HIVE

THE SMART DATA MANIFESTO

New ways for data to fuel collaboration and influence action.

CONTENTS

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01

DATA OWNERS

AUDIENCES

BRAND MARKETERS

BIG CHALLENGES. SMARTER DATA.

While the public is bombarded with thousands of advertising objects each day, across dozens of different platforms, it has never been easier for consumers to filter unwanted messages. Consumers have greater control than ever before and are making value-driven choices about how to invest their time, energy and dollars.

They won't buy junk.
They won't waste their time.
They won't connect with brands they don't trust.

Consumers are now exerting control, and increasingly leave behind brands, products and messages that fail to address their needs. Beautiful billboards and clever taglines just don't cut it anymore. Consumers expect more meaning and relevance than ever, and marketers and business leaders increasingly fail to deliver.

The social sector – NGOs, non-profit organizations and social enterprise – faces a similar challenge. Organizations built to motivate individuals to take action in support of social causes and humanitarian challenges have only managed to successfully engage a relatively narrow segment of the population, leaving the vast majority of the American public underutilized.

What do these organizations need to succeed? They need to be smarter.

Data sophistication and reach creates windows to mobilize audiences with discrete actions – helping to ensure commitment and behaviors will be sustained over time. But the understanding of how to leverage and enhance the power of data lags behind. To compete, marketers must do more to address the social, economic, organizational and communications realities that inform consumer behavior. In a world where social engagement drives profit, meeting the challenge requires a greater understanding of what consumers want and expect, as well as an appreciation for the ways social and cultural issues and values dominate decision-making.
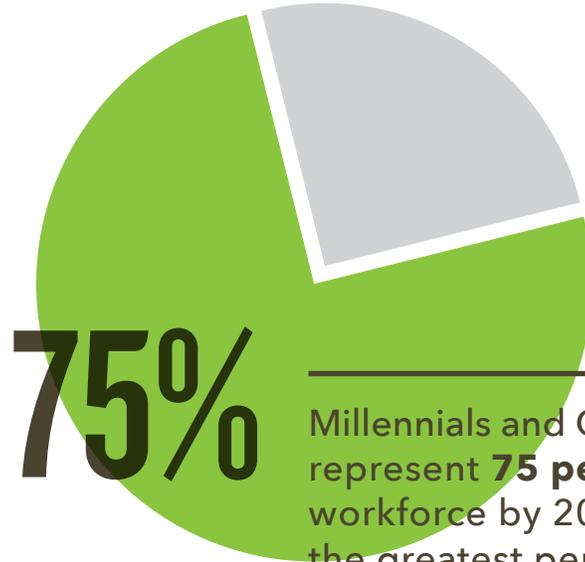
75%

Millennials and Gen-Zers will represent **75 percent** of the global workforce by 2020, and will control the greatest percentage of global wealth and disposable income.

02

A NEW APPROACH TO COLLABORATION

Nearly 40 percent of CEOs, CMOs and CDOs report they intend to engage with NGOs, non-profits and social enterprises in data-driven partnerships in the years ahead to remain nimble, unlock growth and enable innovation. The social sector, with its expertise in how to drive advocacy, galvanize passion and motivate societal change, represents a new toolkit for commercial brands that is **critical to influencing consumer behavior change and the bottom line**. Successful partnerships will go well beyond the simple, and largely ineffective, approaches to cause marketing. NGOs, social enterprises and non-profits are a serious partner in building and supporting business goals.

The most strategic and ambitious leaders recognize that smarter use of data is the key to successful consumer engagement and influence, and the social sector now offers a valuable new source of data that includes in-depth information around how consumer perspectives on serious issues and causes influence brand affinity and purchase decisions. This approach to cross-sector data innovation means the NGO, social enterprise, and non-profit must become a vital resource for the Fortune 1000, in addition to serving as a force of global good.

Merging the scale of enterprise with values, the partnership of brand and the social sector is the business imperative of the 21st century. Brands, non-profits, social enterprises and NGOs must integrate databases and models to deepen the power of microtargeting, and align ambition to collectively drive the next frontier of consumer behavior and advance respective goals. This is not about charity, or cause marketing – this is a new breed of partnership built to reshape business and society.

"CEOs are also looking to collaborate more with a diverse range of partners that can provide access not just to new markets and consumers, but crucially, to the new and emerging technologies and innovation that they consider essential to achieve growth. CEOs are therefore building diverse collaborative networks that embrace not just traditional partners, but customers, academia, NGOs and even competitors. Managing those networks will be increasingly important for future success."

