

DATA IS NOT A BUSINESS MODEL: MOVING KNOWLEDGE TO ACTION

JEN VAN DER MEER

STRATA 2013 FEBRUARY 26, 2013

LUMINARY LABS | NYU ITP | SVA POD

JEN VAN DER MEER @JENVANDERMEER

WWW.JENVANDERMEER.COM

3 QUICK STORIES

1: LESSONS FROM A TRADING ROOM FLOOR

CIRCA 1993

ABOUT ME



LUMINARY
LABS

frog design

POD
F



HEC
PARIS



**BUT I WAS BORN
HERE**

**“REVENUE UP. 30%.
EPS FLAT AT 1%”**

“WHAT THE &*%#

YOU @#%\$ HOW CAN

\$!#* BE MOVING

LIKE A #\$\$%& ON

A* &#% BUT EPS IN

THE #\$\$%* GO #%\$@

YOU \$*#”



LESSON 1: INSIGHT TRUMPS DATA

LESSON 2: ACTION TRUMPS WISDOM



The background of the slide is a photograph of a multi-story brick building. A large, colorful mural is painted on the side of the building, featuring abstract shapes and patterns. In the foreground, there is a rooftop garden with various plants and a metal railing. The sky is visible in the upper right corner.

LESSON 3: ALL BUSINESS MODELS LADDER UP TO REVS COST

October 12, 2013



MILK

INC.

S. BONDED

AND

REV

EAL

ST

T.W. ERD'S 2004. R.

2: ACTION IS THE SCARCEST RESOURCE



@gothamgal

WELCOME TO LUMINARY LABS

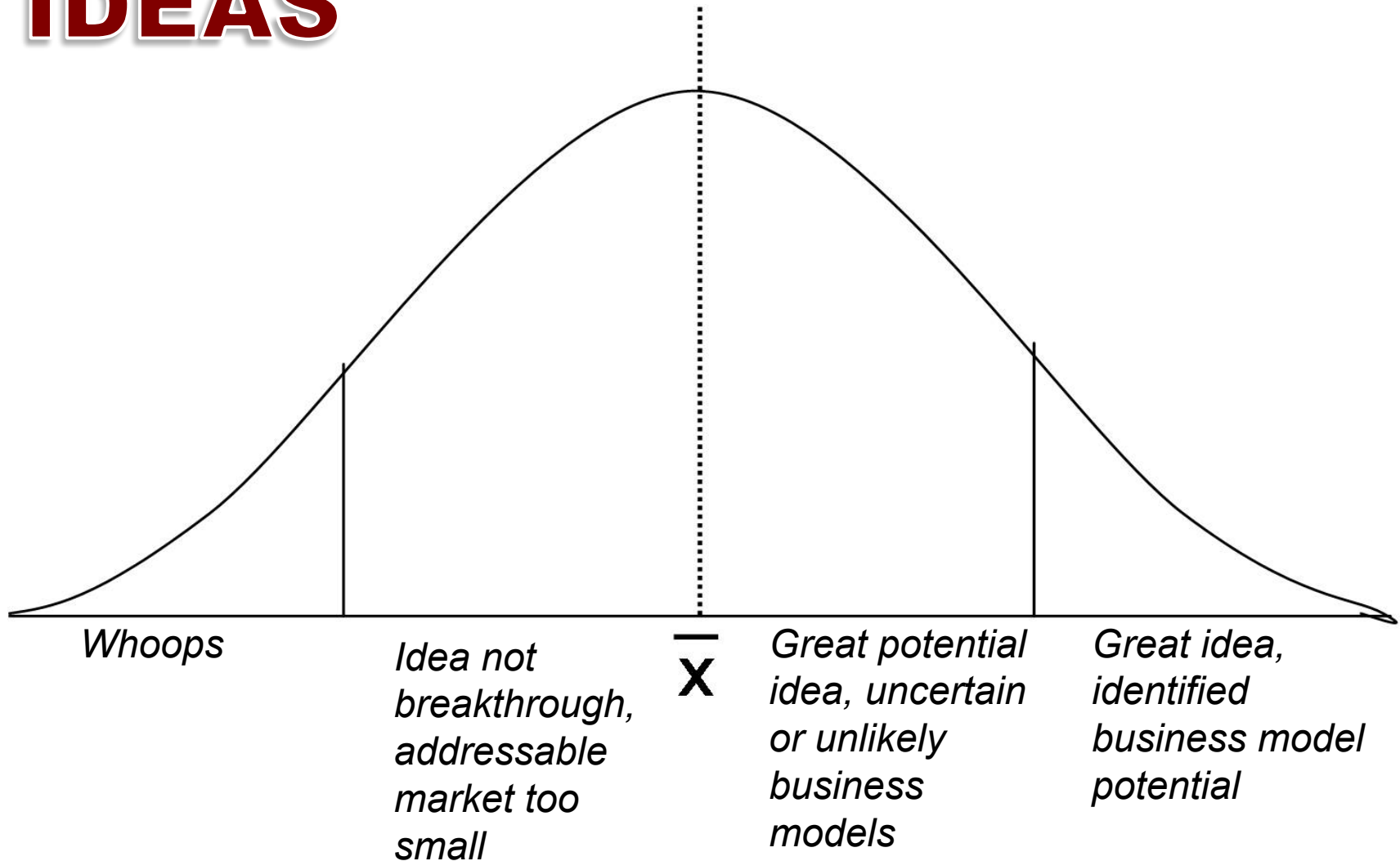
Can You Make it Real?

