

TAKE BACK YOUR DATA

A new age of digital empowerment

Ogilvy CONSULTING

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The State of Data Today: The Consumer

Consumers are entering yet another new age: one in which our digital rights as citizens of the Internet are evolving fast and frequently. As governments around the world work to protect our privacy online through landmark legislation, consumers also have a responsibility to stay educated, engaged and alert. Because the reality is, beyond sensational stories like Cambridge Analytica, few of us truly understand the extent to which our data is used and abused by an enormous range of third parties. At the same time, few of us are interested in remaining invisible or giving up the many benefits of an online life. Participation in the connected world requires some degree of personal exposure. As legislation, technology and industry converge in this new era of digital potential, brands and other innovators will want to step in and support the consumer first. Doing so creates more trust and will improve brand-consumer relationships as consumers inevitably gain more and more control over their personal data.

NOTE FROM CARLA AND JOHN

At Ogilvy Consulting we work with some of the world's most iconic brands and increasingly, the question of data management, privacy and security arises in many conversations we have with CEOs. Brand reputation can be marred or even destroyed if a company is involved with a data breach. Companies stockpile data but don't understand how to effectively use it to improve customer experiences or product innovation. There's a booming data economy, but many brands are at a loss as to how to leverage it (and to do so responsibly).



Consumers are also becoming wary of giving away their data and questioning what these companies are actually doing with it. It poses the question: whose responsibility is it to take control of our data? The tech giants? Governments? Is it us?

It can be difficult for brands and consumers to know where to start when it comes to solving these challenges, but innovative solutions are on the horizon. Companies like Caden, an industry disruptor, are reimagining the modern data exchange with its Open Data platform.

Together, we will dig into these important topics over a series of papers that will explore data perspectives from consumers, brands and businesses to provide some clarity and a path forward.

We hope you enjoy this first of three papers.

CARLA HENDRA
Global CEO, Ogilvy Consulting

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Introduction: We're Out of Control

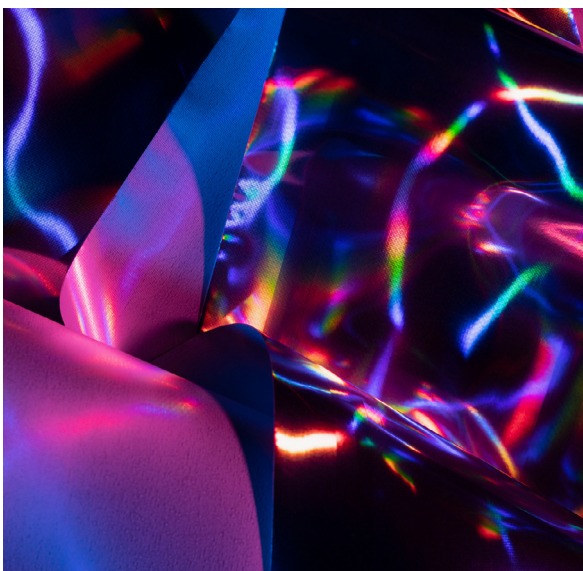
It's a clunky little word, isn't it? Data. Doesn't exactly roll off the tongue. For many, hearing it is a signal to sit back and let your eyes glaze over, while you dream of more exciting digital stimulation (Netflix maybe? ...mmm, or TikTok).

“Data” sounds boring because, well, it is. Or rather, it's Latin. It comes from the word *dare* (“to give”) and “data” literally just means “things [that are] given”. It was first used by Renaissance philosophers to describe premises that were—oh, and there we go, boring you to tears again.

Today, data is anything but a “given”. It swarms and swims through every field of human experience. It fuels economies and influences elections. Acquiring it is one of the chief aims of the world's most powerful corporations. Data is to the 21st century what oil was to the 20th:

an immensely valuable resource fueling an industrial revolution.

With one critical difference: this resource comes from *us*, from human beings. You don't find it by drilling into the ground or hacking into a mine. It's created by virtue of our existence in a connected world. Some of it is anonymized and aggregated, but much more of it is tied to our identities: our names, our locations, our behaviors—in short, the sum of what defines our individuality in both the physical and digital worlds.



