefs to deliver creative that would meet (more than often exceed) the objectives a... [See more](#)

**Accomplishments**

2 Projects  
Benadryl Social Pollen Count · Listerine Mouth vs. Life

1 Publication  
Marketing Cards Against Humanity: Strategy vs. Tactics

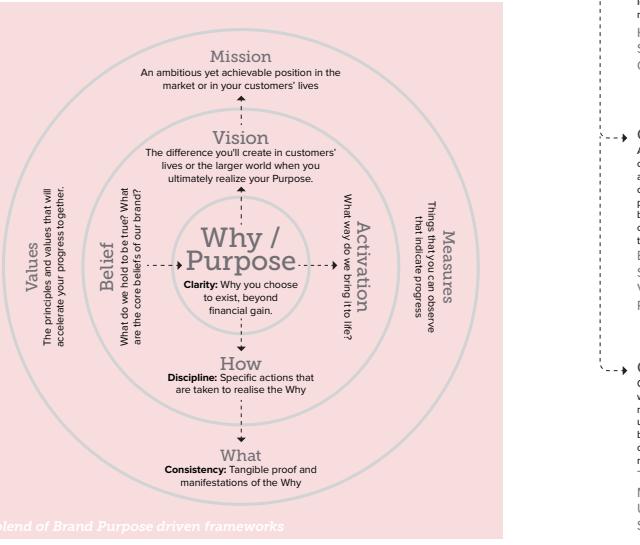
# What does David do?



Carr, David

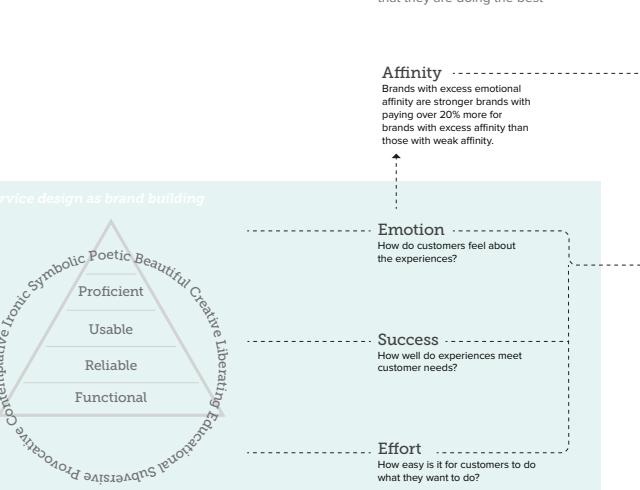
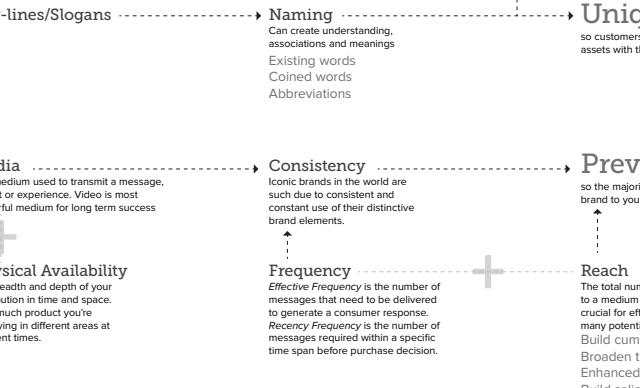
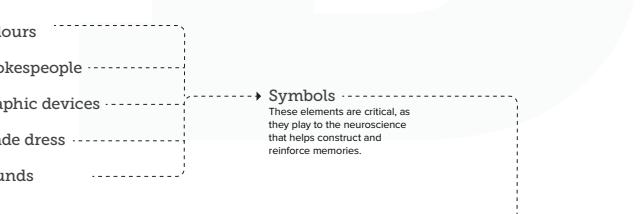
## Designing and managing a brand

The brand strategy should be influenced by the business strategy and should reflect the same strategic vision and corporate culture. In addition, the brand identity should not promise what the strategy cannot or will not deliver. There is nothing more wasteful and damaging than developing a brand identity or vision based on strategic imperative that will not get funded. An empty promise is worse than no promise at all.



"First, it has to be a **coherent totality**, not a lot of bits. The physical product, the pack and all the elements of communication - name, style, advertising, pricing, promotions, and so on - **must be blended** into a single

**A brand** is a set of **associations** personality."  
Stephen King  
*What is a Brand?*



## Strategic Brand Analysis

A process that helps brand managers to understand the customer, competitors and the brand itself.

- **INSIGHT SOURCES**
- → **Self Analysis**  
Identifying whether the brand has the resources, capability and will to deliver. Heritage SWOT Organisational Value

## Plato?

Plato has a platonist realm-esque perfect image from our world.

Traditional "adland": Comms led - Selling elsewhere Serving customers is boring

Total Brand Experience

Like getting dirty

Service customers is key

Create a shared world

Authenticity

Relevance

Momentum

OR

## Aristotle?

Brands have a quality of a whole

Measured by their effects on people.

Total Brand Experience

Become part of the world

Create a shared world

OR

## Wittgenstein?

Brands as language that are co-created

by a whole range of actors, practices, and contexts.

Measured by their effects on people.

