

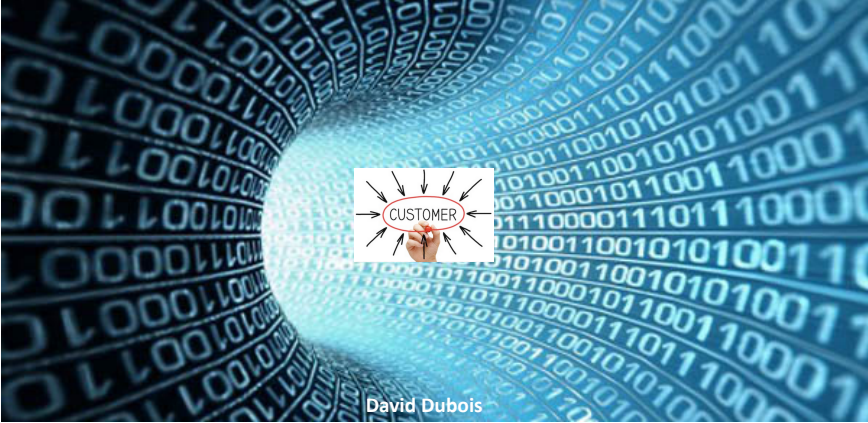
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**VALUE CREATION AND CAPTURE THROUGH DIGITAL:  
COLLECTING DATA & CONNECTING PEOPLE**

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**Retail Exec Summit @Google**



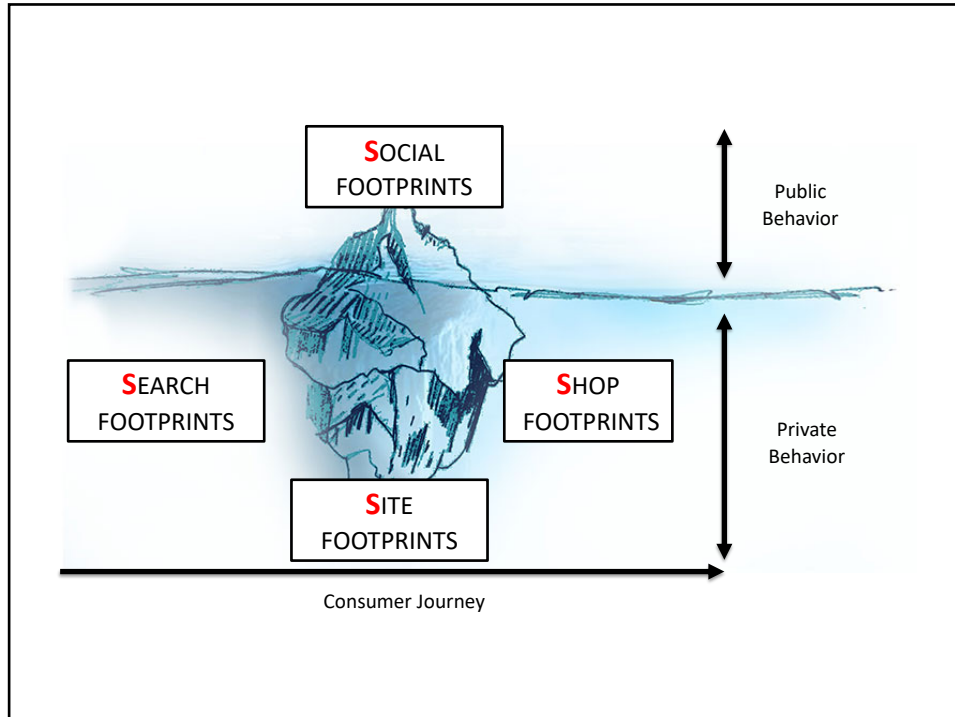
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**90% of the world's data created in the last  
2 years**

