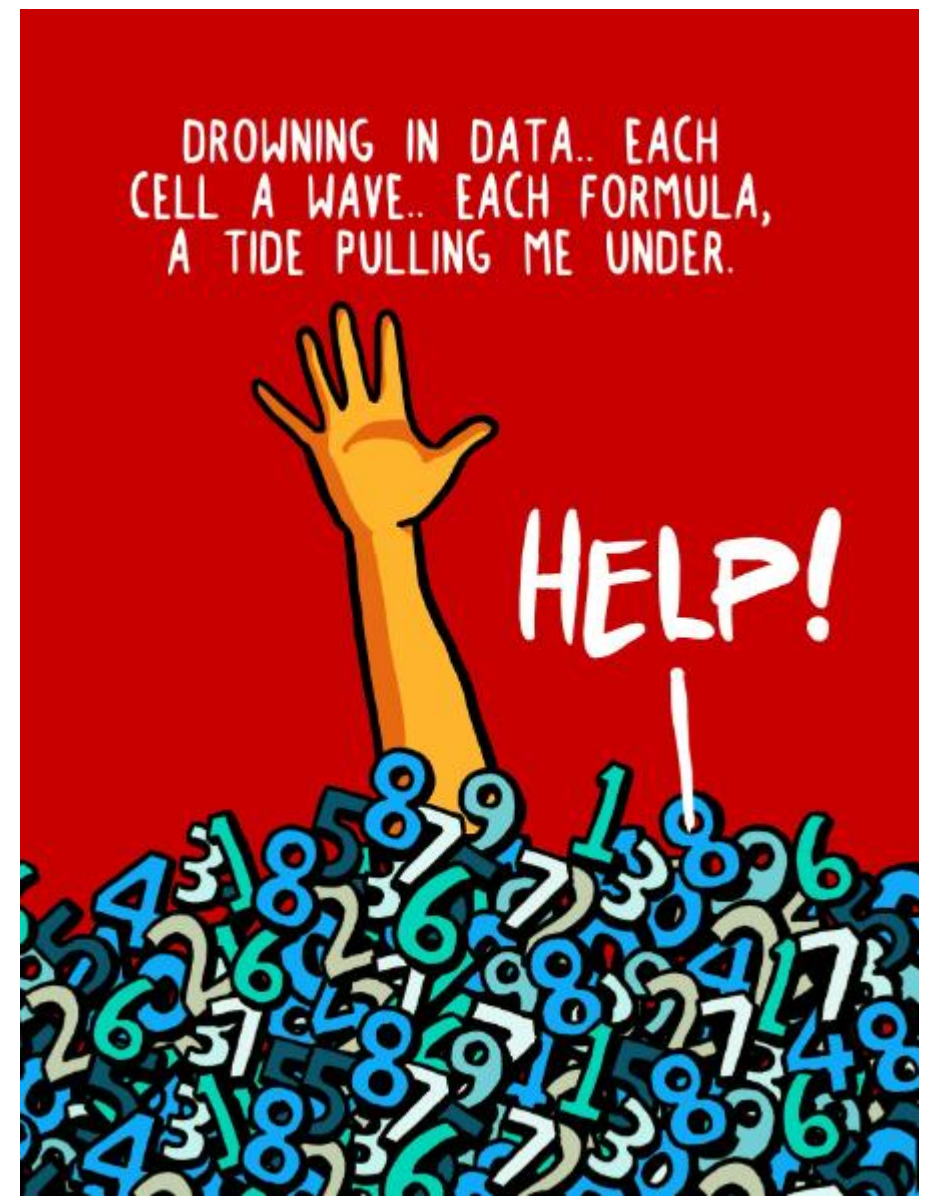