Total Brand Experience

Brand culture

Become part of the world

Create a shared world

OR

## Competitive Analysis

Analyzing the current and potential competition to ensure the brand can break away from the clutter and position itself clearly in the market.

The pre-selection of brands is often assumed to be the fundamental cognitive step leading to chose direct competitors well products that compete with ours.

Brand ID Strengths Vulnerabilities Positioning

VERSUS

## System 1

Quick, Emotional & Instinctive.

Lovely, Familiar, Pleasant.

External peace media

TV, VOD, OUTDOOR

DIGITAL, DIRECT, PRINT.

OR

## System 2

Slow, Rational & Effortful.

Intense, Cognitive, Logical.

Self-paced media

DIGITAL, DIRECT, PRINT.

OR

## Customer Analysis

Getting beyond what customers say to what they actually do and what really motivates them.

Understands the needs and behaviors both known needs that the customer identifies, and the latent needs that they don't.

Trends Motivation Unmet Needs Segmentation

OR

## Customer Analysis by Taylor Lewin & Nin Nohria

To acquire

To bond

To team

To defend

To feel

OR

## Jobs to be done

The jobs-to-be-done framework is a tool for evaluating the circumstances that arise in customer's lives.

Customers make buying decisions based on what they want to achieve.

Understand the needs and behaviors both known needs that the customer identifies, and the latent needs that they don't.

Trends Motivation Unmet Needs Segmentation

OR

## Jobs not segments

The jobs-to-be-done framework emerged as a helpful way to look at customer motivations in business settings.

Companies can better serve customers by understanding what they want to achieve.

Understand the needs and behaviors both known needs that the customer identifies, and the latent needs that they don't.

Trends Motivation Unmet Needs Segmentation

OR

## Customer Job

The practical and objective customer requirements that define the logical thing the customer needs to do or achieve.

OR

## Emotional Job

The subjective customer requirements related to feelings and perception.

OR

## Social Job

How the customer behaves or is perceived by others while using the solution. How the job connects the customer with others.

OR

## Reasons to believe/Proof Points/Discriminator

Competing reasons for the target customer to choose our brand over the competition.

What makes us unique, useful, desirable and different?

## Brand Identity

The set of assumptions and principles that brand management aspire to create and maintain. These associations imply a promise to customers about what the brand stands for, its products/services and its staff members. Be authentic, transparent & key characteristics of successful brands & any challenger brands:

Authenticity

Relevance

Momentum

OR

## Brand as symbol

OR EVENT

Plato?

Aristotle?

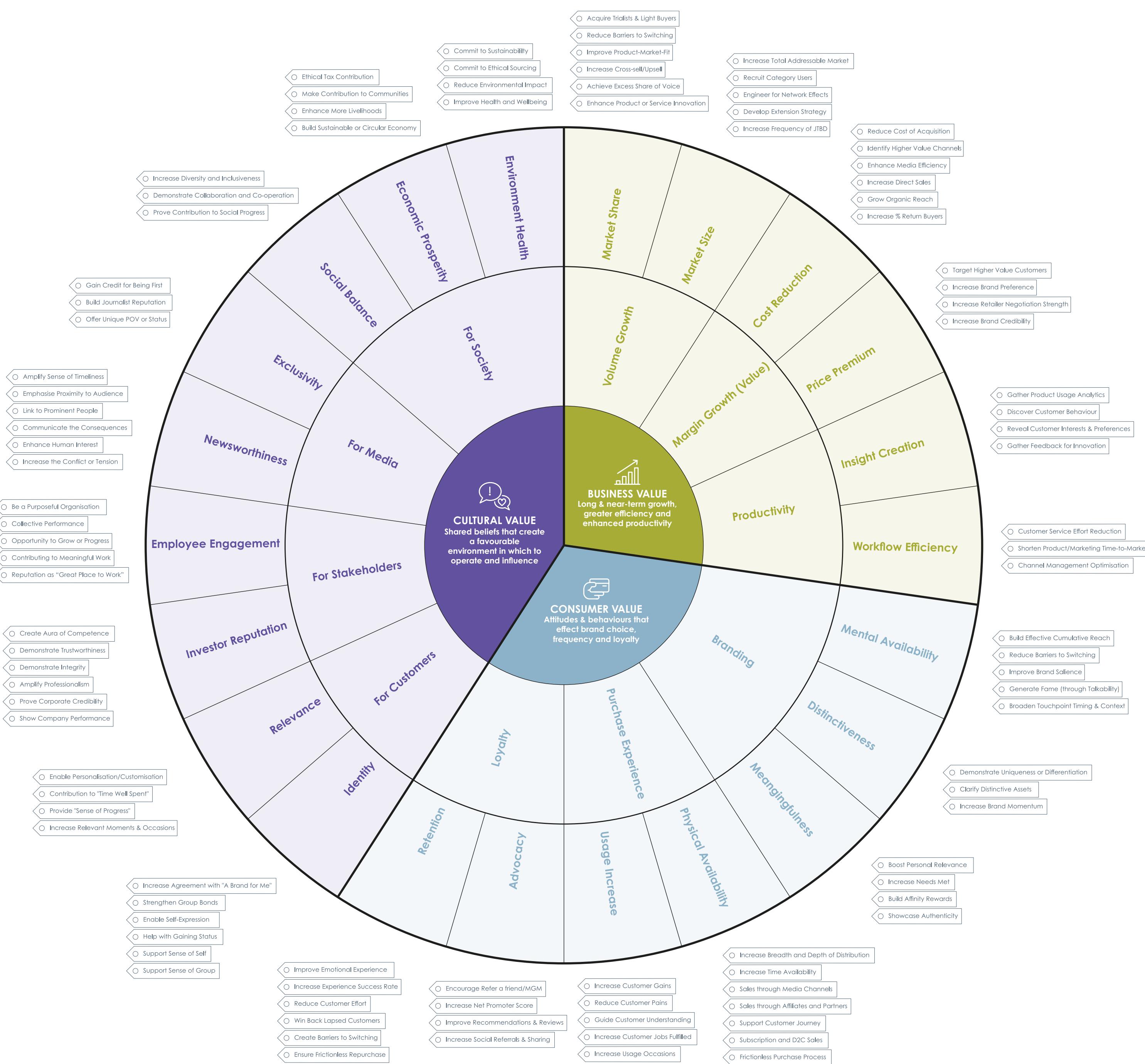
Wittgenstein?