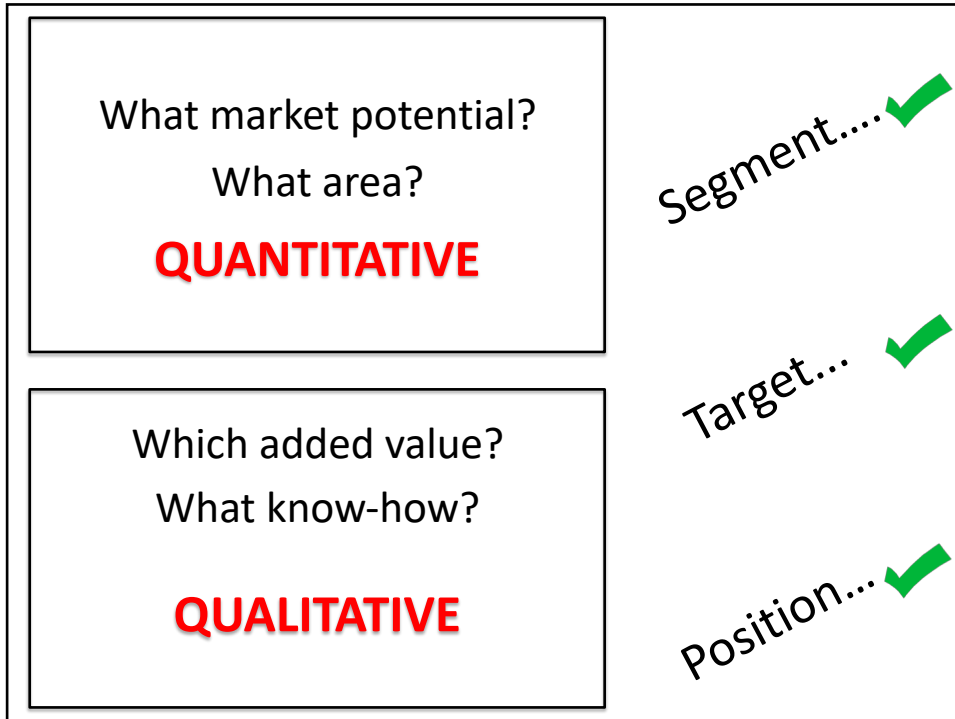
**80% of data is unstructured**



## An example: L'Oréal's problem

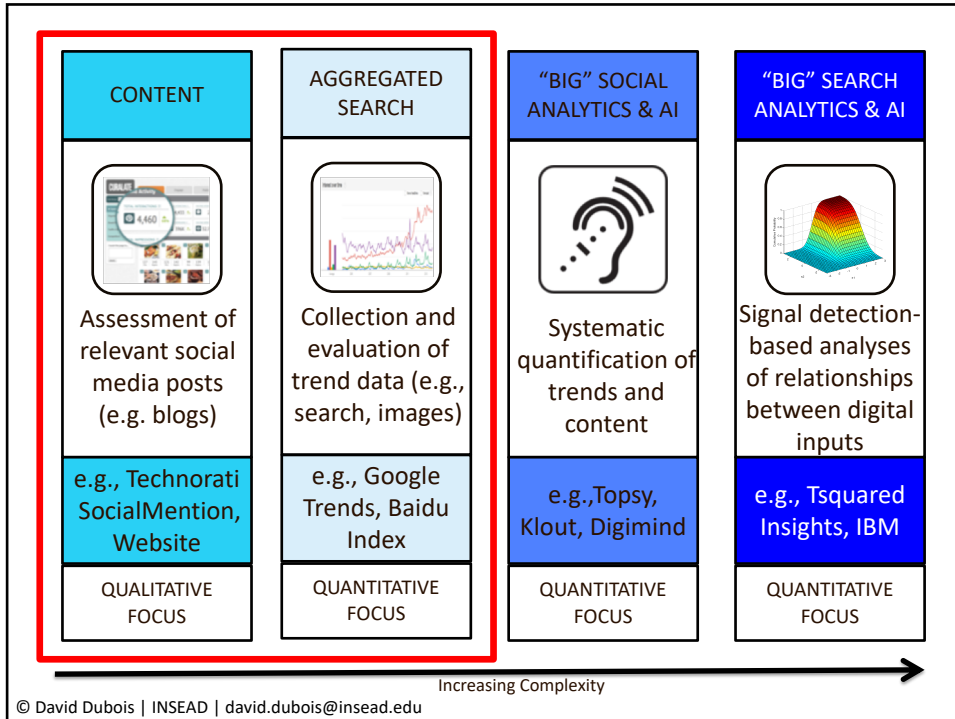
- Hair coloring industry (2011): high competition but dull market, too functional
- - Highlights (streaks) from the root to the end of the hair
- - One color only