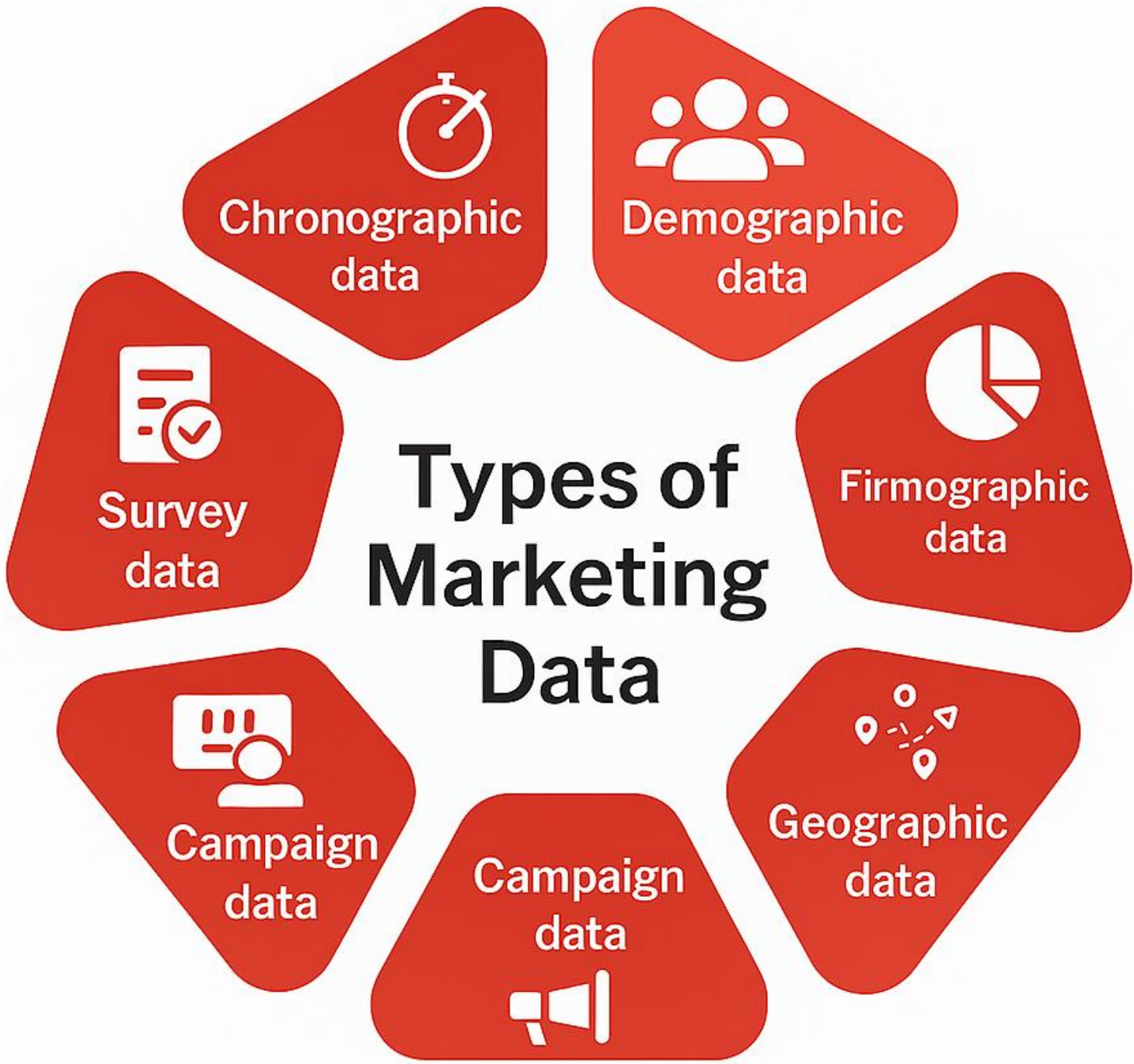