Brand?

# What does David do?



Carr, David



**DATA IS THE NEW OIL:  
DIRTY, MISUNDERSTOOD, POLLUTING THE WORLD  
& PULLED FROM ALL THE WRONG PLACES.**



Carr, David

## **Who might be David Carr's intended audience?**

# Who might be David Carr's intended audience?



SEARCHBOOKMARKBELLPROFILE

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# REDWHALE

STARTUPS

VENTURE CAPITAL

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GROWTH

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| SU

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ABOUT

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NOTE FROM THE EDITOR

The Startups & Venture Capital (a @RedwhaleHQ publication) is the place for amazing content on startups, venture capital & technology. This publication is open to content of all lengths and variations. If you would like to contribute contact me via editors@redwhale.co. I welcome your feedback and suggestions. Happy reading.

---

EDITORS

EDITOR IN CHIEF & CONSULTANT

Brandon Lipman

Growth Marketing Consultant For Venture-Backed Companies @Redwhale. Follow me  
@lipmanb

Follow

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Carr, David

Scott Spencer / <https://github.com/ssp3nc3r> [scott.spencer@columbia.edu](mailto:scott.spencer@columbia.edu)

19

**What were his messages?**

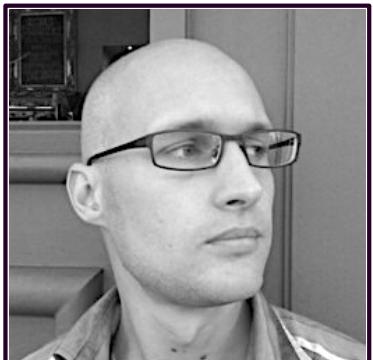
# What were his messages?

Data drives marketing,  
can reveal biases

Limitations in  
data need to be  
understood,  
addressed.

Use of data is  
about truth and trust,  
requires openness  
about source and  
methodology.

Data is an and,  
not an or.



**How did he communicate data to his audience?**

## How did he communicate data to his audience?

“

The power of Google and Facebook is called a duopoly, but there's a very good reason for their differential growth. The two tech giants accounted for 73% of all U.S. digital advertising, up from 63% in the second quarter of 2015. This year they will be one third of all global adspend. That's because they have data that is linked to a wide range of signals, behaviours and cross-device identities.

”

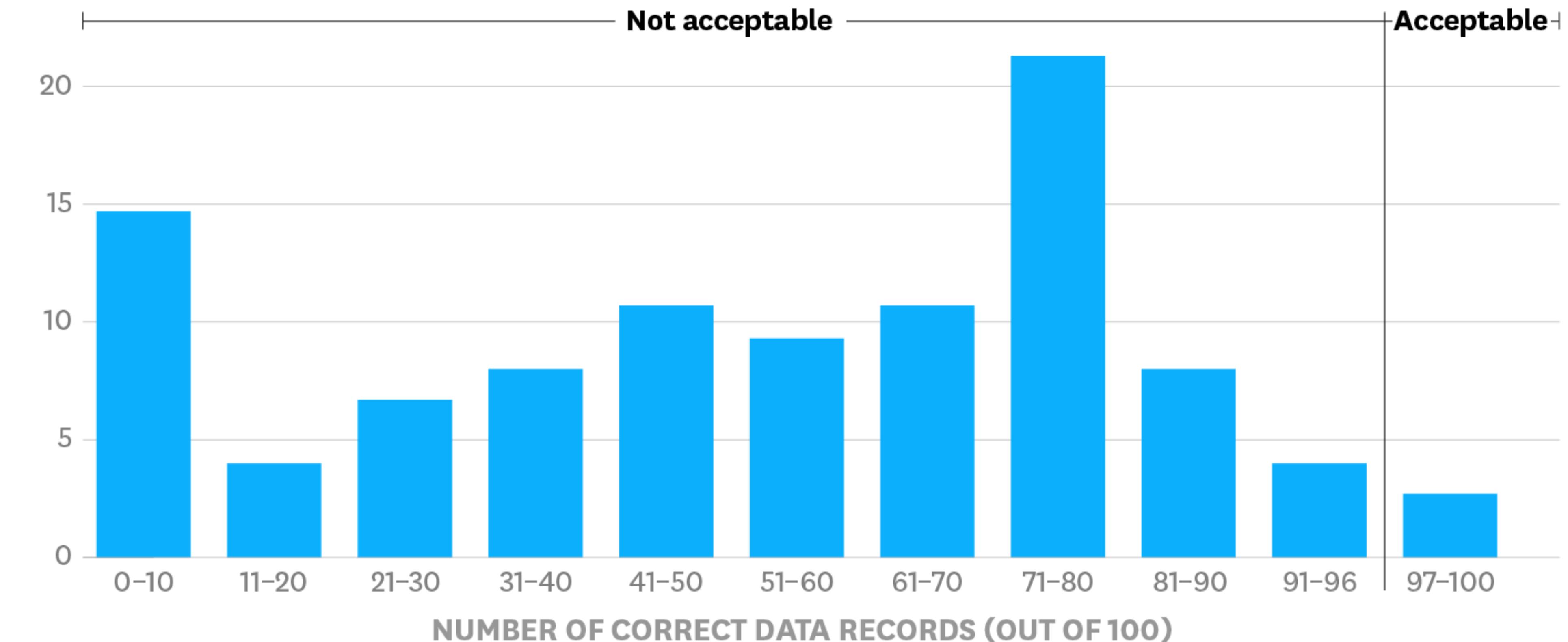
How did he communicate data to his audience?