DENNIS M. NALLY, CHAIRMAN, PRICEWATERHOUSECOOPERS
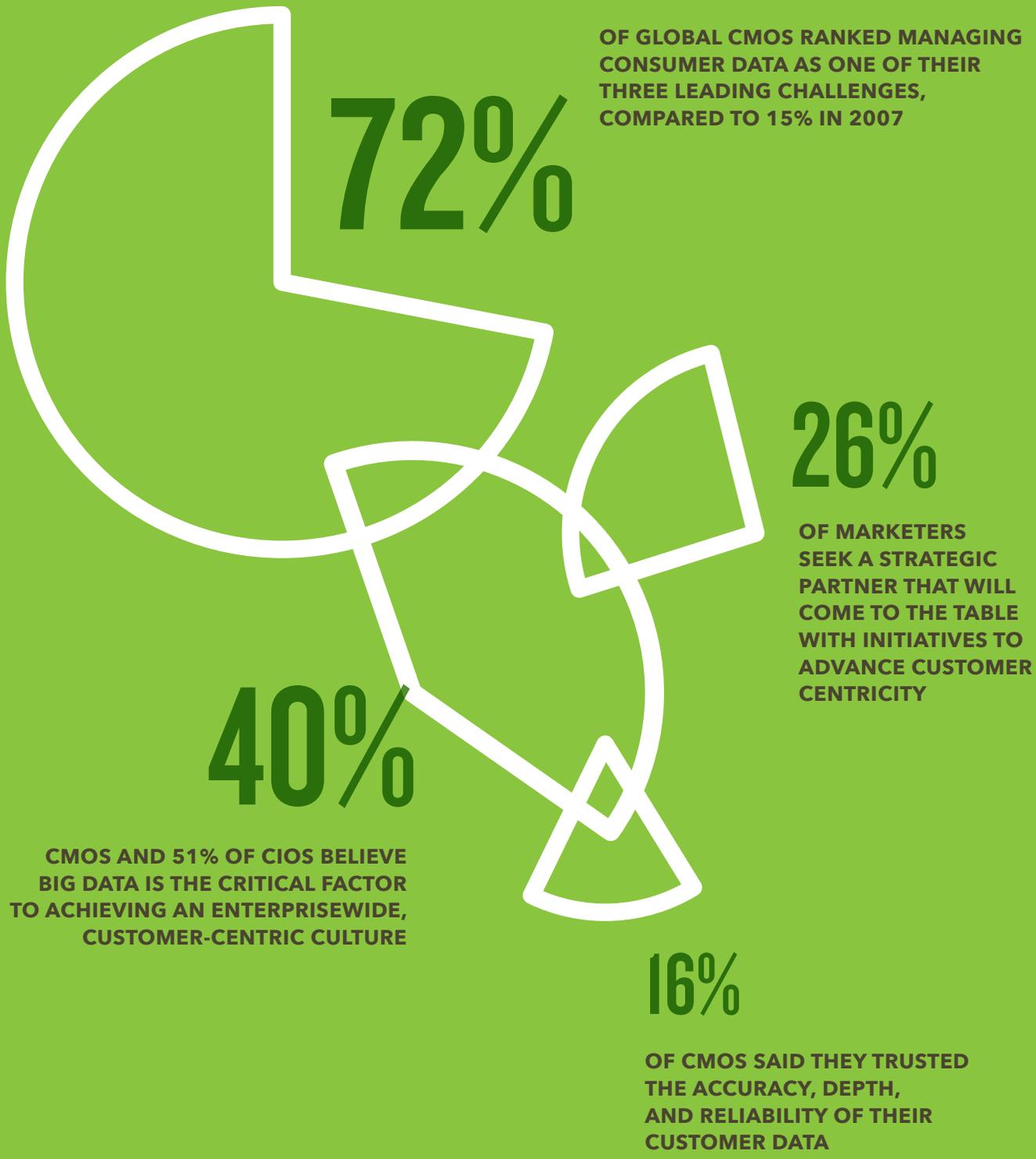
72%

OF GLOBAL CMOS RANKED MANAGING CONSUMER DATA AS ONE OF THEIR THREE LEADING CHALLENGES, COMPARED TO 15% IN 2007

26%

OF MARKETERS SEEK A STRATEGIC PARTNER THAT WILL COME TO THE TABLE WITH INITIATIVES TO ADVANCE CUSTOMER CENTRICITY

40%

CMOS AND 51% OF CIOS BELIEVE BIG DATA IS THE CRITICAL FACTOR TO ACHIEVING AN ENTERPRISEWIDE, CUSTOMER-CENTRIC CULTURE

16%

OF CMOS SAID THEY TRUSTED THE ACCURACY, DEPTH, AND RELIABILITY OF THEIR CUSTOMER DATA

"CEOS ARE BUILDING DIVERSE COLLABORATIVE NETWORKS THAT EMBRACE NOT JUST TRADITIONAL PARTNERS, BUT CUSTOMERS, ACADEMIA, NGOS AND EVEN COMPETITORS. "

DENNIS M. NALLY, CHAIRMAN, PRICEWATERHOUSECOOPERS

7 OUT OF 10

Global CMOs plan to recruit external partners help to manage consumer data, and almost eight in ten plan to work with external resources to personalize marcomms.

