What makes a modern insight function?
Why look into this?

You only know if you are good if you know what good looks like!
Evolution of Insight

“lead the business, not just support it”.
Insight from a number of organisations

They all gave me different answers to the question!
The themes
79% of high performing companies are customer centric – **13% for underperforming**

- Reports directly to the CEO/ Champions at the top – “Voice of the consumer”

- Embed in business plans and processes

- Ask “what is the insight?”

- Define insight “a compelling discovery that drives action”

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**CASE STUDIES**

- Macmillan have “using data and insight” as one of 4 key fundraising behaviours
Insight team – “combine maths and magic”

- “business sense”, “creative thinking” and “storytelling” as skills
- Mixture of commercial and charity experience
- Can use others to tell the story

CASE STUDY
- RNIB recruited young grads and also agreed pay scales so they can recruit skilled commercial analysts
- Brilliant analytics brains, personable, understanding the business
- Focus is a small but high performing team

You’ve got to have someone who is analytical and can lay out all the facts and figures, but the real genius is someone who can also say ‘here’s what we think is actually happening to human beings’
Data quality - your only as good as your data

- Make sure data is right for analysis
- **Data governance boards** with capability maturity models
- **Data models** for capturing data

**CASE STUDY**
- RNIB have a data governance board and are using the maturity model to gain better data
Your processes need to be good

- **Agile analytics** - 6 week projects with 2 week scrums

- **Responsive, flexible and collaborative**

- **Package** what you deliver – a “grocery store”

**CASE STUDY**
- Red Cross are using agile analytics approach to insight delivery
Combining together insight teams to give a 360 degree view

Insight working across the business – Macmillan spends 35% supporting services

CASE STUDY

NSPCC has created a central Data and Insight team that support all of fundraising and communications
Insight should be the voice of truth

(AUTONOMY + DATA) x STORYTELLING = INSIGHT
360 degree view

- **Single supporter view**
- **Analytical DataMart**
- Combine **different types of insight**
- **Data lakes**

**CASE STUDY**
- NSPCC use FASTSTATS with a DataMart to combine together systems
Use insight to inform strategy

- Insight is now expected to **lead the business and not support it**
- **Segmentations** to inform your strategy
- close to **key decision makers**

**Case studies**
- NSPCC run “key insight” workshops with staff to create actions from important insight themes
- Macmillan has an audience segmentation that drives business strategy
Immerse yourself in your supporters

- Co-creation
- **Immersion** - ethnographic studies
- 2 way dialog - Supporter panels
- Audience led innovation
- Social media listening
- Online profiles

**CASE STUDIES**
- RNLI’s supporter panel informed key decision on international
- NSPCC co-creation of new fundraising ideas for parents
Communication is key

- Data Storytelling
- Drawing out key insights
- Insight activation workshops
- Infographics

CASE STUDY
- NSPCC has “spotlight” and “floodlight” market scanning e-mails
Become a learning organisation

- Organisations **haemorrhage knowledge**
- Collect insight from **across teams**
- **Central resource** – online “knowledge store”, “intranet”, “share drive”
- **Libraries** of **business rules and algorithms**

**CASE STUDY**
- NSPSCC has “the knowledge” that brings together a summary of what we know about our supporters
- The Knowledge store and an online library
Analytical techniques

❖ A good toolkit – SAS, SPSS, R

❖ “Train of thought” analytics

❖ Standard modelling techniques – RFV, Multivariate Analysis, Logistic Regression and CHAID

❖ Next best action modelling

❖ Econometrics

❖ Algorithms and Trigger Marketing

❖ Automated supporter journeys – Adobe and PeopleStage

❖ Self learning ecosystems
Empower users to gain insight

- Use tools to put **insight into teams hands**
- **Tableau** or similar tools
- **Business intelligence and performance** to drive data driven decisions

**CASE STUDY**
- NSPCC prospect research training – trained teams on online tools
Where are you on the insight maturity spectrum?

**Business Contribution Team**
- Stronger insight focus mandated by senior executives
- Strategic rather than tactical emphasis
- Some influence beyond marketing
- Focus on insight into individual behaviour
- Advanced reporting with users enabled
- Targeting/optimisation data models
- Some knowledge of the market

**Strategic Insight Organisation**
- Stronger insight focus on behalf of senior executives
- Significant influence beyond marketing
- Growing knowledge base
- Pull together insights across data sources and studies
- Advanced targeting and business planning models
- Teams enabled to carry out analysis and reporting
- Detailed knowledge of the market

**Strategic Foresight Organisation**
- Strategic consumer insight a board-room priority
- Extensive involvement across functions
- Able to build knowledge base to become learning organisation
- Focus on insight and foresight across data sources and studies
- Data driven marketing and supporter journeys
- Detailed knowledge of the market

**Traditional Insight Function**
- Little access to senior executives
- Emphasis on tactical research/data analysis
- Little involvement outside of marketing
- Focus on hindsight
- Basic reporting
- Little knowledge of the market

**Insight as order taking function**

**Supporter Insight as a source of competitive advantage**
The insight that you deliver drives us to up our game, to set challenges, question our assumptions, shift paradigms and change the world. You don’t deliver research, you deliver enlightenment

Leesa Harwood, RNLI