## Data Quality Is in Worse Shape Than Most Managers Realize

In a study involving 75 executives, only 3% found that their departments fell within the minimum acceptable range of 97 or more correct data records out of 100.

PERCENTAGE OF DEPARTMENTS

25%

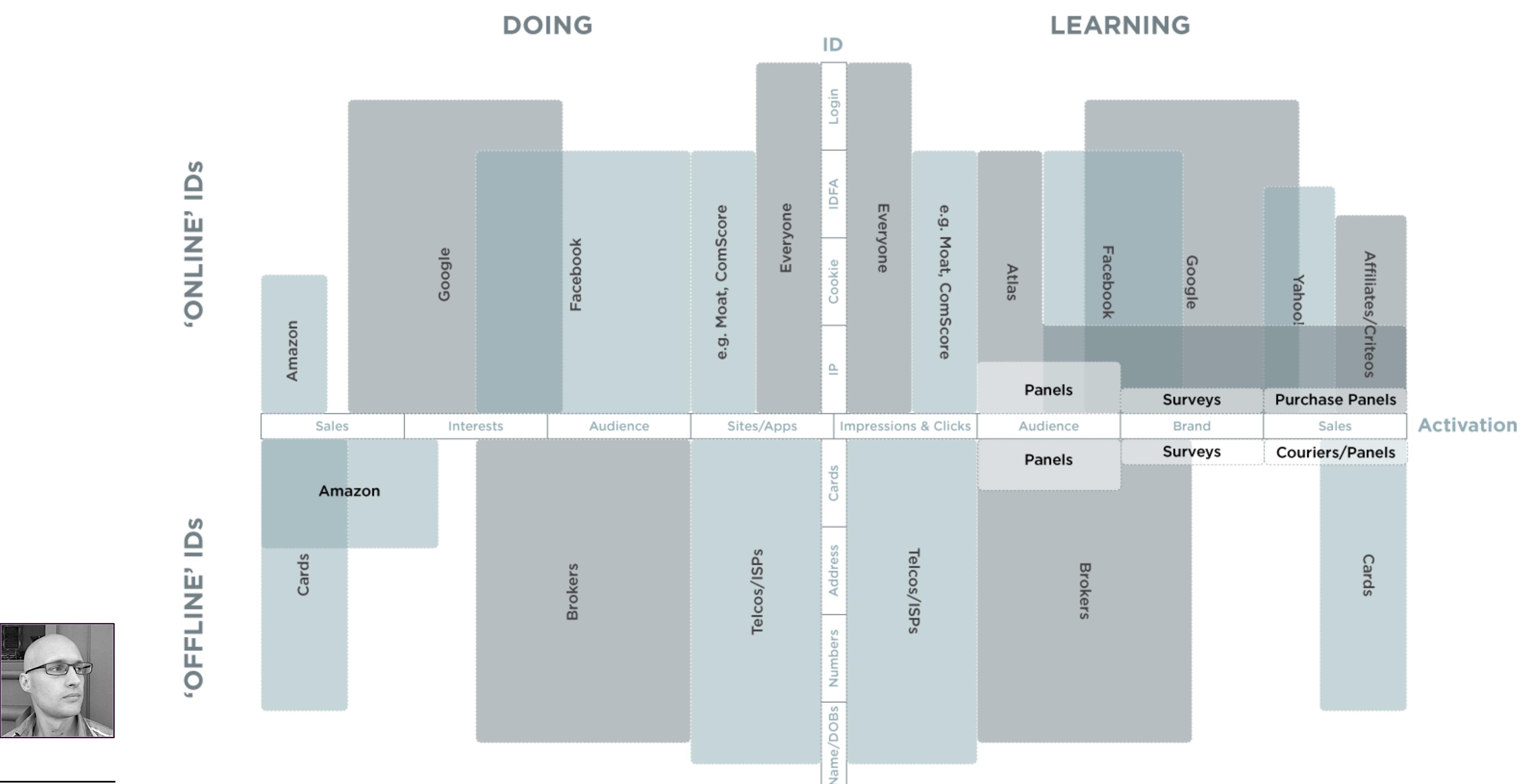


SOURCE TADHG NAGLE ET AL.