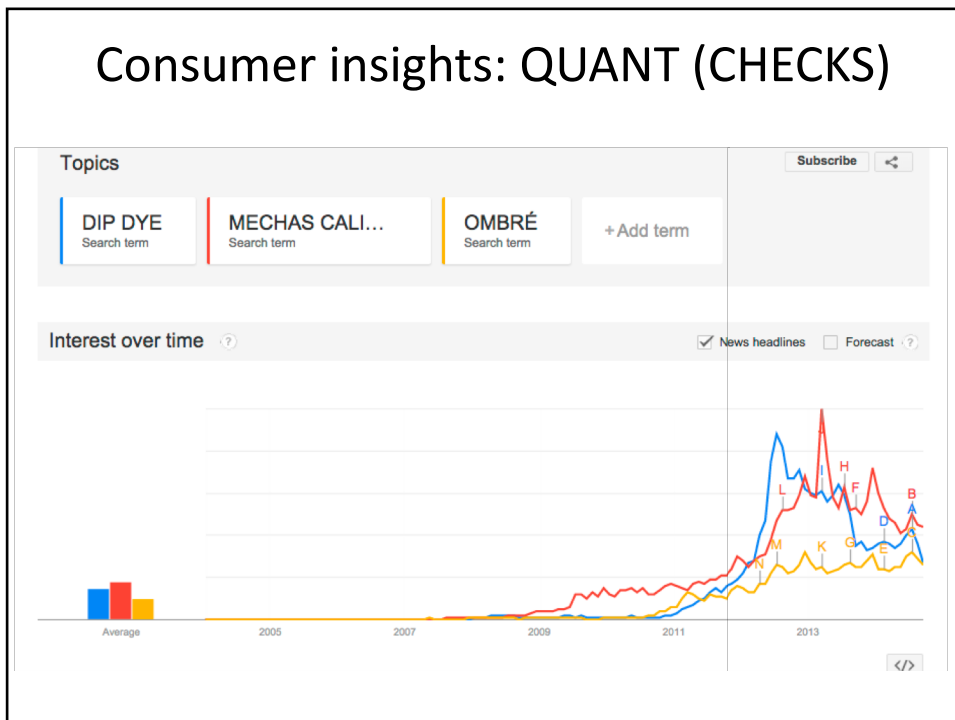


Insight generation & integration		
Who?	Where?	Insights
<b>C</b> ustomers (actual or potential; influencers)	e.g., search engine (quant), personal social media (influencers)	
<b>C</b> ollaborators	e.g., professional social media pages, professional blogs	
<b>C</b> ompetitors	e.g., websites, online campaigns, competitors' online actions(e.g., job search ads)	
<b>C</b> ompany	e.g., own website, intranet, social media and blogs	
<b>C</b> ontext	e.g., media, online news sources	

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## Consumer insights: QUANT (CHECKS)