(Source: Ebiquity/CMO Council, Adobe CMO Study)

03

FINDING THE NEW AMERICAN AUDIENCE

In 2008 and 2012, President Obama's campaign data team built the most sophisticated engagement machine the world of marketing and consumer influence had ever seen. Using nuanced voter and audience data, the campaign reimagined participation and cultivated a new kind of political movement.

The Obama campaign data team developed a revolutionary approach to the targeting and engagement of potential voters, unlocking the power of the social graph and recognizing the connections between consumer behavior and participation in the democratic process. The campaign built new capacity to reach and engage individuals, adapt messages, and drive specific behaviors, all powered by a combination of consumer and political data intelligence built in real-time around social behaviors, habits, passions and states of mind.

In 2008, the Obama campaign created a then-novel combination of approaches that melded technology and old-school politics. They built systems that allowed canvassing data from get-out-the-vote efforts and field offices to power insights for campaign strategists, a platform that allowed the campaign to reach new heights and deepen real-time operational efficiency, coordination and insight. Through early experiments with social networks, the campaign also found audiences and likely voters were more inclined to listen, respond or act around a campaign message if it was shared by a friend rather than a stranger knocking on a door. The campaign learned it could

look deeply into supporters' social networks to power outreach efforts and understand sentiment, even if the campaign hadn't ever interacted with them.

The campaign's strategists opened social networks to political and campaign lists, leveraging publicly available voter data against an individual's social graph to understand motivations and then deliver hyper-targeted messaging and directed, specific actions tied to individuals' social graphs. Suddenly, voter appeals no longer needed to play broadly. Rather than broadcast to an entire advocate's social network, the campaign's system could handpick those individuals for whom an appeal would most likely resonate. Campaign microtargeting to an audience – or voting bloc – suddenly became feasible at scale, delivered at the moment of need with the exact right appeal.

Two election cycles later, and the Obama team's approach has become the new normal for campaigns. As critically, the same principles and techniques the Obama data wizards perfected are now open for brands to leverage. Some, including Walmart and Target, have taken these tactics and incorporated them into store layouts and direct mail campaigns. Despite the availability of these resources, few businesses have invested in understanding – and predicting – the influences, messages, and methods of connection that can be used to shape consumer behavior.

The Hive is using best-in-class microtargeting and sophisticated real-time response data modeling to measure and influence consumer attitudes and purchase behaviors. We are bringing together data owners, marketers and citizens in first-of-their-kind collaborations that enable brands to reach and engage American consumers on their terms, all while boldly driving measurable change in business and society.

THE HIVE ANSWERS THE C-SUITE'S CHALLENGES

What are [the C-Suite's] most pressing business challenges in the years ahead?

34%
Creating sustainable and engaging customer relationships and improving the customer experience

27%
Staying ahead and taking advantage of the digital technology trends (social, mobile)

26.5%
Ability to demonstrate marketing's ROI

12.6%
Aligning marketing with the overall business strategy

(Source: Korn Ferry C-Suite Survey)
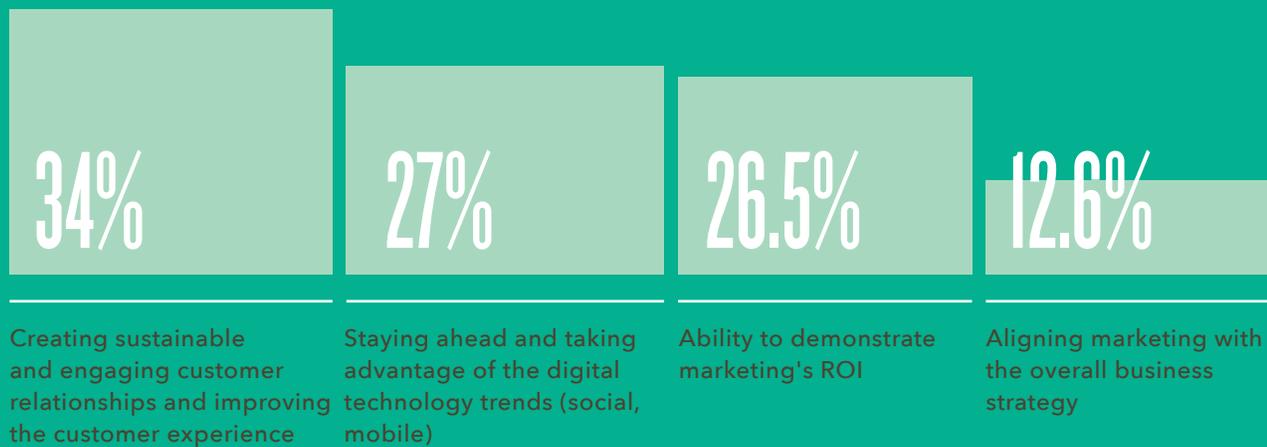
TOP CMO CONCERNS

Marketing suite concerns, ranked in priority order:

