

Danny Russell on Insights: What They Are and How They Should Change Behaviours - Transcript

Interviewer: Hi, Danny, welcome to the ClickIQ Academy. Thanks for contributing.

Danny: Thanks for having me.

Interviewer: Danny, how do you refer to your industry to the uninitiated like me?

Danny: With lots of different aspects of what people call research, analytics, data intelligence, I like to think of it as being insight. I have a very clear definition of what an insight is because there's a lot of confusion, people cross reference things like data and analytics and research without really knowing what they're talking about. A very clear definition of insight from my perspective is, contextualized information that changes behavior. Contextualized information that changes behavior. That contextualized information can be lots of different things. It can be data, and often data is historical.

We know what's happened, we've collected this data over a period of time, it could be intelligence. It could be competitor intelligence or it could be market intelligence that you've read about or instigated yourselves. It could be market research, it could be survey work, it could be ethnographic or qualitative focus group research. Contextualizing it is really important. Relying on just one source often leads to the incorrect conclusion, and therefore an incorrect decision. Contextualization of information is really important.

Pull together, just as a journalist or a detective would pull together various pieces of information, whether it be data, or intelligence, or research, pulling that together to form a bigger picture, provide you with an insight, but it only becomes an insight when it changes behavior. There has to be an end action from either yourself, your company, or the consumer. That's an insight. These things don't happen very often, they're a piece of gold when they come together, because there's a lot of stuff to pull together and there's a behavior to change at the end of it.

That's why people tend to talk about insights as if they're happening all the time. They're not, and it's actually quite rare.

Interviewer: Those stuff happens up to that point, but technically being an insight, and there are all those other things we talked about. It's data?

Danny: Yes. Sometimes it's like 90% data and a little bit of research, sometimes it's 20% of research and 70%. It just depends purely on the situation and what you're trying to affect, what you're trying to change.

Interviewer: Is there any value in that work that doesn't become an insight, can it still be useful?

Danny: It can be, but from my perspective, what you're ultimately trying to do is change behavior. It's a bit like reading a self help book. The action of reading a self-help book and you being more aware of various things is great, but if you read the book, put it down and don't

change, I'd question the value of you having read the book. What you ultimately want to do is read the book and then do something different.

Interviewer: That's why I actually spend six hours reading a book--

Danny: So, as you say, there's a benefit of it. You're reading books. That's better than going down to the pub. You're learning different things. You're probably widening your mind and your knowledge, but really, you want to get to that ultimate stand of changing behavior. That's exactly the same for companies as well, and brands. There's so much for companies to be working on. They can just spend 100% of their time just on the treadmill doing stuff to no avail to their share price, their revenue, their profits, or ultimately the customer experience.

Interviewer: I guess that's part of the reason organisations take the insight piece so seriously.

Danny: Yes. I mean, most companies would say that they want to do better by the customer. So, any CEO worth his or her salt will talk about customer centricity, putting customers at the heart of everything we do, customer primacy. Very few of them actually getting around to improving their customer experience. In fact, over the past four to five years, the customer experience measures in the UK really haven't increased that much, which is a bit of a shocker because everybody's talking about how important it is. We've got big data spewing out of every orifice that we can get.

We're supposed to be a lot smarter as a human race. We've got more technology on our side, and yet customer experience levels really aren't increasing. That is because it's much more difficult to take that final step of changing behavior. My personal view on that is because people are doing too much of the constituent parts of data and research and intelligence, and being very busy during the day and not actually contextualizing it and effecting a behavior change.

Interviewer: Excellent. Thanks for that. Cheers, Danny.

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