Our data is in fact what *we* give, in return for leading more efficient and sometimes more exciting lives, thanks to our devices, browsers and far-away databases. Most of us don't even think about this exchange, until we see a pop-up asking us to accept a new cookie policy, or an ad from a website we accidentally visited two months ago. But the events of the past decade have also shown us that all this data creates staggering opportunities for **manipulation, radicalization, privacy invasion** and **dehumanization**.

In fact, it would be more accurate to say our data is what is *taken*, not what is given. Because the simple fact is very few of us understand



that we're giving something away, or what is done with it—let alone to whom we give it.

Surrendering control of these immense volumes of data isn't without perks. Few would deny that the Internet, the cloud and the thousands of applications they power have made our lives better. Scientific research proceeds faster than it used to (which is precisely why Tim Berners-Lee invented the World Wide Web in the 1980s). More of us have access to education and more high-quality information than ever before. Governments and corporations find it harder to hide malfeasance from those they serve. The Internet is, in theory at least, the most advanced tool for humanity's collective progress ever created.

But it can also be a dark place. From the very beginning, users have lacked the technical knowledge or foresight to see how our advances online impact our rights as individuals.

As more and more stories and scandals emerge, from Cambridge Analytica to the SolarWinds hack, we're all learning about the **power of data**—and the relative ease with which it can be accessed, abused or otherwise exploited.

The Internet is not going anywhere, though, and neither are we. Most of us have a vested interest in maintaining a secure, accurate identity online. Participation in our connected world requires personal exposure. We can all appreciate that sharing parts of ourselves digitally can make our lives better by improving technology and communications.

At the same time, we, the consumers and citizens of this brave new world, have a crucial role to play in protecting our **individual autonomy** online. Legislators and regulators are working to sign some of these protections into law around the globe, but their efforts lose significant weight if we don't supplement them with our own.

Ogilvy believes deeply in the power to improve the world by understanding consumers and customers, their needs, desires and aspirations, better than anyone else. Individuals, communities, cohorts, segments, entire populations: all can be better defined with better data application. So, we need individual data to create the insights that help us deliver value. Of course, no one deserves to be told who they are, what they believe, or what they should do next—online or off. We deserve *control* over our identities, transparency in how our data is used, and accountability when nefarious actors intentionally abuse it.

As most of us have realized in this transitional time, much of the personally identifiable information (PII) floating around about us isn't even used to improve our experiences. Our



It's time for our "data" to live up to its name again. It is the value we give brands, in return for better services and experiences. It cannot be a sort of carte blanche access to who we are and what we do.

data is hoarded and stockpiled at the expense of brands' budgets and our autonomy without any great individual payoff. Brands don't know us better or serve our needs better to any great degree (and the notable exceptions are writing the rules of brands for tomorrow). But there's a world where we play a more active role in helping brands serve us, based on what we actually *want* them to know about us.

It's time for our "data" to live up to its name again. It is the value we *give* brands, in return for better services and experiences. It cannot be a sort of *carte blanche* access to who we are and what we do.

Making sure that stays true is not just up to brands and tech giants. Consumers have to step up to the plate and demand better. That means understanding how powerful our data is and what it says about us, keeping up to date on our rapidly evolving digital rights, *and* ensuring that we're engaged with our data in the digital relationships we maintain.

Only then can we begin to work toward making the Internet better and healthier for all. ●

A close-up portrait of a woman's face, focusing on her eyes. She has vibrant green eye makeup, including shimmering green eyeshadow and a thick, metallic green eyeliner. Her eyes are a striking green color. The lighting is dramatic, with a strong green glow on the left side of her face and a softer, more natural light on the right. A white, stylized outline graphic, resembling a speech bubble or a bracket, frames the right side and bottom of her face. The background is dark and out of focus.

OUR INSIGHT

Data Power = Control x Connectivity

With Ogilvy Consulting's partner Caden, we have spent the past year drawing a new data future for the brands we serve. Caden is inventing and building an Open Data platform, leveraging zero-party data products that put the control of data in the hands of consumers. Ogilvy works with brands to bring new technology-driven solutions that improve brand experience.

We tend to think of our data as a product, something separate from ourselves that we create when we engage with the digital world. But that distinction is becoming irrelevant as the lines of the digital and physical blur; as we increase the number of commercial relationships we keep online; and as data processing and analytics become more sophisticated.