1	Managing the explosion in consumer data
2	Analyzing and exploiting this data to automate or personalize marcomms
3	Exploiting new channel and device choices
4	Privacy concerns around customer data
5	Generating content marketing
6	Overcoming finanicial constraints and demonstrating ROI
7	Decreasing brand loyalty
8	Corporate transparency and reputation management
9	Consumer collaboration and influence online
10	Realizing the potential in growth markets
11	Social media management
12	Shifting consumer demographics

(Source: ebiquity CMO council)

04

ELEVATING CONSUMER AND SUPPORTER DATA

Bolstered by the Obama team's architecture and data philosophy, the Hive's attitudinal scoring and national surveys prove consumers are making purchase decisions based on a greater number of critical factors than previously thought. Brands that intend to compete in this new normal must understand these critical inputs to cultivate more nuanced approaches to shaping audiences' beliefs and influencing their purchase behaviors. The Hive team is going one step deeper.

The Hive's proprietary **support modeling matrix creates the foundation of understanding**, identifying the public's likelihood to be aware of, knowledgeable around and support the refugee and its connected social and cultural issues. Based in a segmentation analysis that identifies the demographics and psychographics of more than 300 million Americans, and a national survey that included awareness, support and knowledge questions, the support model rank orders targets to separate and understand the breadth and nature of support.

The Hive's **activation modeling identifies the likelihood of a participant to respond to an ask to volunteer, donate, or sign up, or otherwise take action on behalf of a cause like the refugee issue**. This model is built by combining public, survey and privately maintained data with information on those who have already engaged with the UN Refugee Agency, leveraging decades of knowledge and insights.

From there, the Hive leverages lookalike scoring to determine the relationship between specific, personal characteristics or preferences and activation around the refugee issue or another social cause. Further experiments will hone this activation model beyond owned scoring around consumer preference, and the Hive in the process of testing to understand the power of specific activation actions - sign-up, share, donation,

etc. - across support audiences. This activation modeling will allow an unprecedented depth of detail around not only those who are supportive, but also those who are likely to take action.

Finally, the Hive's **persuasion model identifies those across the support spectrum whose opinions are most likely to shift in response to messaging**. While the support model provides insight into those who fall between key measures, a persuasion model works more broadly to identify which individuals are most likely to respond to cause or issue messaging and, in turn, support organizations and programs. The Hive's message-level results allow partners to hone messages according to specific campaign objectives.

These three models working in concert – support, activation and persuasion – offer an unprecedented in-depth understanding of hundreds of millions of Americans already engaged around social issues and primed for behavior shift. Paired with an array of publicly available consumer data, the Hive has developed the capacity to match consumer profiles across these attitudinal and persuasion models to characteristics like brand affinity, media consumption and purchasing behavior. For the first time, the Hive can uniquely determine whether these hard-to-reach audiences with a passion for social causes are, for example, more likely to purchase a new car, frequent a chain restaurant or shop through a particular retail store's ecommerce site – and layer the predicted impact of a message and each individual action across each consumer profile.

The Hive has created a new approach to consumer engagement., For the first time, we're uniting the products that people buy, the brands they trust, and the issues that most influence their thinking. With an additional layer of powerful response data generated by real-time events and cultural inputs, the Hive unpacks the 'why' of global change and culture – an always-changing model and capability that puts partners ahead of the competition.