© HBR.ORG

Carr, David

# How did he communicate data to his audience?



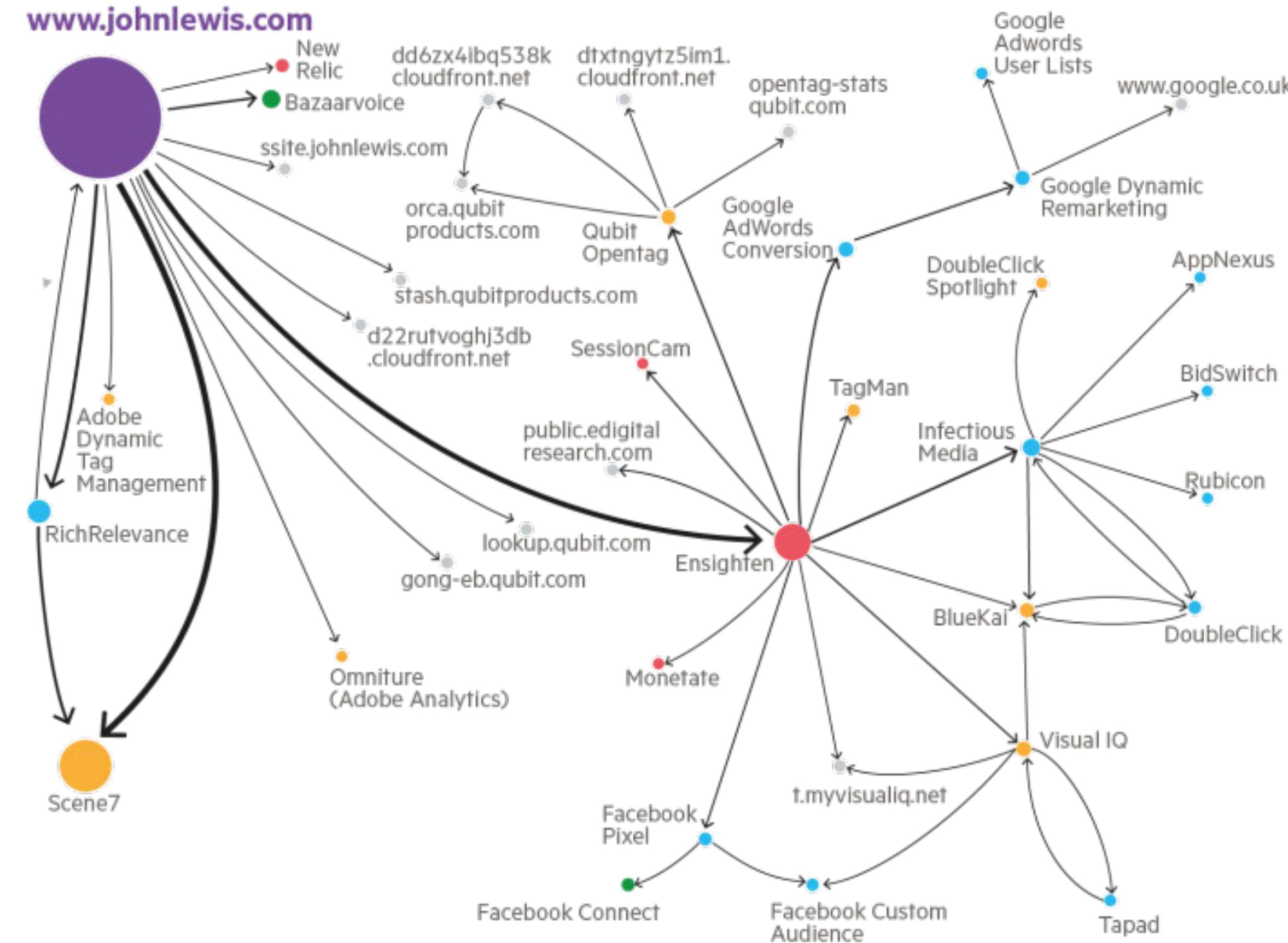
Carr, David

# How did he communicate data to his audience?

## John Lewis's data sharing

Map of the entities that receive data generated by John Lewis's online customers

[www.johnlewis.com](http://www.johnlewis.com)