Your identity online is your data. Just the same way your name and social security number define who you are to the government. Except your data is much richer than those limited strings of letters and numbers. For anyone who has sufficient analytical capability, your data provides insight into the very fabric of who you are—your psychology, preferences, behaviors, patterns, aspirations, emotions, and so on. More than just who you are, your data describes who you might become. The holy grail of brand marketing.

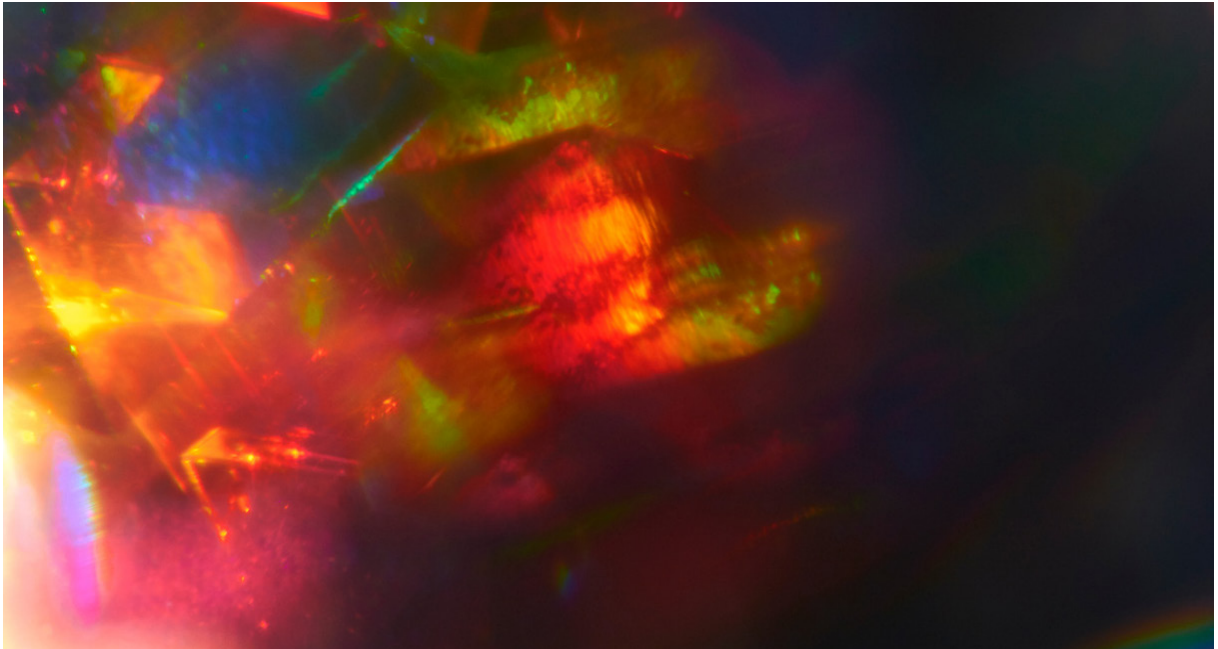
This is an unprecedented situation in human history. What was previously the jurisdiction of priests and psychiatrists has now become common currency in highly competitive

markets. Everyone—from your pharmacy to your local politician to your favorite beer brand—wants to know who you really are.

Of course, this isn't news to most of us. According to a recent survey conducted across global markets, a majority of consumers believe that companies are using their data "all the time" or "most of the time" (82%). And a full two-thirds of respondents reported being "concerned" about how the companies they interact with online use their data.

We are more conscious of the power of our data.

But that's not stopping anyone from increasing their connectivity or forging new brand relationships online. The average number of connected devices in households has increased nearly twofold in the past five years. The numbers for smartphone penetration and new social media users continue to trend upwards. And during the pandemic, individuals



signed up for an average of 15 new accounts online (with 82% of them using the same password, of course).

Our concerns about privacy and personal data are genuine, but they're clearly not changing our behavior. That's because we're actually not that worried about exposing ourselves to people or businesses online. We're concerned about how much control we have over with whom we connect with, how deeply they know us and what they do with that information.

It would be a mistake to think this concern is only about privacy (and it was commonly said by major tech leaders in the 90s once the Internet launched: "there is no privacy").

It's about power. The power to influence an individual's decision-making. The power to radicalize a political movement. The power to disenfranchise entire populations by tampering with our rights to information and freedom of thought. All the malicious actors who have

abused these powers in the past have done so because we were unaware that we needed to resist them.