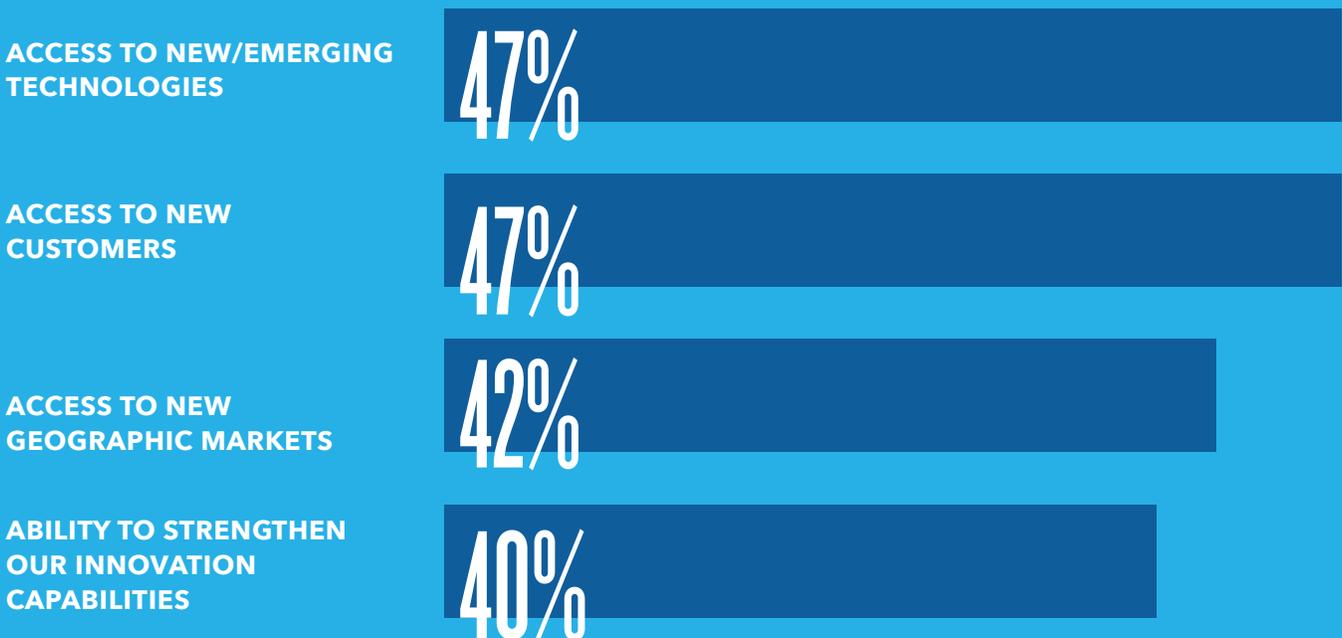**THE HIVE'S KNOWLEDGE, AND INITIAL DATA INSIGHTS**

- *Through these support, activation and persuasion models, the Hive has built the identity and behaviors of the new American consumer: Less engaged through traditional media, the new American consumer tunes in around global issues and the world (more than one third, for example, have taken trips abroad in the past 3 years, and nearly half have passports).*

- *The Hive's defined audience is measurably wealthier (half of USA for UNHCR supporters have household incomes of more than $75,000, as compared to 30% of the general population) and hails from new locations outside traditional urban centers.*

ACCESS TO NEW DATA, TECHNOLOGIES AND CUSTOMERS IS A CORE BUSINESS CONCERN

*What are CEOs' motivations for collaborating in joint ventures, strategic alliances or informal partnerships?*

ACCESS TO NEW/EMERGING TECHNOLOGIES — 47%

ACCESS TO NEW CUSTOMERS — 47%

ACCESS TO NEW GEOGRAPHIC MARKETS — 42%

ABILITY TO STRENGTHEN OUR INNOVATION CAPABILITIES — 40%

Source: PricewaterhouseCoopers Global CEO Survey, 2015

THE HIVE'S AUDIENCE

The youngest Americans demonstrate the highest engagement around social issues.

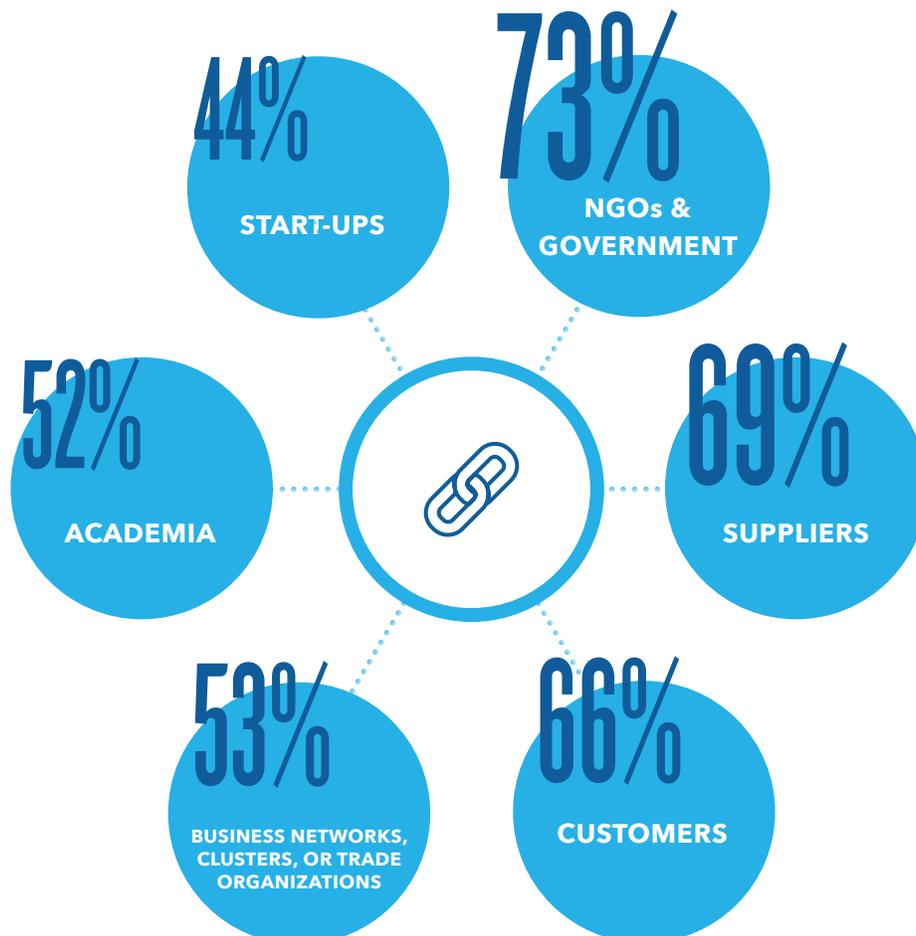| 76%	67%	62%	60%	61%	55%	48%
18 – 29	30 – 39	40 – 49	50 – 59	60 – 69	70 – 79	80+
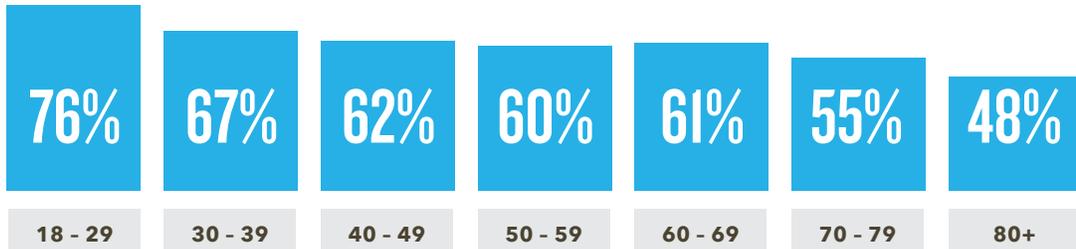
Source: Hive-Civis Analytics National Survey, 2015