The world is filled with great ideas. And yet innovation is not in the idea, or even the "thing." It's in the ability to adopt, operationalize, and iterate continuously with the end goal of increasing relevancy to respond to changing economic, technological, and cultural conditions. **LET'S TALK REAL »**



October 12, 2013

THE SPREAD OF NEW IDEAS



HOW MUCH IS YOUR DATA WORTH?

The single biggest error new companies make in estimating their potential growth: overvaluing the value of the data itself.

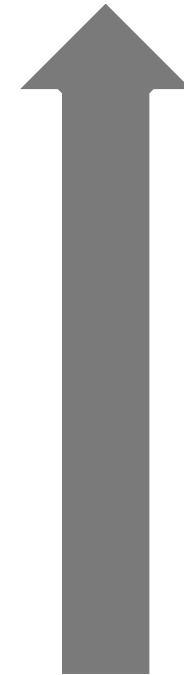
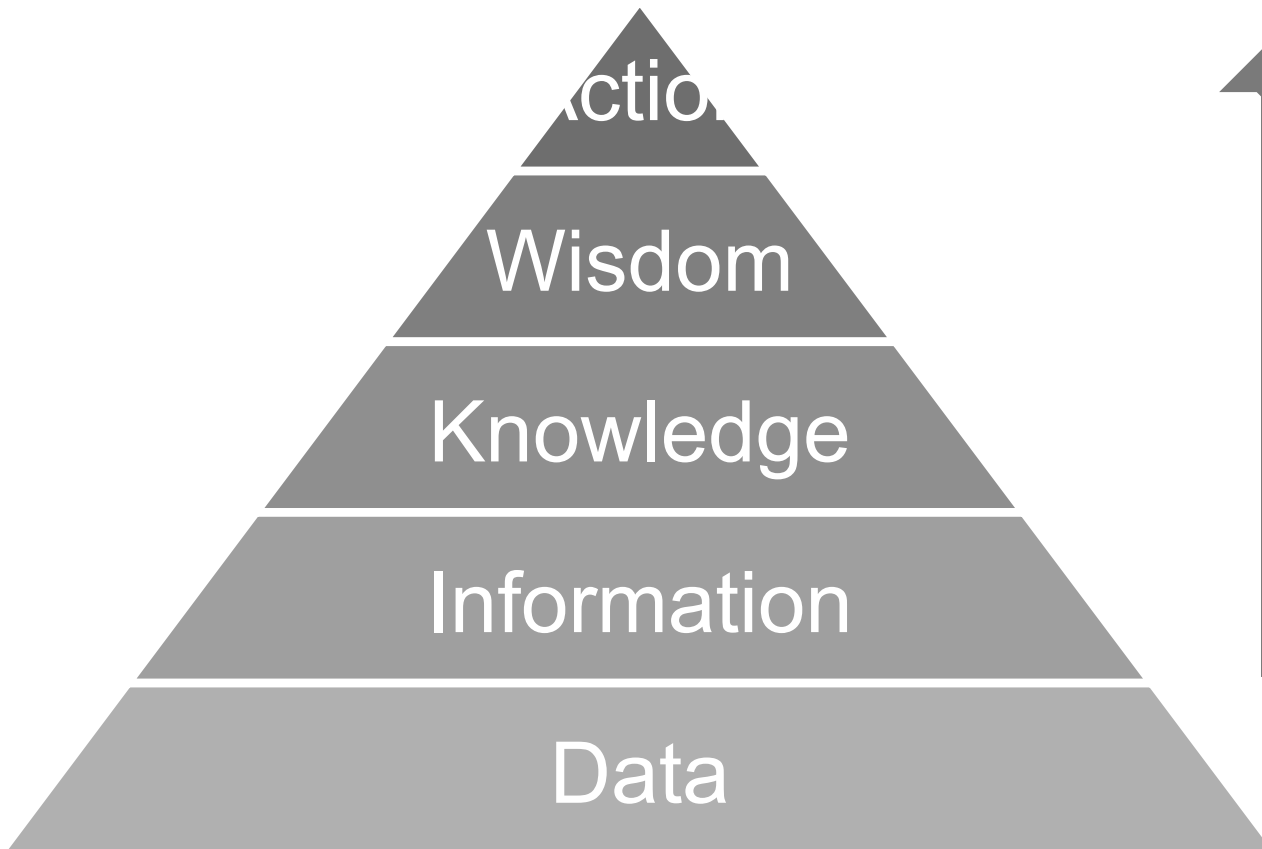
“We have a consumer based model and we’ll sell data to small businesses to tell them how we’re doing.”

“We know how to find patterns in unstructured data and we can sell this to data brokers and to developer APIs.”

“We collect lots of interesting social data about how people interact with brands at the store level and we’ll sell that data back to CPG brands that have no direct touchpoint.”