Whether our past inaction is due to ignorance or indifference doesn't really matter. What matters is that in 2022, we are all far more conscious of the power of our data and the algorithmic universe it feeds. That consciousness is power in itself: it allows us to see that we deserve more control over our identities online. And perhaps more importantly, it helps us understand that, contrary to the beliefs of many corporations and individuals, *the Internet doesn't have to be this way.*

Because our mission at Ogilvy is to inspire people to impact the world, we believe it is incumbent on us to get into the fight. Our goal with the Ogilvy Consulting-Caden partnership is to put consumers and their brands first against those who would use data to abuse. ●



OUR NEW REALITY

Legislation, the Surveillance Economy, AI and Autonomy

The Internet is changing fast. Governments in Europe and the US have passed landmark legislation that defines and affirms our individual rights online. At the same time, industry norms are changing.

A new generation of engineers is entering the workforce and they're acutely aware of their algorithms' potential for abuse and bias. Popular opinion has also begun to sway as journalists, thought leaders and consumer advocates investigate and expose the manipulation of personal data for profit and political power.

Thanks to these changes, digital empowerment and privacy enforcement have become a bipartisan agenda in the United States. California has already passed strong legislation (California Consumer Privacy Act) that gives consumers more control over the data collected about them, including the Right to Know what an organization knows about them; the Right to Delete that data; the Right to Opt-Out of it being sold to other entities; and the Right to Non-Discrimination, i.e. the right to equal treatment even if a consumer exercises their CCPA rights.

This sets an incredible precedent for Americans' rights online. Similar legislation has passed in Colorado, Utah and Virginia, and half of the remaining 46 states are in the process of maneuvering their own bills through their legislatures.

Meanwhile at the federal level, our digital rights are protected by a patchwork of laws that pertain to different types of information, like healthcare and credit data. There is, however, no overarching law that protects our data and

privacy in the United States (Syria and Libya are some of the other few countries that lack one, FYI). Senator Kirsten Gillibrand (D-NY) has recently proposed a bill for the institution of a Data Protection Agency, which would help enforce privacy legislation across states and act as a consumer watchdog. But make no mistake: the political battle for data protection and privacy rights in the US is just beginning.

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Much of the legislation being introduced at the state level is significantly weaker than CCPA. Many of these state bills have died in legislatures because they included statutes that might limit sales of consumer data. This is a market that advertisers and Big Tech rely heavily upon, and both have been aggressive in lobbying state governments for more commercially favorable legislation. There is no guarantee that the lethargic processes of state and federal reform will bring us the rights we deserve.

The good news is that the government is not the only force at work. The tech industry is changing, particularly with a new generation of engineers



entering the workforce. There's evidence that many of these young technologists are skeptical of accepting positions at giants like Meta, Twitter or Google, because they're concerned about working in ethical gray areas on products they don't believe in (i.e. ones that exist purely to maximize ad sales).

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Slightly more sensational has been the quiet firing of dissenters working within the GAFAsphere. One Google engineer, Guillaume Chaslot, was reportedly let go in 2013 after he voiced concerns about YouTube's recommendation algorithm (though the company claims he was fired for poor job performance). Since then, he has collaborated with The Wall Street Journal and other media

outlets to demonstrate that YouTube's algorithm tends to proliferate inflammatory or otherwise extremist content. This has raised serious concern over how an algorithm designed to maximize engagement might enable the dissemination of false or radicalizing information.

And algorithm is the key word here. The advent of machine learning and various forms of artificial intelligence is what has incentivized tech companies to stockpile as much user data as possible. While AI has tremendous potential for improving our lives, its principal innovations and applications are currently limited to large tech companies who have the scale and resources to create effective AI. This closed loop of Big Data and AI makes it extremely difficult to establish standards of transparency, access, inclusion and collaboration in the labyrinth of algorithms behind Big Tech's walls.

In other words, the founding principles that make the Internet such a vital tool for progress are now at risk, thanks to the logic that underpins the data economy. If you're one of the millions who saw Netflix's *The*

Social Dilemma, you'll recall that several of the engineers who helped design that logic are now advocating against it. The Internet, social media and AI do not have to be this way.

While we can trust that many in the field will continue to carry this ethical torch, they are—like our elected representatives—only one piece of the puzzle. The final source of pressure comes from popular opinion, which is ultimately what politicians and corporations in a democracy answer to.