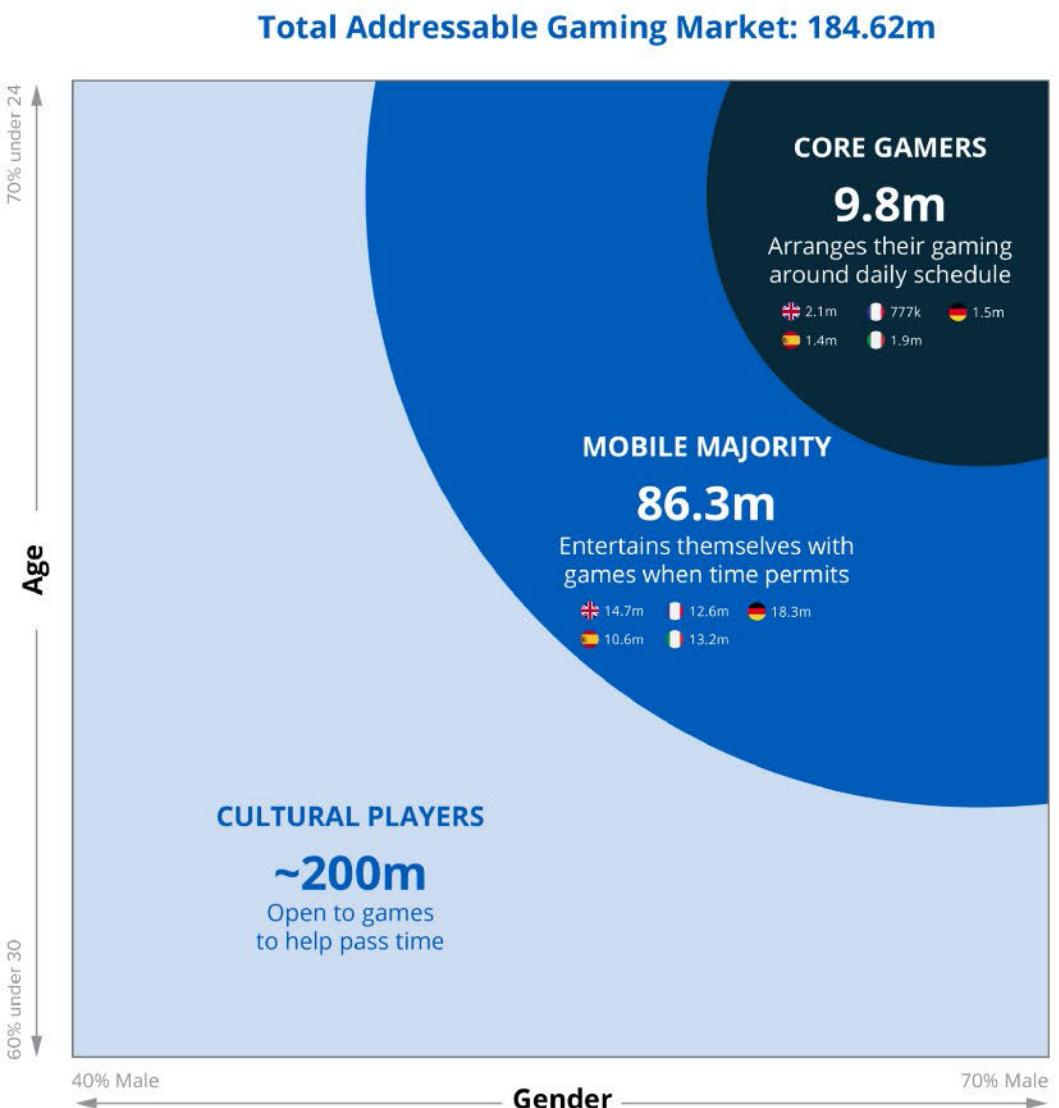
### Types of business using data from John Lewis's online customers

- **Analytics** Businesses that monitor and report on website traffic
- **Advertising** From ad creators to companies that buy and sell ad inventory
- **Tracking** Collectors and processors of data
- **Widgets** Allow sites to add and/or share content with other platforms
- **Various** Other operations and networks, often extensions of the above services