“We have a novel data source triangulating accelerometer data with GPS and loyalty points, which is a unique and proprietary algorithm that will measure behavior change...”

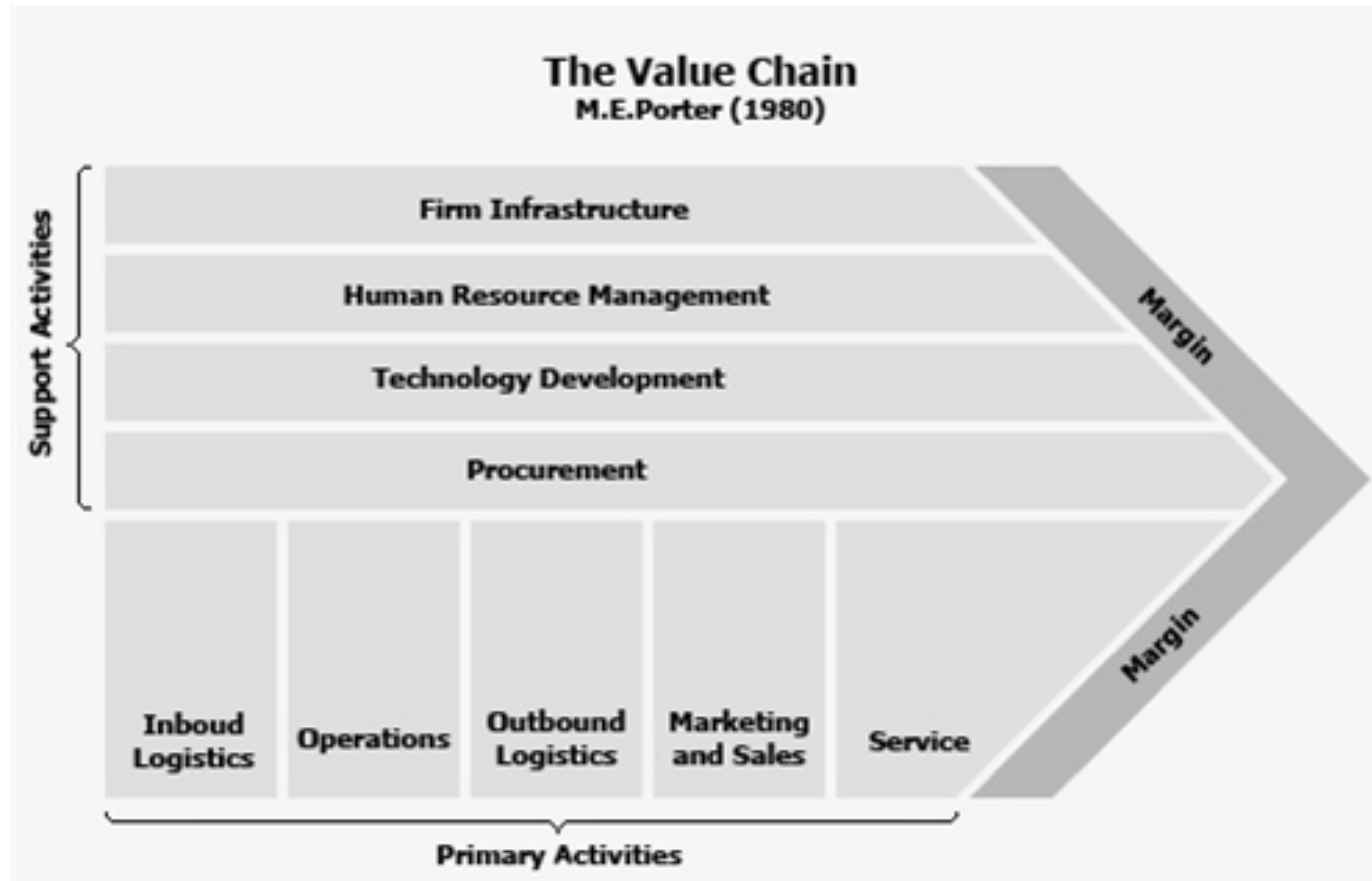
ACTION SITS ON TOP OF THE WISDOM PYRAMID



Value to drive
Revs up,
Cost down

*“Alas, how
terrible is wisdom
when it brings no
profit to the man
that's wise!”
– Sophocles*

ACTION TO INCREASE REVS, DECREASE COST



WHAT ACTION ARE YOU INFORMING, BIG DATA?

Score

Company descriptions for innovative big data companies:

_____ indexes and makes searchable data from any app, server or network device in real time including logs, config files, messages, alerts, scripts and metrics.



_____ makes sense of the world's public data to help your company answer billion dollar questions. To solve technology challenges, identify target companies, and detect disruptive trends.