In this sphere of influence, there have also been changes. The publication of Professor Shoshana Zuboff's *The Age of Surveillance Capitalism* gave many of us a vocabulary and framework for understanding the data economy and its markets of behavior surveillance and prediction. Beyond that, she showed that what's really at stake in this new economy is our individual autonomy. The invisible universe of algorithms that nudge and recommend us toward different behavioral outcomes threaten our personal agency as human beings. Our decisions, preferences, purchases and individual destinies have become not only the fuel for the surveillance economy, but also its principal output.

This is at odds (in the West, at least) with our most foundational principles of liberal democracy and individual freedom. Many of us sense that it cannot and will not last. And yet, just as many feel utterly powerless in the face of such a complex challenge.

It's not dissimilar to the climate crisis: when confronted with dizzying problems, we often succumb to fear and resign ourselves to gloomy inevitabilities. But politicians,

technologists and all the other leading experts cited above agree: *the Internet does not have to be this way.*

We also agree, and we believe it will take a sensitive approach—steeped in behavioral science and human psychology—to help consumers see their role in the data economy in a healthier way. In addition to our partnership with Caden, Ogilvy Consulting has been investing in behavioral science capabilities in every region of the world for more than ten years, so we can help clients understand what the customer really thinks and feels and wants....not just what they say. ●



The background is a vibrant, abstract composition of overlapping geometric shapes and colors. A large, bright red shape dominates the center, surrounded by areas of orange, yellow, and green. The bottom and right sides feature deep blue and teal tones. Several white, hand-drawn style outlines are scattered across the image, including a large, irregular shape in the upper half and a large circle in the lower right. The overall effect is dynamic and modern.

OUR BEHAVIOR

Disillusion x Disorganization

Currently, there are two major obstacles to consumers believing they deserve better online: **disillusion** and **disorganization**.

The first can be seen in the understandable, though ultimately false, assertion that “privacy is dead”. This is a natural response to the situation outlined above. Because of the sophistication of large tech companies and their extreme demand for personal data, many of us easily accept that any notion of privacy in the 21st century is a deluded fantasy.

As natural as they may seem in the face of complexity, resignation and apathy will do us no favors. All they do is exempt us from the responsibility we have to ourselves, our families, our communities and our sense of humanity to advocate for a healthier Internet.

Younger generations who have grown up digitally are some of the most likely to experience this indifference. In the IBM survey cited above, 51% of Millennials said they would rather place an order using a potentially insecure app or website than go

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into a store or make a call. Sacrificing security for convenience feels natural enough to many of us. We’re not hurting anyone – except, potentially, ourselves – so what’s the harm?

But perhaps a year or two of pandemic living has taught us to think differently about the impact of personal risk-taking. When you view this kind of behavior in the context of billions of users and a very public history of privacy breaches, we can see how one person’s lack of vigilance easily becomes another’s exploitation. As users, consumers and citizens, our strength is in our numbers. And yet, as individuals in a connected world, we’ve never been taught to consider our online lives within the context of the billions of humans who use the Internet.

This represents a massive opportunity for brands and innovators to side with consumers and empower them to lead healthier digital lives. But what can they do, specifically? When a challenge feels insurmountable or too abstract, some of the most powerful ways to drive engagement are through **personalization**, establishing **empathy** and demonstrating **social proof**.



In the case of personalization, we need services that help individuals see their online identities from the other side of the mirror. What do Companies X, Y and Z know about me, who do they share it with, and how can I gain more

“ ”

People are rarely innately curious enough to learn difficult concepts.

– CHRISTOPHER GRAVES, PRESIDENT OF THE OGILVY CENTER FOR BEHAVIORAL SCIENCE

control over it? These are questions that we already have the technology to help consumers answer, but no one has succeeded (yet) in designing an experience that **drives consumer engagement with their personal data.**