Turning Data Into Action



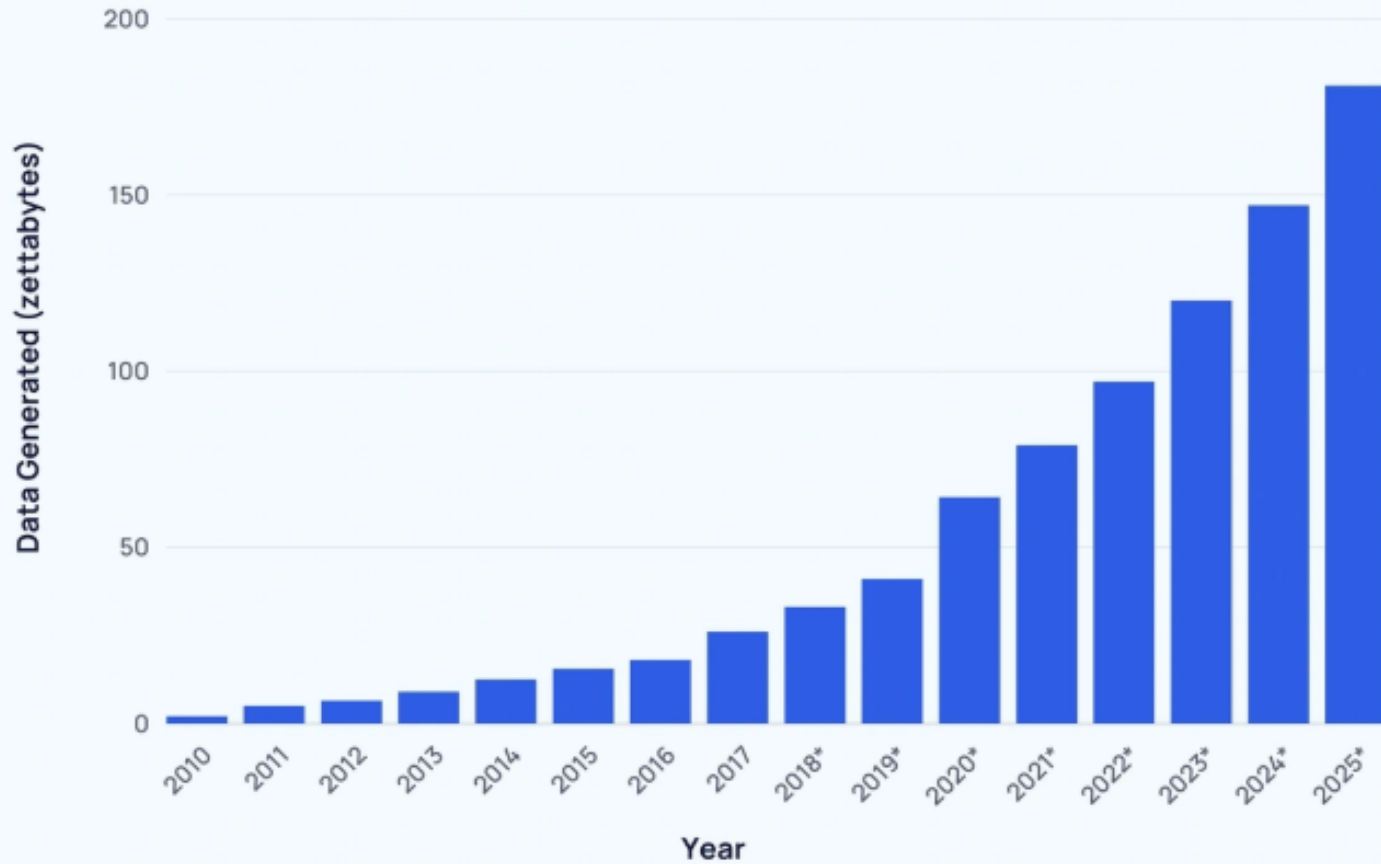


Learning to choose is hard. Learning to choose well is harder. And learning to choose well in a world of unlimited possibilities is harder still, perhaps too hard.

– Barry Schwartz in his book *The Paradox of Choice*



Global Data Generated Annually



Source: www.statista.com/statistics/871513/worldwide-data-created/



According to the latest estimates, 402.74 million terabytes of data are created each day

Unit of Measurement	Data Generated
Zettabytes	0.4
Exabytes	402.74
Petabytes	402,740
Terabytes	402.74 million
Gigabytes	402.74 billion
Megabytes	402.74 trillion
Kilobytes	402.74 quadrillion
Bytes	402.74 quintillion

Source: Statista

So the big question is:

How do we turn this all this data into action?

Short answer, we don't.

Longer answer, we don't turn it ALL into action, just the bits that suit us.

How BHF Marketing does this



We focus on enabling actions with our data

In data rich environments, the advantage lies with those who ask the best questions, not those that have the most data.

We align our reporting to our Organizational Objectives, via OKR modelling. This means our choices on data are aligned fully to business objectives.

This means that the type of reports we are using ladder back up to our organizational objectives. These include:

- Weekly trade and income reporting
- Monthly mid and upper funnel reports that focus on awareness and consideration.
- Quarterly Reporting view of total business metrics
- Half Yearly we do full business reviews