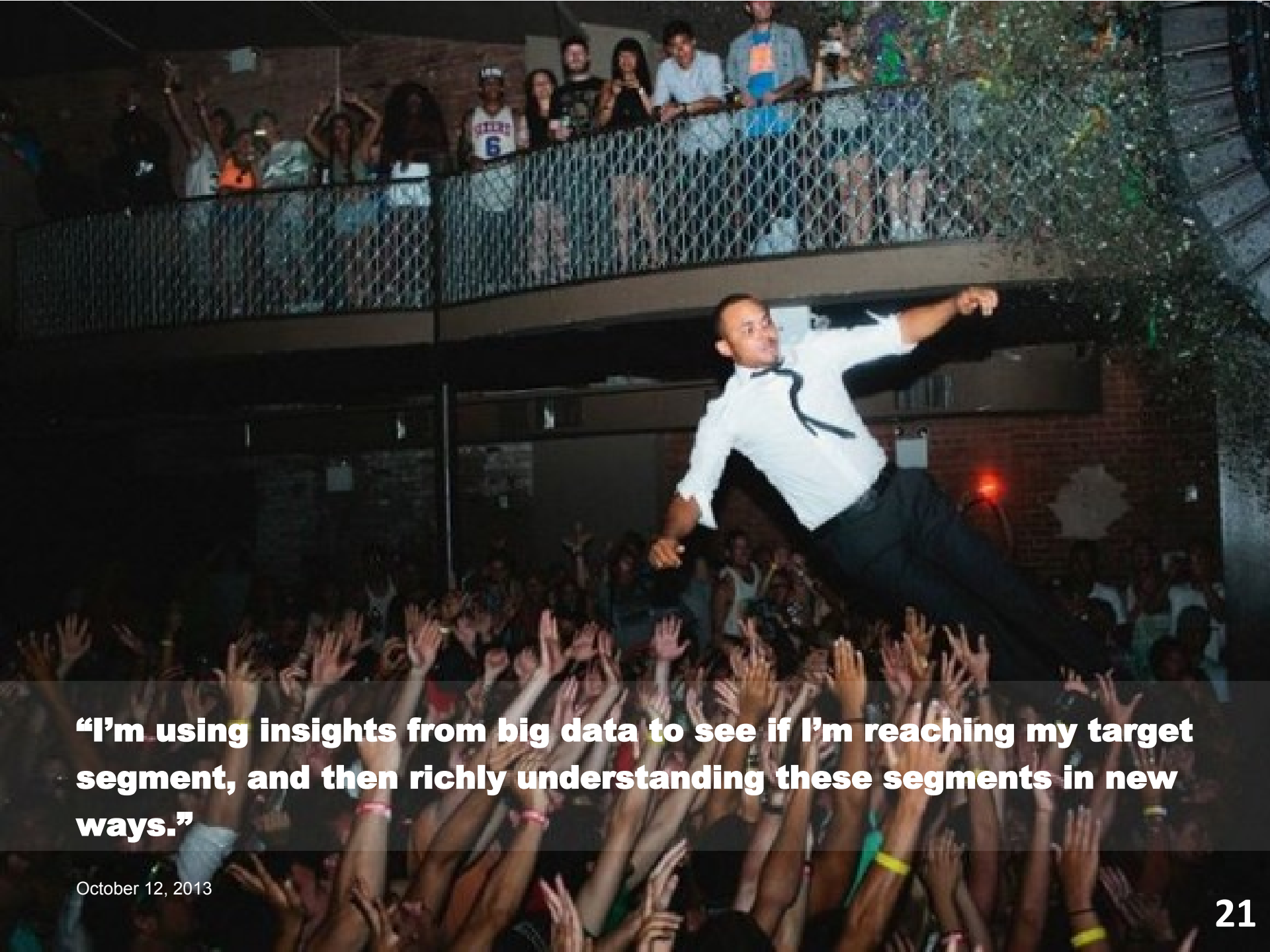
_____ is an innovative solution for statistical/analytics outsourcing. We are the leading platform for predictive modeling competitions. Companies, governments and researchers present datasets and problems - the world's best data scientists then compete to produce the best solutions.



_____ is the single application for big data analytics. Data integration, data analytics and data visualization with the Business Infographic™ designer.



CUSTOMER DISCOVERY: HOW DO YOU USE BIG DATA INSIGHTS?

A man in a white shirt and tie is captured mid-air, jumping into a dense crowd of people at a night event. The crowd's hands are raised, reaching towards him. In the background, a balcony with a chain-link fence holds another group of people watching the scene. The atmosphere is festive, with confetti visible in the air.

“I’m using insights from big data to see if I’m reaching my target segment, and then richly understanding these segments in new ways.”

October 12, 2013



“We need to get customer insight to the front lines to reduce customer churn, not just in some exec’s inbox in a PDF report, or worse on a never-seen real time dashboard.”

“We’re trying to get a moneyball way of looking at the business. But we’re facing fierce resistance from the marketing and front office teams. Big data hasn’t left IT.”