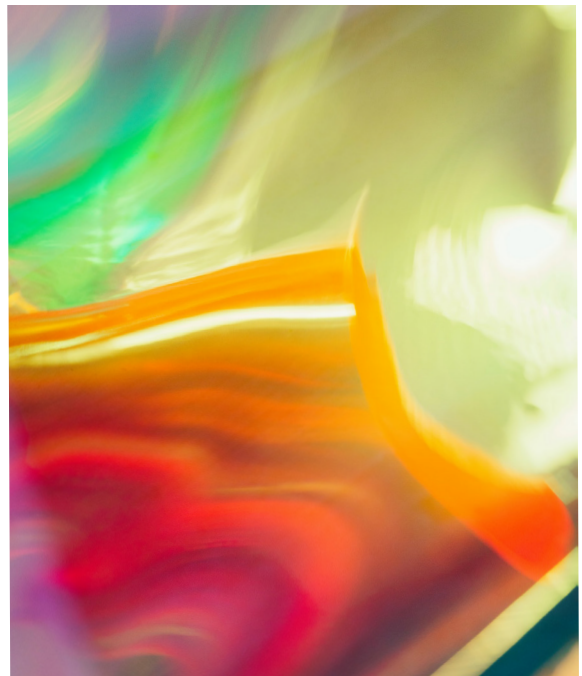
And there's much more to do with that data than just holding it in your hands. What if you could edit it yourself and define how you want to be known by the brands you interact with? What if you could process all your data in even smarter ways, and make it even more accurate (and therefore more valuable)? We have the technology to empower consumers to actually do more with their own data – not just possess it. This is precisely the future that Caden is building.

Establishing empathy is also critical for making this a *human*, rather than a technological, issue. That involves reframing the narrative and perhaps even moving beyond calls for pure “ownership” of data or the sanctity of personal privacy. While

we deserve ownership and the right to access our personal data, that alone will not give us more power in the value exchange with brands. We've got to establish an empathetic narrative that helps people see the human benefits of digital empowerment and data control.

Finally, we need to see and publicize engagement with this issue in our communities. This is what behavioral psychologists call “social proof,” which describes the very human impulse to emulate popular or socially desirable behaviors. If we show that more and/or important people care about engaging with their personal data, others will follow.

All of this, of course, is easier said than done. Christopher Graves, President of the Ogilvy

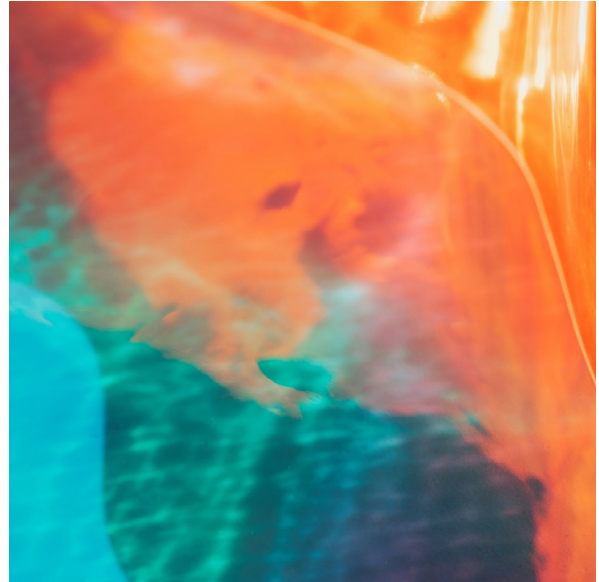


Center for Behavioral Science, notes that “people are rarely innately curious enough to learn difficult concepts”. The opportunity to engage people with their personal data therefore depends on context (“when do I *need* to care about my data?”) and value (“how much value am I giving up if I have less control of my data?”). We can’t simply offer consumers more control—we have to help them see the value of that control in the right place at the right time.

Which leads us to the second impediment to meaningful action: **disorganization**. Like any movement addressing systemic and complex change, we need organizing. Consumers remain aware of the challenges and their stakes, but we find it difficult to know where to start or what actions are most effective. This represents another opportunity for leading voices to help consumers clarify and compartmentalize the issues.

Stop talking about “data” and “privacy,” and start talking about human rights.

From a behavioral science perspective, simplification and “chunking” are two tactics we can learn from. The first involves lowering the threshold for engagement with digital empowerment. Stop talking about “data” and “privacy,” and start talking about human rights – because that is what this issue boils down to. Second, we need to carve out or



“chunk” the digital empowerment agenda into more digestible, winnable challenges. Instead of bemoaning the need for systemic legal overhauls, let’s focus on helping consumers understand what they can learn about their data today and when it’s most important. As with any complex issue, literacy and a shared language are the first steps towards empowerment.