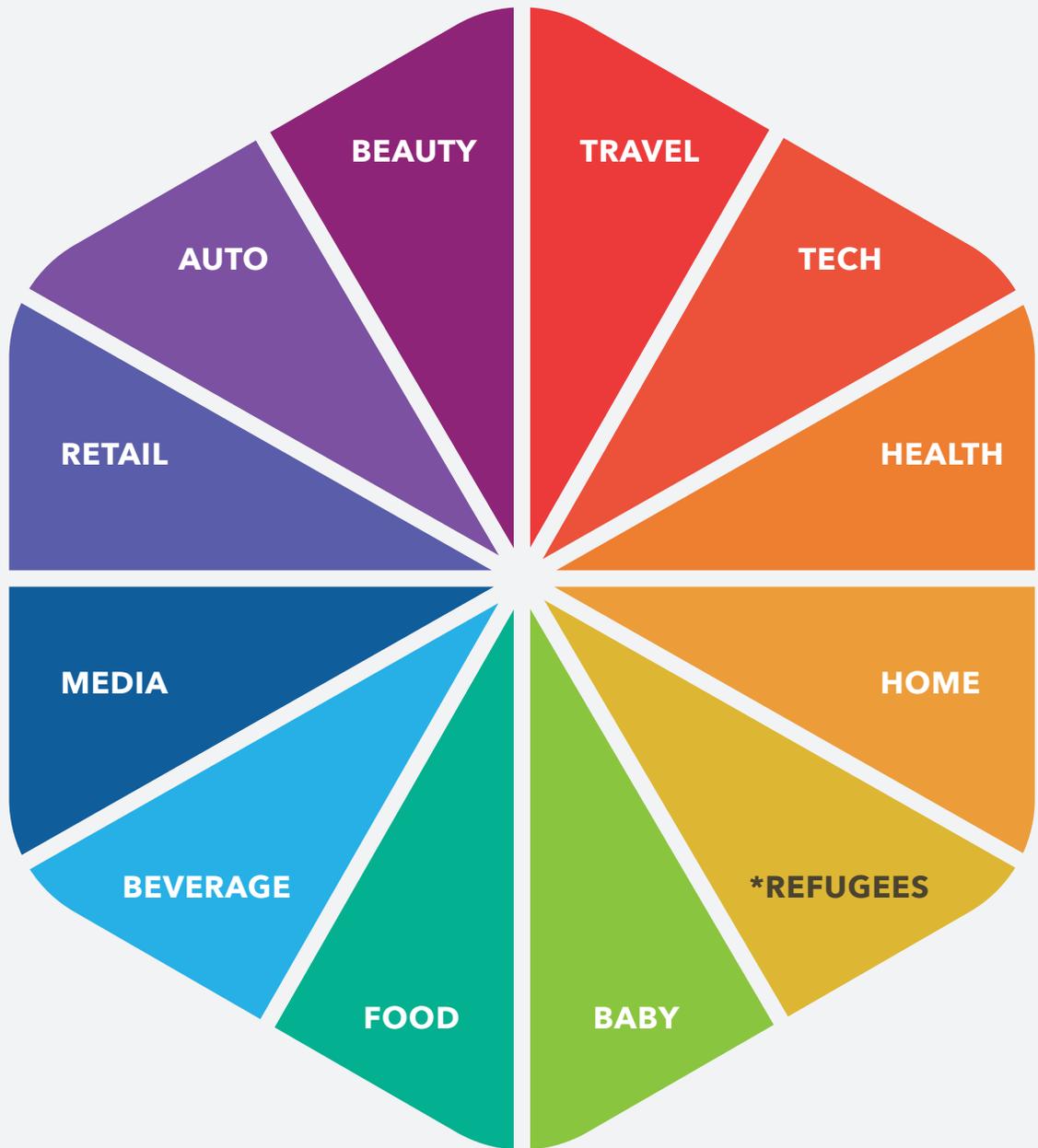## CEOS ARE BUILDING DIVERSE COLLABORATIVE NETWORKS

"Are you currently engaged with or considering engaging with any of the following types of partners through joint ventures, strategic alliances or informal collaborations?"