**DATA IS THE COMMODITY,
ACTION BASED ON
WISDOM IS THE SCARCE
RESOURCE**



**NO
TRESPASSING**
PRIVATE PROPERTY

**SO WHY DO WE FEEL WE
STILL NEED TO LOCK UP
OUR DATA SETS?**

3:

**LIBERATE THE
DATA FOR FUN
AND PROFIT**

THE OPEN DATA MOVEMENT AND HEALTH CARE

The screenshot shows the HealthData.gov website. At the top, there's a network diagram with nodes labeled AHRQ, CDC, HRSA, CMS, NIH, FDA, IHS, ATSDR, SAMHSA, and ACL. Below this is a navigation bar with links: Home, Data, Blog, Q & A, Ideas, Developers, and social media icons for Facebook and Twitter. A search bar is also present. The main banner features the text "Connecting People with Data" and a large blue circular graphic with a white star and the letters W, N, E. Below the banner, there's a section titled "Find the CMS data you are looking for with the new CMS Data Navigator!" with a link to "Read more". To the right, there are two promotional boxes: one for the "HDI Starter Kit" with a "Get the Kit!" button, and another for suggesting a dataset with a "Suggest a Dataset" button. The bottom section is divided into three columns: "Search the Data" with input fields for "Search for", "Sub-Agency", and "Subject Area", and a "Search" button; "Recent Datasets" with a list of dataset titles and a "View more »" link; and "Recent Blog Entries" with a list of blog titles and a "View more »" link.

HealthData.gov

Home Data Blog Q & A Ideas Developers

Search entire site...

Connecting People with Data

Find the CMS data you are looking for with the new CMS Data Navigator!
Looking for help in finding the CMS data you are looking for? Try using the new CMS Data Navigator - NOW with an API! [Read more »](#)

HDI Starter Kit - Learn about all of the HHS data available to you.
[Get the Kit!](#)

Found a great health-related dataset on another site? Tell us about it!
[Suggest a Dataset](#)

Search the Data

Search for

Sub-Agency

Subject Area

[Search](#)

Recent Datasets

- CMS 2008-2010 Data Entrepreneurs'...
- CMS Data Navigator
- Cross Federal Workgroup on Telehealth (...)
- Child Support Enforcement Annual Data Report...
- Child Welfare Monitoring Documents Library

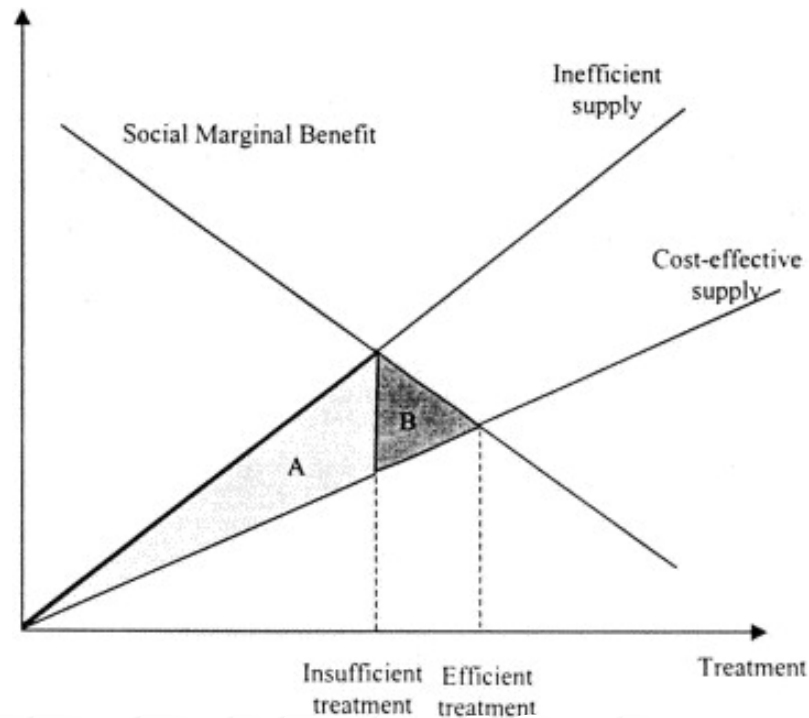
[View more »](#)

Recent Blog Entries

- Find the CMS data you are looking for with...
- Dwayne Spradlin joins the Health Data...
- Using CMS Data to Set Targets for ACOs
- Requesting your help with TXT4Tots Text...
- Introducing Blue Button +

[View more »](#)

OPEN DATA IS A POSITIVE EXTERNALITY



CLOSED DATA IS A NEGATIVE EXTERNALITY

WHAT IS THE THE VALUE OF UNDERLYING DATA IN A COMPLEX ADAPTIVE SYSTEM?

CANCER CARE ONCE WE ACHIEVE DATA LIQUIDITY

- **All types of researchers in various disciplines**—including basic science, drug discovery, clinical and translational, epidemiologic, and patient behavior—**will have access to the requisite data to advance their research.**
- **Clinicians** will have **immediate access** to cross-sectional, trending, and performance data that may facilitate **improved clinical decision making.**
- **Patients** will have **real-time access** to information for finding reliable sources pertinent to their particular condition and in **finding expertise tailored to their individual needs.**
- **Product innovators** will have the ability to **query large amounts of phenotypic and molecular data**, and rapidly scan **patient populations for recruitment into clinical trials.**

DRAFT: Achieving Data Liquidity in the Cancer Community: Proposal for a Coalition of All Stakeholders. Members of the IOM National Cancer Policy Forum's Workshop on Informatics Needs and Challenges in Cancer Research Planning Committee. Author's views, not nec. IOM views.