Consumers are at a crucial inflection point in the history of the Internet. We’re aware of an issue that is deeply troubling, yet largely behind-the-scenes and intellectually abstract. We have a lot on our plates as we adapt to our “phygital” lives, while technology continues to make the world more connected. This is an unstable time, but the innovators and leaders who help consumers gain more control, and prioritize what is best for them, will find themselves leading the market through the new age of digital empowerment. ●

A hand is shown from the wrist down to the fingers, covered in a dense, colorful pattern of glowing spots. The spots are primarily red and green, with some yellow and blue. The background is black, and there are white geometric lines that create a stylized, angular frame around the hand. The word "CONCLUSION" is written in large, white, bold, sans-serif capital letters across the middle of the hand.

CONCLUSION

Taking Back the Internet = Taking Responsibility

Every democracy is only as strong as its citizens. In the social contract of our own democracy, we understand that relinquishing some of our individual control is necessary for the benefit of the many.

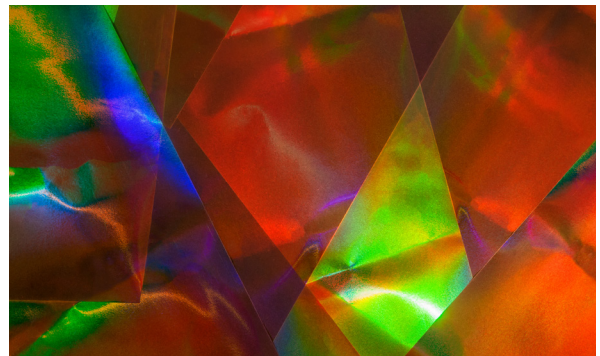
But that doesn't mean we release ourselves from the imperatives of civic participation: education, voting, defending citizen rights and community organization.

The Internet, similarly, is only as strong as its users. If we believe that it should fundamentally be a tool of liberal, humane progress, then we must take responsibility for it. It's only a dark place if we let it be. Like any democratic forum, it requires custodians and a vigilant populace to work best for the greatest number of people.

An Internet that gives its users more control over their online existence is in everyone's interest.

And by taking responsibility, we mean using our votes, our wallets, our attention and, in the context of digital empowerment, our consent. These are the actions with which we will determine our destinies online.

An Internet that gives its users more control over their online existence is in everyone's interest, because it creates better relationships and more trust. It's up to us to ensure that the right politicians are advocating for the necessary rights; that our friends, families and communities are conscious of the power of their data; and that



the experts who are defending our autonomy are heard widely and loudly. The innovators who help us act on any of these responsibilities will win consumers' trust in the long run, as these issues become ever more fundamental in our connected world.

The onus is also on the world's leading brands to lean into the winds of regulatory change by helping consumers gain more control over their data. If doing so means learning more accurate information about your consumers – which they actually want you to know! – then the economic incentive for brands to lead the charge should be pretty obvious.

It will take the concerted efforts of governments, consumers, brands, technologists and experts in human behavior to take back our data and ensure it works better for everyone. But it's worth it.

After all, the Internet has certainly made our lives better. Now, it's time we return the favor. ●

Acknowledgements



CARLA HENDRA
Global CEO, Ogilvy Consulting

Carla Hendra is the Global CEO of Ogilvy Consulting and has been at the forefront of strategic innovation for brand and business for over 25 years. Carla lives in New York City.

Carla began her career in database marketing in financial services, e-commerce and publishing, applying many of the same techniques that have become more sophisticated and algorithmic, but which essentially depend on “knowing the customer”. She is deeply invested in the data and privacy debate.

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JOHN ROA
Founder & CEO, Caden

John Roa is Founder & CEO of Caden. He is a lifelong entrepreneur, technologist, philanthropist, investor and author. John lives in New York City.

Caden is debuting the first Open Data platform. To date, brands collect first-party, second-party and third-party data on consumers to create internal Consumer Data Platforms, creating siloed profiles of each user. The Caden platform breaks down those walls, allowing for users to collect various forms of disparate data from the brands that they interact with in their digital lives. In this “zero-party data” future, brands will be able to provide a more personalized and context-driven experience, with the user squarely in the center.

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This is first in a series of three papers on the future of data, privacy, technology and brands jointly published by Ogilvy Consulting, the global innovation arm of the Ogilvy network, and Caden, an open data startup creating new consumer products to empower both customers and brands.

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