44% START-UPS

73% NGOs & GOVERNMENT

52% ACADEMIA

69% SUPPLIERS

53% BUSINESS NETWORKS, CLUSTERS, OR TRADE ORGANIZATIONS

66% CUSTOMERS

Source: PricewaterhouseCoopers Global CEO Survey, 2015

THE HIVE FRAMEWORK: DATA COLLABORATION

WITH ITS PROPRIETARY DATA FRAMEWORK, THE HIVE EXCHANGES DATA AND CO-CREATES WITH STRATEGIC PARTNERS (BRANDS, NON-PROFITS, ETC.), UNIQUE COLLABORATIVES THAT EXPAND CAPABILITY AND ORGANIZATIONS' CAPACITY TO INFLUENCE AUDIENCE BEHAVIORS.

"Today's refugee problem is perhaps a small indication of what the future will be like if we do not take action with respect to climate change. Today, the challenge is in terms of millions of people, but in the future... the problem will be in the hundreds of millions and much more severe."

ELON MUSK, TESLA CEO

05

HIVE AUDIENCE

70%
WANT BUSINESSES TO MAKE IT EASIER FOR CONSUMERS TO GET INVOLVED IN ISSUES

50%
HAVE HOUSEHOLD INCOMES OF MORE THAN $75,000

>1/3
HAVE TAKEN TRIPS ABROAD IN THE PAST 3 YEARS

WHY THE GLOBAL REFUGEE CRISIS MATTERS TO BRANDS

The world is facing the most significant refugee crisis since World War II. Refugees now number nearly 60 million globally, and an additional 42,500 people are forced to flee their homes each day due to war, conflict and persecution. Refugees are crossing borders, risking their lives and the safety of their families, in a desperate search for survival – and the numbers will only increase in the coming decades as regional conflicts and economic inequality, climate change and food scarcity deepen a human crisis.

The impact of the crescendoing crisis will be felt across every sector of society, and in every corner of the globe. Addressing the crisis will require participants from all sectors to work together to develop and implement new and innovative solutions – through a shared commitment to a joint purpose of business and change. The opportunity for corporations to engage NGOs, non-profits and social enterprise means playing a leading role in addressing the refugee crisis.

"Our concern for [refugee populations] is driven not just by conscience, but should also be driven by self-interest. For helping people who have been pushed to the margins of our world is not mere charity, it is a matter of collective security. And the purpose of this institution is not merely to avoid conflict, it is to galvanize the collective action that makes life better on this planet."

PRESIDENT BARACK OBAMA, SPEAKING TO THE UN GENERAL ASSEMBLY

NEARLY 60 MILLION REFUGEES. ONE IN EVERY 122 PEOPLE HAS BEEN FORCED TO FLEE THEIR HOMES OR COUNTRY DUE TO CONFLICT OR PERSECUTION.

60 MILLION GLOBALLY

"A SYRIAN CHILD'S DEATH ON A BEACH IN TURKEY CAME TO SYMBOLIZE EVERY REFUGEE, THE INTERNET CONNECTED OUR WORLD IN SHARED GRIEF."

MARK ZUCKERBERG, FOUNDER, FACEBOOK

06

THE REFUGEE CRISIS: AN OVERVIEW

The Hive seeks to partner with the private sector to address the refugee crisis as a global problem and a human challenge, shaping markets and communities across the globe.

- **The role of the United States** Addressing the global refugee crisis is a shared responsibility – and there is an important leadership role to be played by the United States. The United States already contributes a greater portion of aid and resettles more refugees than any other nation, and U.S.-based companies are positioned to lead global action.

- **Engaging the private sector** The refugee crisis impacts business – disrupting supply chains and upending economies – and consumer behavior. American consumers increasingly demand business and brands represent social value – and base purchase decisions around the extent to which a brand or business engages across important issues.

- **Architecting solutions** The Hive is applying data analytics and modeling never before seen to answer the humanitarian crisis. The Hive's proprietary demonstrates shows a new American target audience no marketer or data owner can ignore. In collaboration with the private sector, this modeling offers business owners a never-before-leveraged lens on own brands, competitors, and markets.

- **Data science** The Hive is committed to sounding the alarm and raising the importance of the refugee issue in the culture through owned media – while opening possibilities of what smart data, applied intelligently, can accomplish in partnership with the private sector.