DATA AS PUBLIC COMMONS





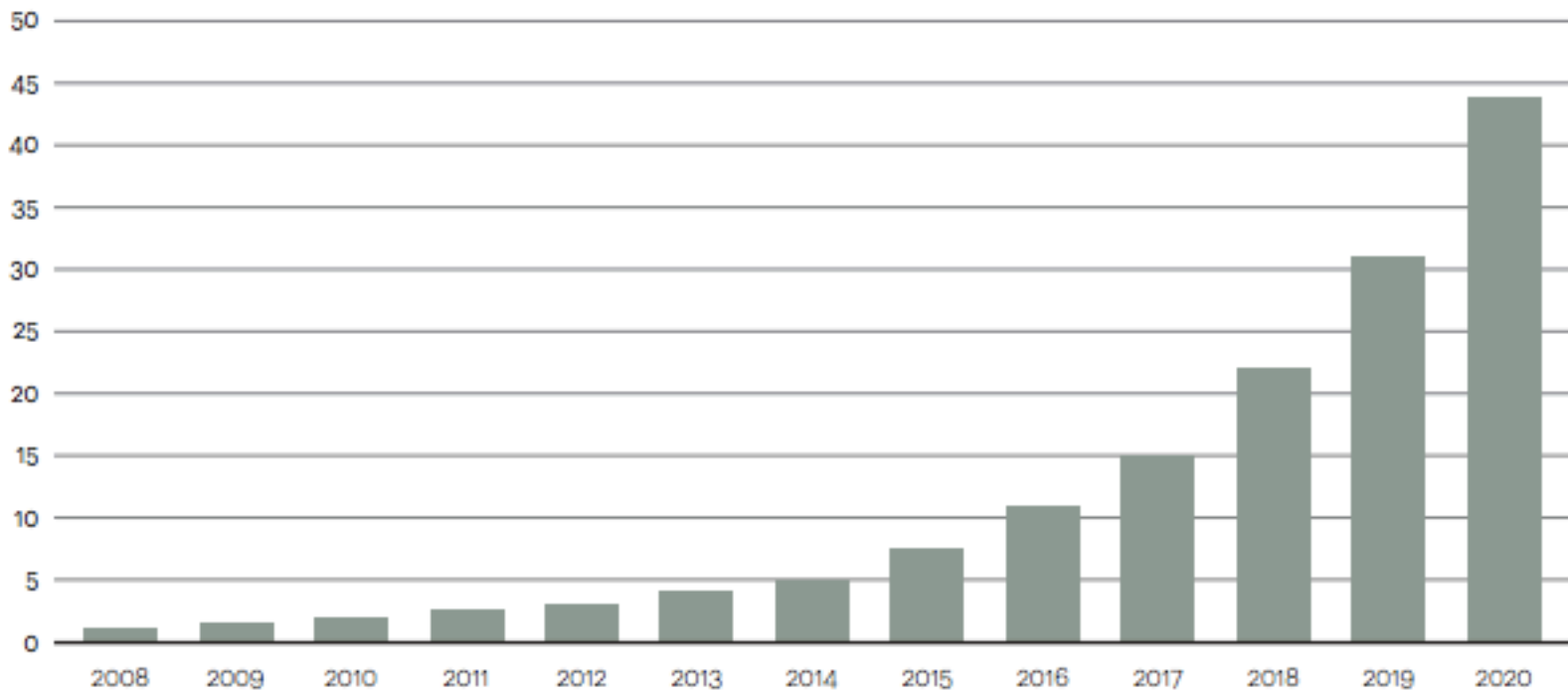
SO HERE'S AN IDEA...

THE OBLIGATORY CAGR OF BIG DATA CHART

Figure 1

Data is growing at a 40 percent compound annual rate, reaching nearly 45 ZB by 2020

Data in zettabytes (ZB)

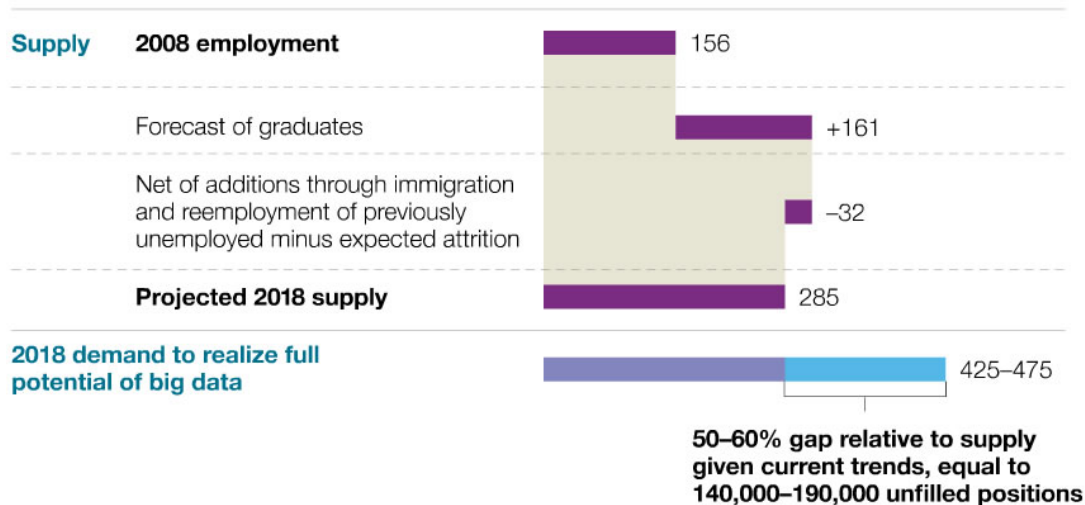


Source: Oracle, 2012

THE OBLIGATORY SHORTAGE OF DATA SCIENTISTS WARNING

Demand in the United States for people with deep expertise in data analysis could be greater than its projected supply in 2018.

