



the perspective of a six-year-old child. "Can you get to that toy?" I asked. "Can you see that doll? Can you play with that car?" The answer was: "No, of course not." But were not their main consumers children less than ten years old?

By the way, I think of Michele Ferrero, the richest man in Italy, owner of Nutella, Kinder Surprise, Ferrero Rocher, and Tic Tac, who died in February 2015. And I remember a few years ago they saw him on all fours, walking through a store retailer, to test if their chocolates were within the reach of children.

Leaving the office and entering the world of consumers can be uncomfortable. Suddenly, you are stripped of your expensive tie, your high-end watch; that is, all those things that contribute to your image. When you approach consumers in the aisles of your company's stores, or even in your homes, you become an or-

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inary person. But how can you know what you think if you never put yourself in their shoes? Remember my definition of instinct as an accumulation of thousands of observations? Is not that the secret of Murdoch, Kamprad, Walton, and Ferrero?

I argue, with fervour, that a successful organization cannot be managed only by Big Data. After all, your rivals have the same data as you and will lead you to the same conclusions. Data does not create meaning. We do. Executives have to be much more than data analysts. They should

continually strive to see the world from the perspective of the customer. I believe that the authentically dynamic business leader of the future, although immersed in a flood of Big Data, will need the courage to adapt to the consumer's mentality. You must dare to trust your instincts.



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