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Zusammenfassung Stichworte

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Sprecher

Jan Ising, Patricia Corsi

Jan Ising

A very warm welcome to #tomorrowtoday, the Accenture Podcast on digitalization, sustainability and diversity. I am Jan Ising, leading our life science business in Europe, based out of Germany. I am delighted to introduce Patricia Corsi, Chief Marketing and IT Officer at Bayer Consumer Health. Welcome, Patricia.

Patricia Corsi

Thank you very much Jan, and thank you Accenture for having me.

Jan Ising

It's a pleasure having you on this podcast today. And I would like to start with your creative mind. I would like to get some insights about your recent judging experience at Cannes. What do you take from the experience into your daily business?

Patricia Corsi

It is very interesting, because I had the opportunity that is quite unique. I've been two years in the role judging Cannes health and wellness. This year as the president of the jury, we had a fantastic set of cases presented to us. But as we had so many insights and it was extremely full of great ideas, I will summarize in the three key points that still resonate with me six months after. The first one is constraints. If it's budget people, social contests, this can be a powerful unlock for the art of possibilities and creative solutions. And we have seen many of those cases winning Grand Prix at health and wellness and or pharma. The second one is on digital solutions. They are here to stay and the best ideas were also the ones who look at digital above and beyond being a major channel. When you look how they succeed,

they use it as a vehicle for improved user experience, driving fresh insights and access to low income and or marginalized audience. If you look at some of the cases, like the one for the non-fungible testicles, it's a great example on how they use technology to talk about a taboo topic that is much needed to drive a modern and intensive conversation about. The third one is: I saw immense progress in the health industry and this is the benefit of seeing three years in a row of materials. Both on pharma and consumer health, we can see that this industry is delivering more and better in creativity that serves not only the consumers, but also the customers. Especially after COVID, I think there is this open door from the people that we serve to learn more about science and how to better and be more proactive taking care of their health. I don't think we ever had in the history that we can account for so many dinner tables discussing science and vaccines and things like that. And we will be, you know, shame on us if we don't use this as a catalyst for better creative, better educational programs and really driving the creativity up on the rankings from this industry.

Jan Ising

I like that and we be talking about technology in just a moment. Maybe staying on the creative part for a little bit. You are one of the advocates of raising the bar of creativity for the benefit of consumers. Tell us a bit more of what it means to you and what you would take from the creative world to inspire your technology related responsibilities.

Patricia Corsi

This is one of my passion points within my job. Of course creativity is just a small part of what is marketing. And I am a big advocate to make sure that people understand that modern marketing is not doing advertising and only that. But this is the part that gets out and really has a massive impact on habits and the way the consumer understands our brands, our products and the things we have there to serve and to help them to live better lives. When I look at creativity for this industry specifically - but I would say that is also expendable to the fast-moving consumer goods, technology and other industries - there is a massive opportunity to use creativity to drive access, especially to low income consumers, but also inclusion. And this is something that only marketing can do. And probably other functions can do, but not as well as big and as impactful as marketing. So really raising the bar on creativity has a benefit for the industry, because when you are talking about health, we should be theoretically in every single household, because I doubt that there is a house where somebody doesn't have either a headache, a tummy ache, a cough and cold, needs nutritional supplement. But this is not the case at the moment and we need to help them to navigate and understand this industry, because more and more - and COVID was a proof of it - people are searching for own ways to take care of their health, and we have a massive job to do it, but we need creativity for that. The old style of having doctors talking in a language that nobody understands, unfortunately, is not enough in today's world. We need

things that people can relate to, they can connect to by the way that they can make Tik tok challenges. This is the way to go for the future.

Jan Ising

I'm fully with you, and especially I believe it is very important that also doctors and pharmacists pick up the language of the consumers and the patient, because we call them Doc Google these days because people become so much more educated. I mean, if you go back to my own parents, they would at the doctor as the God in white. They would believe what he says. These days we come to a doctor and we actually have our own diagnosis. And with this, also technology is an important piece, right? You said before, your second passion is technology. Now you are in this unique position to combine in a Chief Marketing and IT Officer these two roles. Tell us a bit more about these two roles and how you managed to excel in both of them. And what synergies do you see in putting these two roles into one character as you are?