Deep analytical talent, thousands of FTEs¹

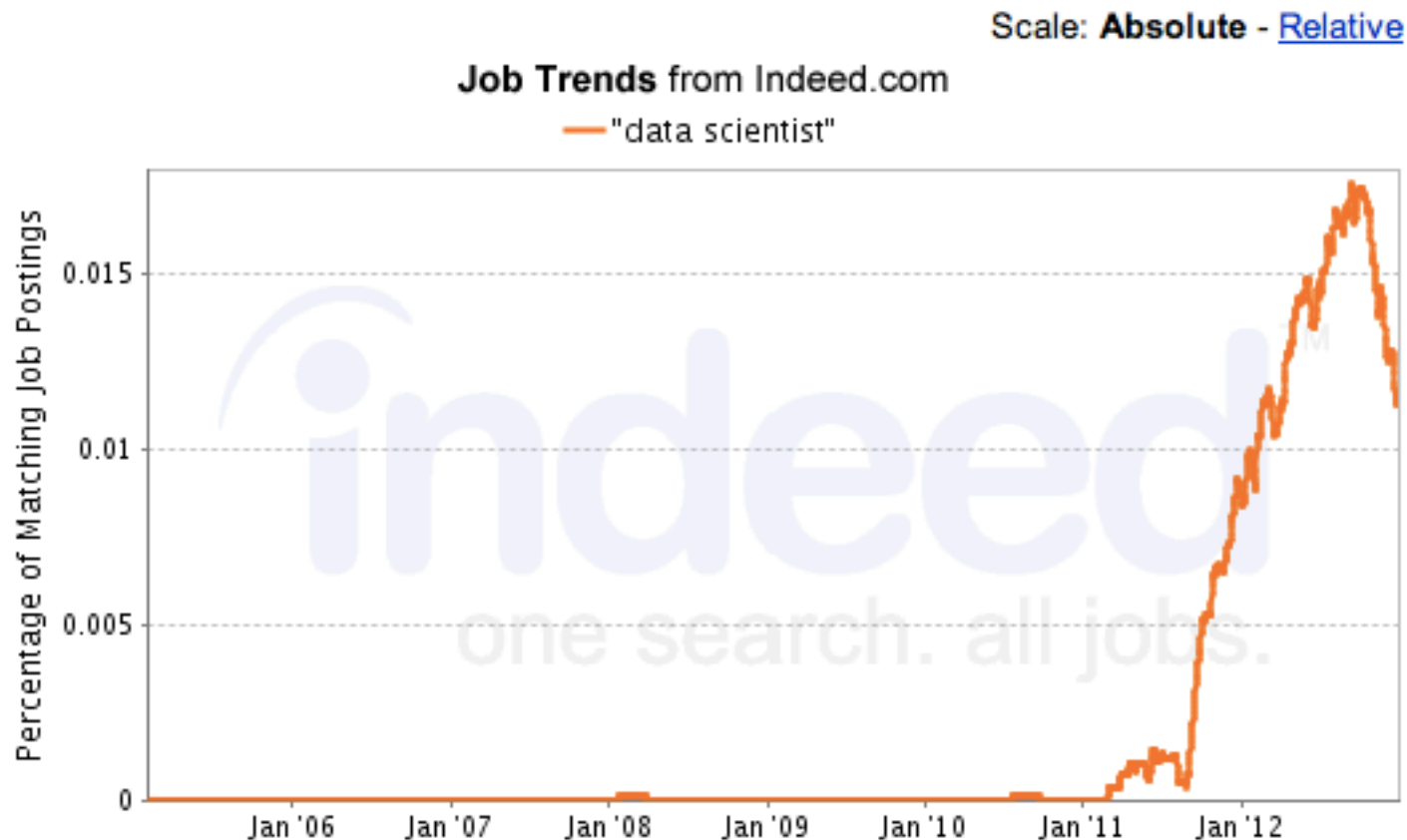


¹Deep analytical talent are people who have advanced training with statistics or machine learning.
FTE = full-time equivalent.