Culture

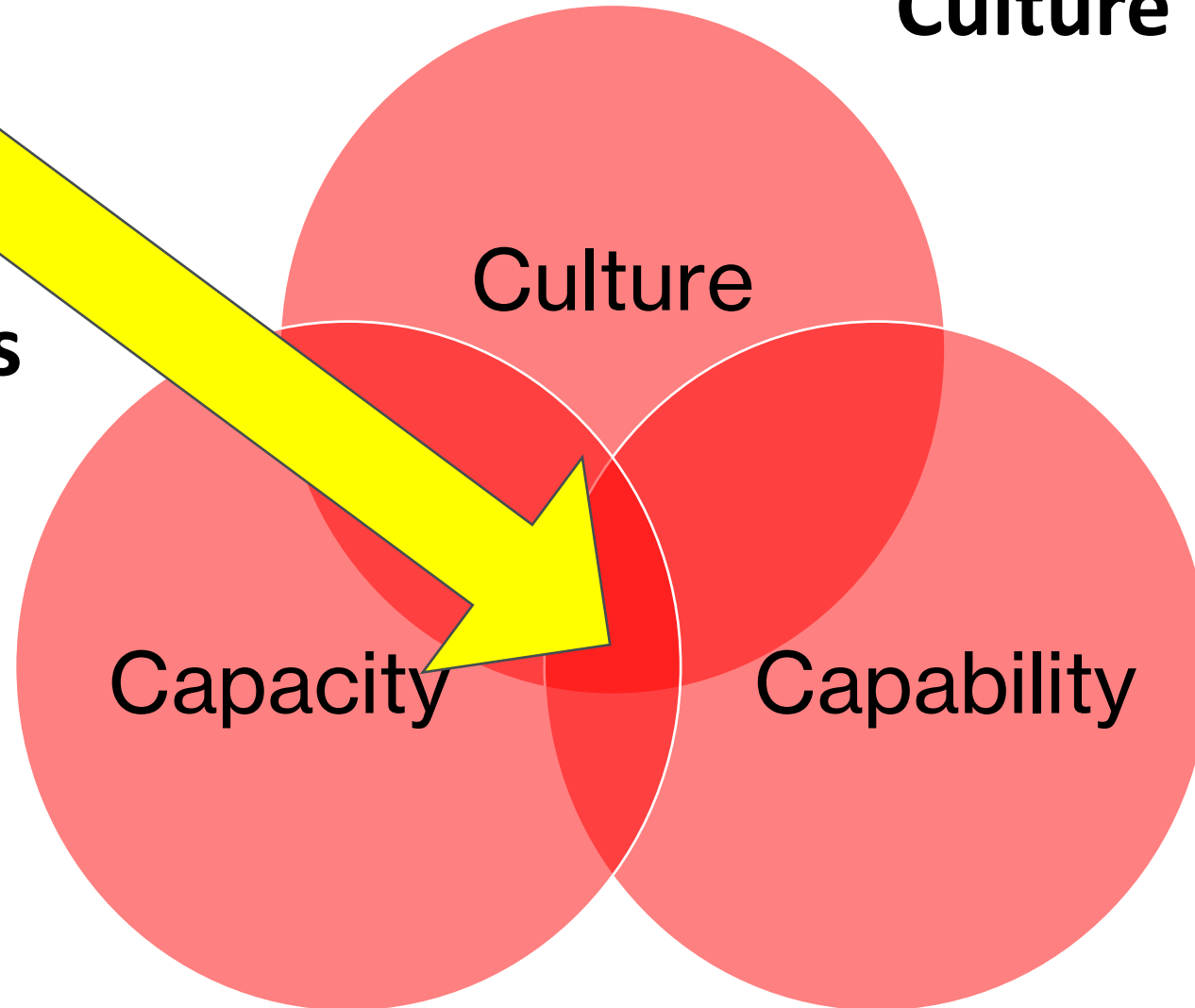
Capacity

Capability



Culture is the Driver

**Capacity focus
Enables**



Capability drives Change

Culture

Culture is the driver

In the Mass Acquisition team, a focus on a culture of performance, with a test and learn attitude has driven great benefit.

The mindset is that the whole team own their own areas and accountability is focused on UNDERSTANDING performance, rather than OWNING performance. This has seen a huge shift in analytic capability. This has empowered the team to dig into details, with reduced “fear of failure”.



Capacity

Capacity Enables Action

“Choicefulness”, (Valentine,2021) is a key concept in making this happen.

"The essence of strategy is choosing what not to do" – Michael Porter

This is most effectively done by BHF through Capacity planning, understanding what is achievable prior to confirming the final activity.

Utilising capacity planning tools (including project tracking tools, colleague surveys, Head of Dept Marketplaces), and understanding when delivery pinch points occur (annual planning), has allowed us to better use our data.

There's no point in planning an in-depth review of a product if all available resource is focused on an activity launch. Equally, looking at annual planning aids us to know when we need certain data points to make business decisions

Valentine, M. (2021). *Ritson on the 10 traits of a successful marketer*

Capability



Capability Interprets Change

Providing training, support and guidance to the teams has improved collective capability to interpret data. From training on using Microsoft Copilot more effectively, to specialist oversight and support from our Finance Business Partner model. Further to this, we have a dedicated Insights team, who support all teams to create and understand usable data.

Excellence in reporting tools is also a fundamental, with the right tool for the right jobs.

Some key tools for BHF:

- PowerBI - weekly performance reporting linked to our databases
- Google Analytics – for digital and web performance, analysing the funnel and making data driven optimisations
- MMM / Econometrics – for long term planning and investment strategies
- Brand Attribution Tracking – for holistic brand health and audience insights
- Hotjar, Sprout, Optimizely etc – for user analytics, to understand customer behaviour

Summary

- It's not what you know, but what you WANT to UNDERSTAND that sets you up for success
- Choosing the right questions is more important than choosing the right tools
- Creating a culture focused on learning, rather than proving performance, unlocks ownership
- Don't get lost in the data!!

Thanks.