Patricia Corsi

Indeed, I'm very passionate about technology and I now work very hard every day to keep myself up to speed, because as it is marketing, this is a function where every day I go to sleep thinking I know something and I wake up and I discover there is something new. And I think this is extremely exciting for the new generation coming into this craft. But I will give you a tangible example on how my new role is very cool and there is no other way to say that. We recently at Bayer we acquire a percentage of a diagnostic company called Ada Health. They have one of the

best algorithms in the world in terms of, you know, you put your information there and they tell you potentially what you have and if you should consult a doctor or if you should go for an OTC over-the-counter-medication. And the beautiful thing about my role is that I can connect this directly with our brands. And a simple example is, let me pick one of our very important brands, Canesten, that helps women to manage their intimate health. There is a massive taboo even on women going to the pharmacy and standing in front of this shelf. And when you have a diagnostic tool that you can do on your phone that can help you understand what is going on with your body and make a right decision when you go to the pharmacy, we are enabling and increasing the chances that people are really going to take a step and do something about that condition. And this has massive societal impacts, because we know that lots of people, they lose work base and with that they decrease their income because they can't treat, they don't have medical insurance to treat some of the illnesses that they have. And some of them are quite easy to treat. Some of them, of course, you need a doctor, some of them a pharmacist's reinforcement or guidance will be enough. If you have a headache that is not persistent, you don't need to consult a doctor. You can just go to the pharmacy and take care of it. So this is the beautiful thing about technology, because we can link technology and products in a way that we have never done before. But also I see the great opportunity for us again as an industry to move from an industry of bottles and blisters to an industry

that we will have bottles and blisters, we will have bottles and blisters plus services and in other cases it's going to be just services. Because in some cases, and let's talk about mental health, there are things that you can do with bottles and blisters, but there are also things that you can do just by improving the way you eat, you sleep, your exercise routine. And we can help people doing that by doing, you know, helping them to manage that in their daily routine. And that's why we see, you know, the explosion of, you know, sensors and body trackers, hacks like we have never seen before. You know, I have so many people that I meet that have Oura Rings or that have Fitbit or Apple watches. And this is already showing that we are again going through an open door, where people really want to understand the combination of technology data to personalize the way they take care of their own health.

Jan Ising

Yeah, I think you're spot on. And just to drop another brand name, I have a WHOOP around my wrist and it really is astonishing how many information you get while you think you are actually living healthy, you believe you do, and the data shows you in many cases that is exactly the opposite. So I think it will help us. Now, is this your pitch that we will see more of those combined roles or would you even say that in the near future, every business role, whether it is marketing, R&D or others, have to actually think business and technology in one and that the classical, let's say CIO role is really moving more and more into a business-led decision enabler?

Patricia Corsi

Oh, this is a tough question. Look, I am going to do an elegant third option. So my pitch is that everyone that is in business today needs to understand technology. And in the areas where you have clear synergies, I think it makes life easier and faster and more efficient if you combine roles. Because you don't have to arbitrate budgets, teams and things like that. So, you know, when we are discussing the platforms like the example that I mentioned before on symptoms, I don't need to discuss and have five extra meetings with anyone else to decide if I'm going to bring this to the Deal Committee, for example. So I think this brings a lot of speed, but more than anything, we are living in the world where we cannot separate who are the analog people and the digital people. Everyone needs to be digitally savvy, needs to understand the power of technology and, especially, needs to understand that talking about data is not enough. We need to make sure that we understand what it takes for us to be able to extract value for the business and for our consumers and customers out of data. Because the amount of data we can collect and we have now is impressive then, compared to when I started my career in business, but is also overwhelming. So when you think about the amount of things that people in the commercial area need to do at the moment versus in the past, one of the biggest risks that we have with technology is that if you are not very good at prioritizing and being focused, you get lost because there is absolutely so much. So I think this is one of my pitches: You need to understand techno-

logy, but also you have to be really careful on how deep you go and how lost you get with the number of things that can be done, would be nice to be done, versus the things that you make a bet and you go for, MVPs, and you go for really, you know, safe to try and speed over perfection. So these are the things that I would say are really beneficial when you have the combined role.