Source: Dun & Bradstreet; company interviews; US Bureau of Labor Statistics; US Census Bureau; McKinsey Global Institute analysis

AND THE OBLIGATORY HYPE CYCLE INDICATOR CHART

"data scientist" Job Trends



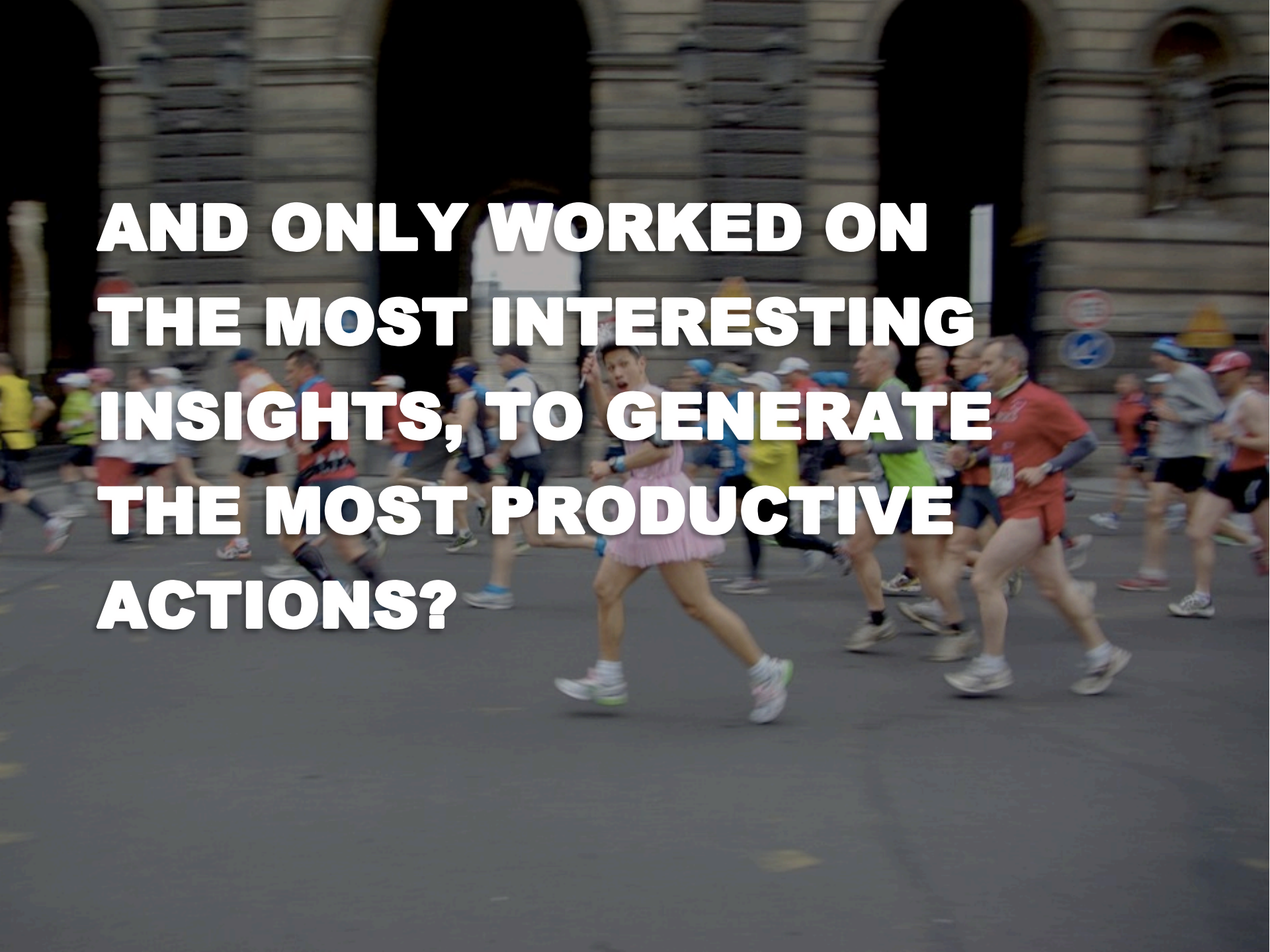
A large flock of birds, possibly terns, is captured in flight against a bright blue sky with scattered white clouds. The birds are seen from below, showing their dark wings and bodies. They are distributed across the frame, with some appearing closer and larger, and others further away and smaller. The overall scene conveys a sense of freedom and movement.

WHAT IF

**ALL OF THE NEWLY MINTED
DATA SCIENTISTS, ON THEIR
WAY DOWN TO THE BIG DATA
TROUGH OF DISILLUSIONMENT,
BANDED TOGETHER**



**AND ONLY WORKED ON
THE MOST INTERESTING
INSIGHTS, TO GENERATE
THE MOST PRODUCTIVE
ACTIONS?**



HEALTH DATAPALOOZA IV

Omni Shoreham Hotel
Washington, DC 6/3-6/4/2013

time left

98

days

08

hrs

06

min

[About](#)[Sponsors](#)[Exhibitors](#)[Speakers](#)[Get Involved](#)[Contact Us](#)[Register Now](#)

Big Data meets Healthcare: Health Datapalooza IV!



Register now. Early bird rate expires soon!

Don't miss the chance to learn about the newest innovative ideas in health data.

Register Now!



The goal is really to spur the emergence of an ecosystem of innovators that leverage this open data in magical ways to improve health and healthcare in ways that no one organization, no ten organizations, could even think up let alone execute.

.- Todd Park,

HEALTH CARE + OPEN DATA.

**PATIENTS, PHYSICIANS, AND
PAYERS INCENTIVIZED TO
DELIVER THE WISEST ACTION.**



Thank you. @jenvandermeer