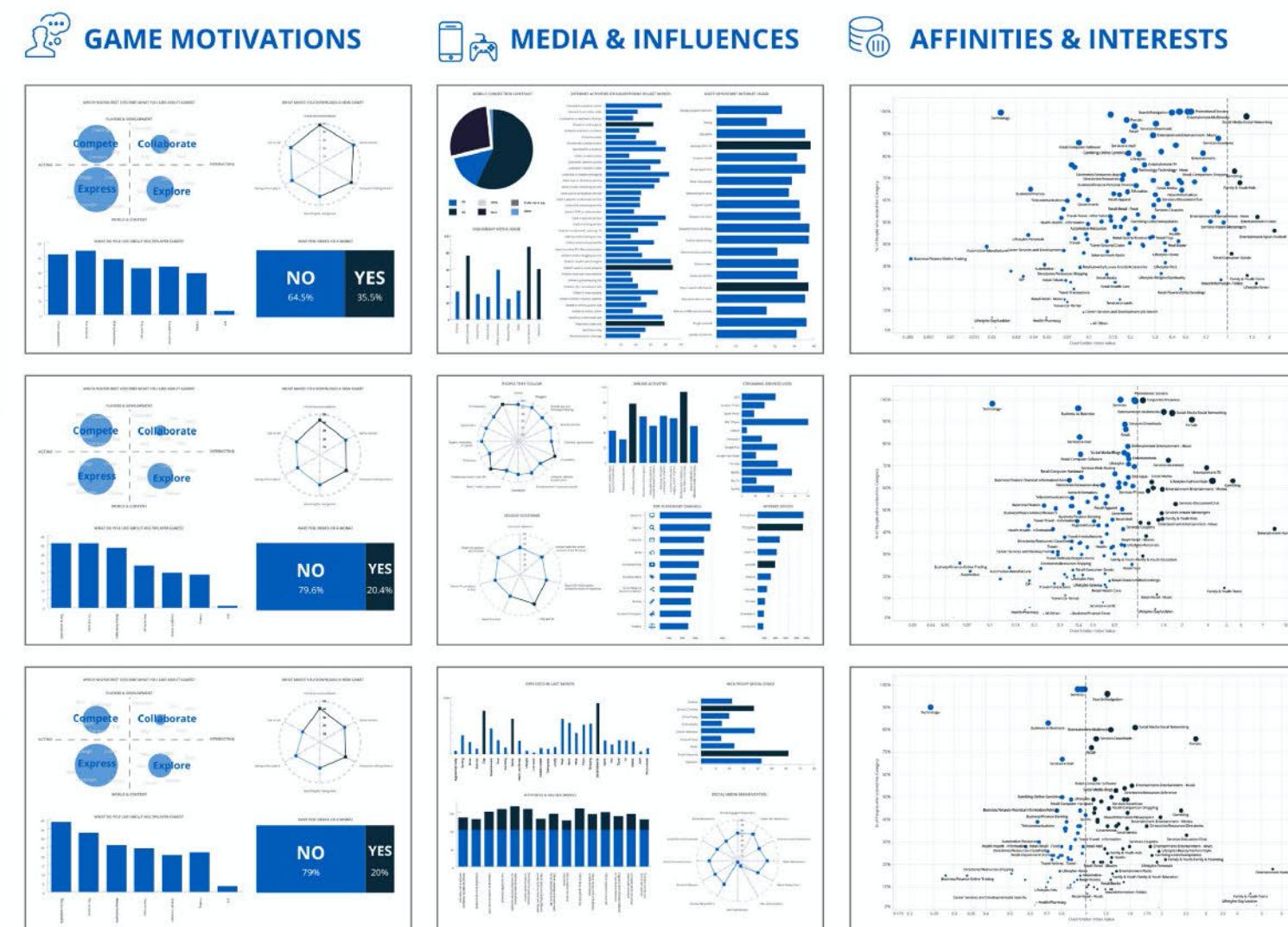


# How did he communicate data to his audience?

## 1. INDUSTRY SEGMENTATION DATA

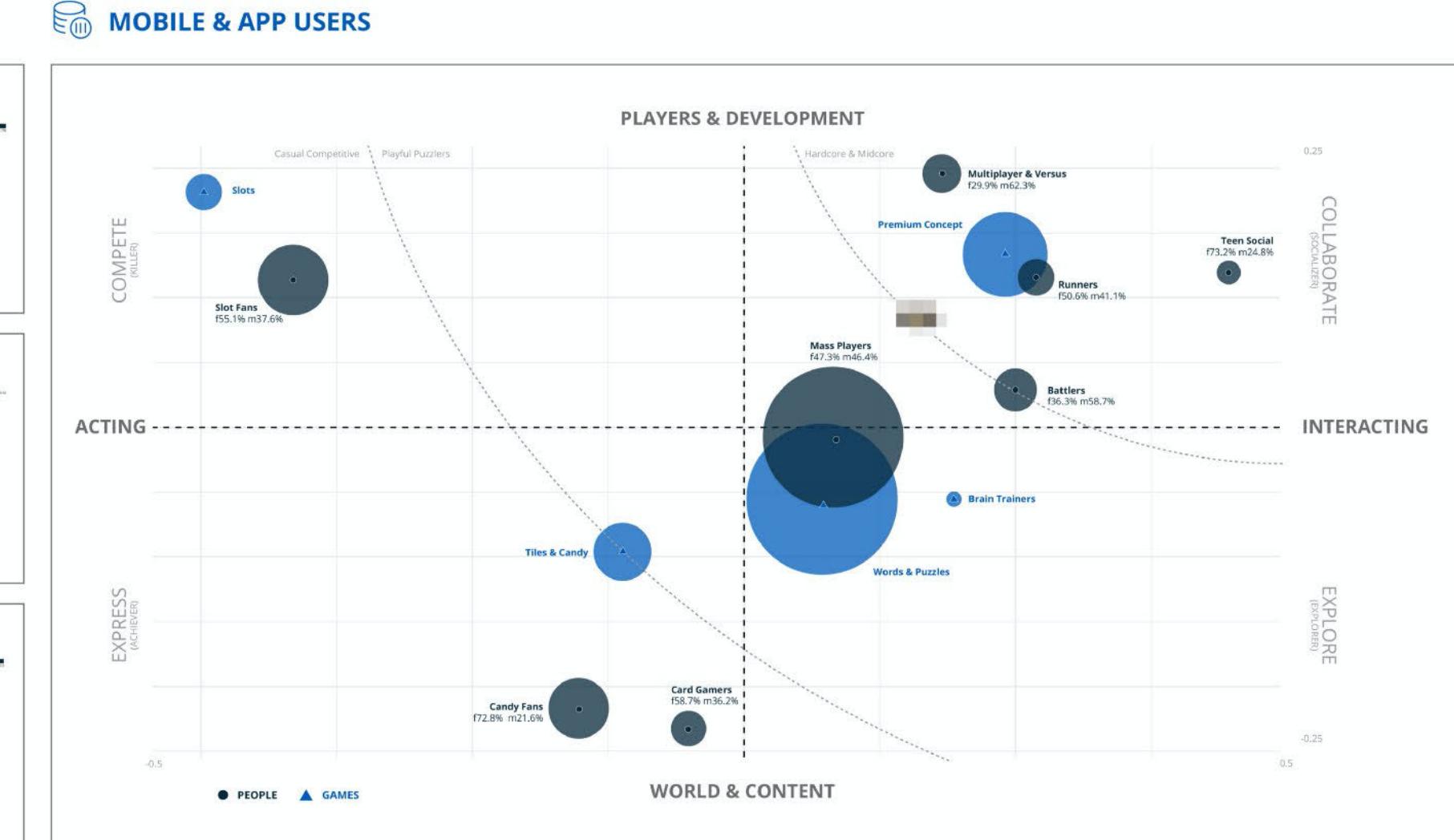


## 2. MEDIA & QUANTITATIVE DATA



## 3.

## REAL BEHAVIOURAL PORTRAIT

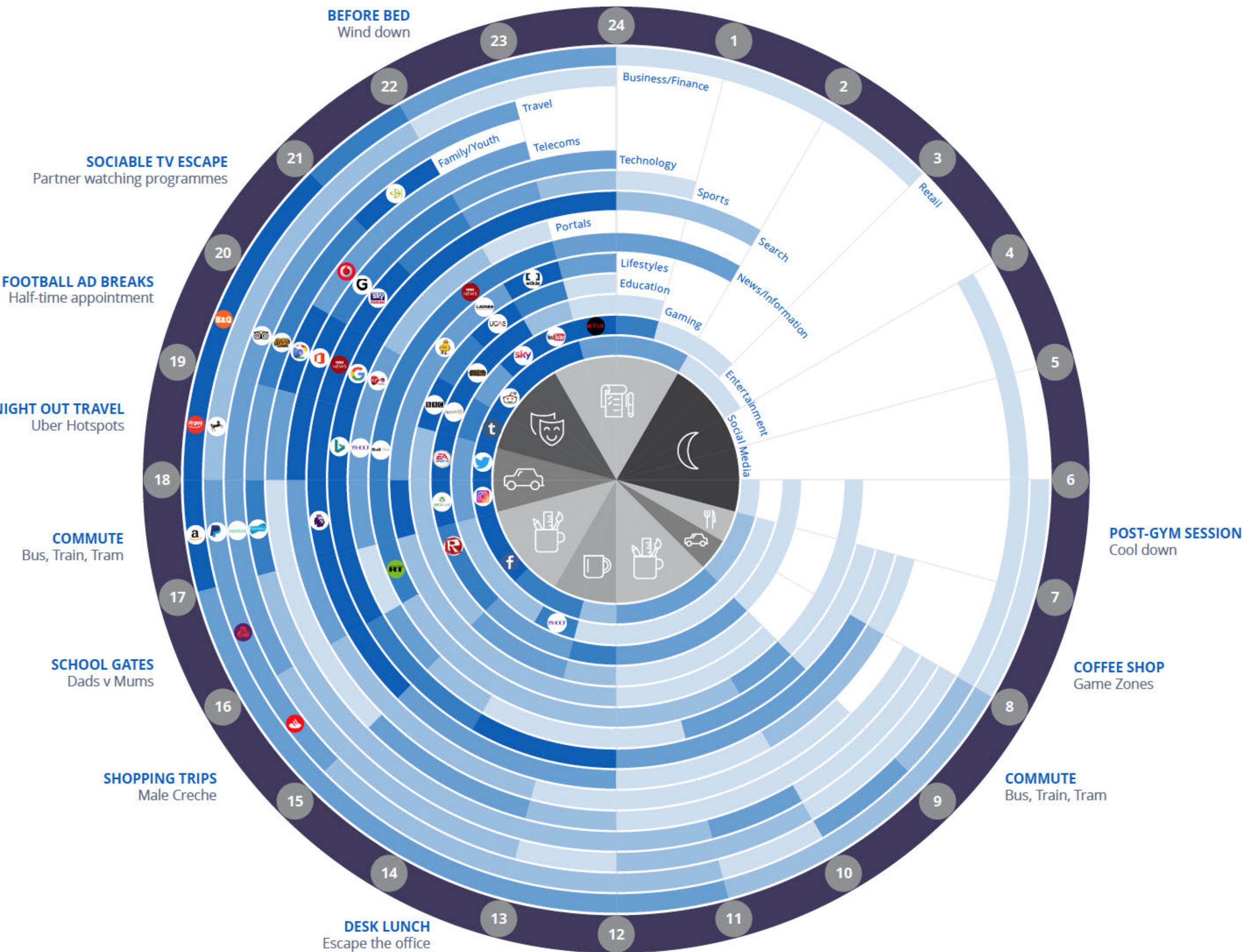


## 4. ACTIVATING THE INSIGHTS



Carr, David

# How did he communicate data to his audience?



A sub-segment's use of media and content during the day suggesting tactical opportunities to get them playing

**Might Kahneman's advice mitigate some of Carr's concerns?**

**Help! — My *brief proposal* is due next week  
and I need a fresh pair of eyes to give a critique!**

# References

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