- **Elevating the refugee crisis** The refugee crisis is a microcosm of global challenges: conflict, scarcity, climate change, and economic and social inequiality. Casting the refugee crisis as a human crisis puts these challenges in context, allowing brands and businesses to authentically engage with an issue that sits at the center of global need. The refugee crisis shows no signs of abating, and can provide an enterprise a long-term view of audiences and advocates to meaningfully engage.

- **The Hive data philosophy**

  - Blind data exhanges of Hive-owned audience data to enable corporate partners to reach across social graph and habit models

  - Data mixing to identify key audiences within sectors' existing audiences and geographies

  - Leveraging the Hive's proprietary activation, persuasion and behavioral algorithms that allow identification of key owned and engaged audiences

  - Data-led co-branding of products and media microtargeted to drive attention and action among hard-to-reach audiences

  - Testing and co-creation of products, services, and platforms that support ongoing engagement and activation of engaged consumers

THE 60 MILLION.

SUDAN
650,000

HALF OF SYRIA IS DISPLACED

SYRIA
4 MILLION

SOMALIA
1.11 MILLION

AFGHANISTAN
2.59 MILLION

MYANMAR
470,000

CONGO
500,000

IRAQ
400,000

VIETNAM
300,000

ERITREA
300,000

COLOMBIA
396,000

CHINA
195,000

07

THE HIVE'S OFFERING

The Hive is built to bring NGO, social enterprise, and non-profit data and nuance to the fore, alongside new partners, to address the refugee crisis. Its growing partner offering includes:

- **DATA** Owned data models addressing more than 300 million Americans, with additional core target audiences of the NGO and social sector in extensive detail, and the ability to layer with partners' data.

- **MEDIA & CREATIVE** Real-time editorial and creative co-development of campaigns, messages, products and initiatives.

- **TRENDCASTING** Segment and generational expertise, particularly millennials and postmillennials, and multicultural audiences.

- **AUDIENCE ENGAGEMENT** World-class engagement algorithms leveraging the social graph to define behavior, attitudinal, passion approaches that address consumers by need and reality, not by media diet and demographic. Incorporate partners' shared data into Hive models to identify audiences predisposed to advocacy and engagement.

- **DESIGN THINKING & ORGANIZATIONAL STRUCTURE** Sophisticated NGO, social sector and development expertise, bringing the functional and process-driven means of creating advocates and mobilizing audiences.

- **CONSULTING** Communications and marketing expertise in engagement-led initiatives initiative, sharpening and driving authenticity.

- **MARKETING OPTIMIZATION** Enabling efficiency in articulating target audiences, and focusing marketing appeals.

Examples of Hive data insights:

- **Travel & hospitality:** The Hive has discovered a persuadable audience interested both in travel and in associating with companies that engage in social issues. By analyzing this group's travel behaviors, the Hive can architect, for example, an engagement-led airline rewards program that draws on the themes of freedom of movement to encourage customers to participate.

- **Retail:** The Hive's algorithm proves an audience with significantly more disposable income are directly committed to engaging around social issues. Paired with anonymized purchase data, the Hive can leverage its model in tandem with consumer product brands to recommend optimal store layout for addressing target consumers' needs, or help cater a locally-driven community-building initiatives. The Hive would also partner with the retailer to pressure-test specific social and digital marketing appeals or to shape purchase intent and drive positive associations with a brand.

- **Technology:** The Hive offers go-to-market strategies tailored to crucial segments and microtargeted messaging based on proprietary behavioral indicators from mobile use to pet ownership. Tech companies will benefit from cross-pollinating data with the Hive to create more effective products and drive messages to consumers primed for activation.

"THERE'S PLENTY MORE SPACE FOR HUMANITY ON THIS 'TINY' ISLAND."

ZOE WILLIAMS, COLUMNIST, THE GUARDIAN

ABOUT THE HIVE

The Hive is a special projects unit of USA for UNHCR, focused on engaging more Americans in efforts to address the global refugee crisis. The Hive uses advanced data science and political-style microtargeting to develop groundbreaking new models for consumer engagement. The Hive was formed to help reshape the conversation in the United States around the refugee crisis, and partners with leading brands, technology companies and other partners to explore solutions to the refugee crisis beyond what is imaginable today. Bringing together practitioners from the worlds of politics, branding, data and innovation, the Hive is changing the foundation of how the world can and should respond to the refugee crisis. For more information, visit **www.projecthive.nyc**.

ABOUT USA FOR UNHCR

The United States Association for the United Nations High Commissioner for Refugees (USA for UNHCR) is a nonprofit based in Washington, DC, and represents the United States presence of the United Nations Refulgee Agency. It is the parent organization of the Hive. Supporting UNHCR and its partners, USA for UNHCR provides life-saving essentials including shelter, water, food, safety and protection. Around the world, it help refugees survive, recover and build a better future. Find out more and contribute to USA for UNHCR at **www.UNrefugees.org.**

CONTACT

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