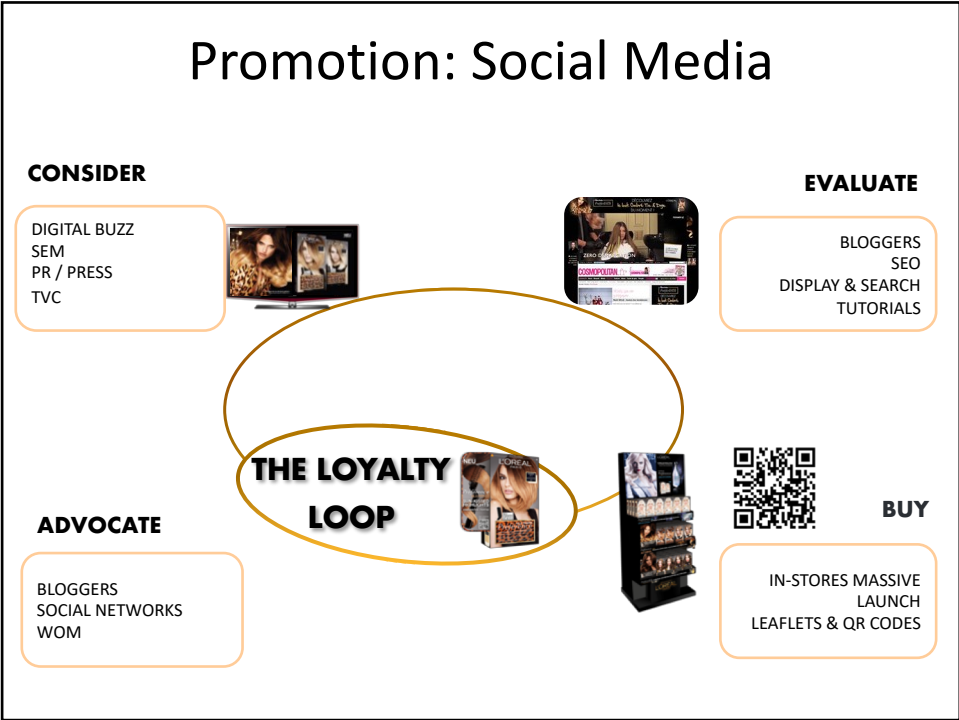


## Consumer insights: QUALITATIVE



## L'Oréal Paris' response



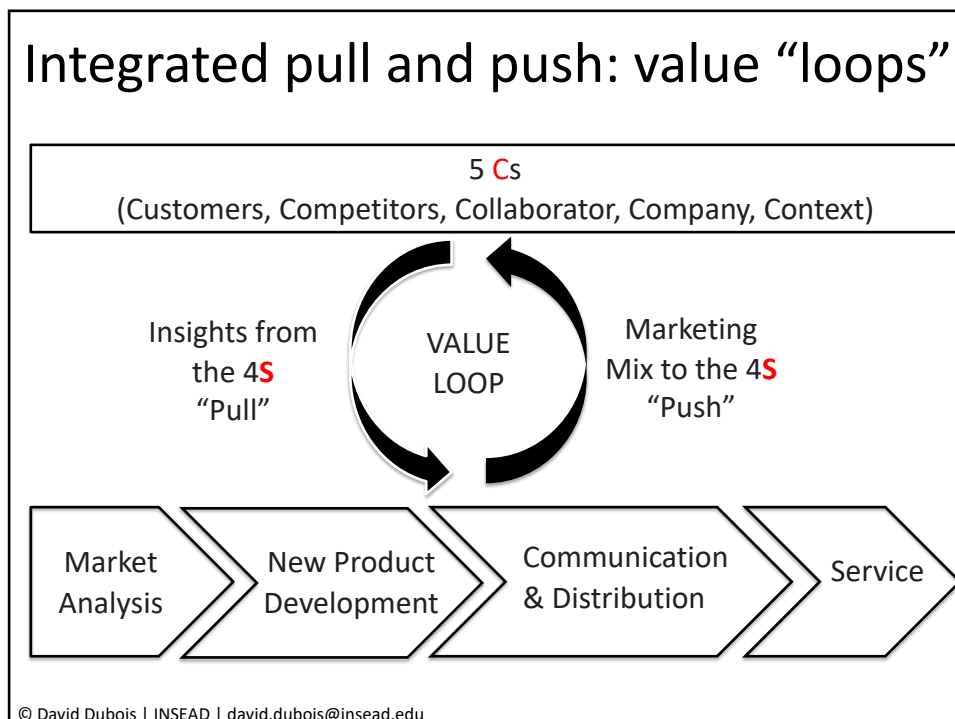
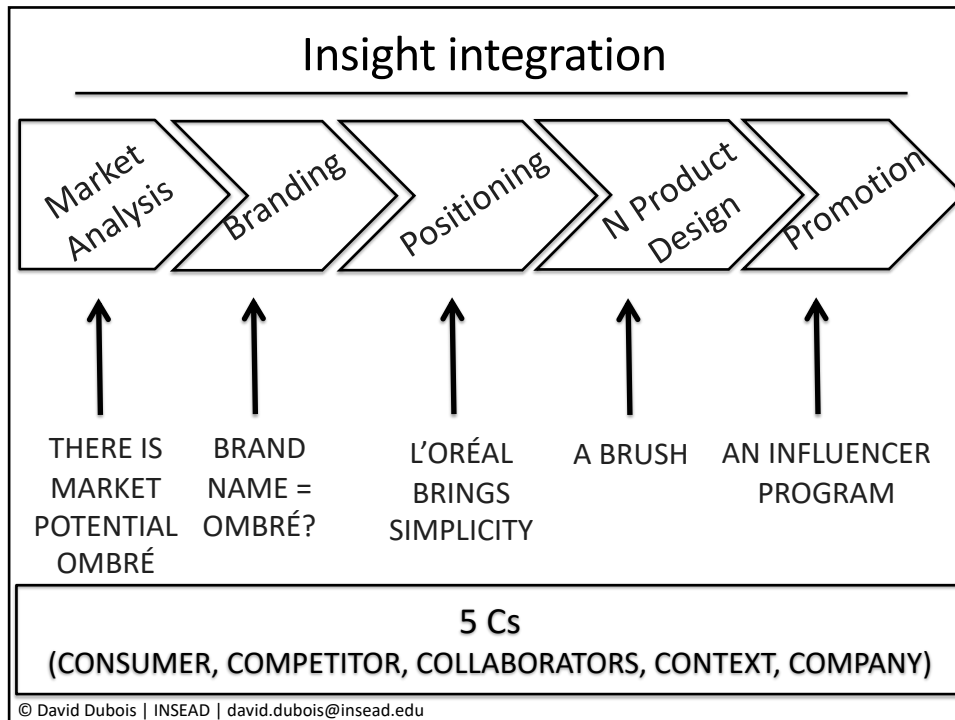


## Social media results

**Google Search:**  
#1 result in France  
#1 in Germany  
#1 in Netherlands  
#1 in Spain

**Google Images**

**Google Suggest**



## What my toolbox looks like

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- **Search analytics**
  - Google Adwords / Trends / Correlate
  - SEO/SEM Tools (KWFinder, SEMRush)
  - Tsquared Insights
- **Social media analytics**
  - Digimind  
(url:<http://social.digimind.com/d/hc9/connect.do>; Login: [group1@insead.com](mailto:group1@insead.com); Password: insead)
  - NetBase
  - Synthesio
  - Brandwatch
  - Isentia



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