Jan Ising

I fully agree. And it was an elegant way of answering a provocative question. But what I see also in the next generation of people coming to us, they have a very different view to technology. For them, it is much more embedded in the daily operations and it feels much more natural to them to use certain things compared to maybe people that had been brought off in an industry or in a career that really didn't see the things to be happening, right? So that's why we now benefit from technology change very much. You said before you are an industry of blisters and bottles and future services and other add-ons. Now I would like to put this into perspective of sustainability, an important piece from a consumer perspective. I mean, we see consumers demand this one with a full right. I also believe that the recent environmental challenges of all the crises we are in foster even the more economic and environmental thinking of our consumers. Now you live in an industry that is highly regulated. You cannot simply change your packaging as you like, right? You have regulation that you need to apply. Still, where do you see levers for sustainability in consumer health companies?

Patricia Corsi

Yeah, I am absolutely with you, sustainability now is table stake. And it is a new way of doing business and I am sure we will have the opportunity to talk about diversity and inclusion as well. That is another table stake. But when we talk about sustainability, you know, most of my career I have spent on commercial roles in fast moving consumer goods from chocolates to laundry detergent. I went to a recycling center in the UK and the amount of plastic bottles we would see either in shampoos or laundry detergents or even the aluminum cans of deodorants. It's impressive versus the total amount of garbage. Right? And from a product preservation and safety point of view, there is a couple of things that you need to do, especially in retail sales and et cetera. But I would say it is much easier than in the health industry. In the health industry, our priority number one, of course, is preserve and protect the products and the benefits to the consumer because these cannot be at risk. With that said, our teams are working relentlessly to find solutions that can continue to make our products safe and sustainable, for example the childproof blisters. If we make them sustainable, but we don't make them safe for children, this is a no-go option for us. I believe this a little bit [like] in laundry with the pods, this was another big risk in terms of child safety. And you can see there that it tends to be that you use more plastic or more paper to protect. So the future is really how do we make sure that we manage to have this protection, this preservation of ingredient material, because a medicine has to work, while working with maybe

new materials that we are just discovering now that are able to do both protect and use less plastic, less paper. But there are lots of things that we can do that do not change anything. For example virgin paper we shouldn't be using in this industry. We look at the gramature of plastic for bottles and things like that, that we can all immediately do.

Jan Ising

And I fully with you Patricia, that even the consumer need to change that. I have my own experience. I recently used a suntan lotion which was all paper based, and it was a fairly high-priced product, and only after two days the packaged looked like very intensively used, right, compared to the plastic version before, which always looked nice until the very last day. And also there, we need to change our own experience from what do we expect from such a product, because in the end you are absolutely right. The packaging needs to be protective, needs to preserve it, but in the end, the product itself doesn't change by the packaging. And I think this is also behavioral change that we need to go through as consumers to really accept that also a medical or a consumer health product can look different to what we accept also in classic consumer environments, right? So I think that is an important piece. Is there any good example from Bayer you would like to mention in that regards where you are trying to do the steps in consumer health to go in that direction?

Patricia Corsi

We have done a tremendous amount of progress. I was talking paper in terms of renewable sources for example. And this is something really important to us, because

if you, you know, and everyone has lived this experience, you buy, I don't know, a multivitamin, and then you have, of course, the outer box, you have the bottle or the glass inside, and then you have an insert. That is a lot of paper as well. So we are making progress both in terms of the sources of material for the paper for the boxes, but also in, for example, Central America, we are doing lots of experiences where we have QR codes instead of having four inserts, which is a tremendous, you know, economy of paper, while also providing the consumer with the important information they need. But if we are reasonable when we are selling products by unit, it's very difficult for each unit to go with the insert. And so again, this is a great example of how do we use technology again with the QR codes to help consumers access the information that they need.

Jan Ising

Thank you for sharing and great to see the progress. It's so important for all of us, and that's also for the next generations. Talking about next generations: I'm a father of two teenage daughters. I'm a big passionist for inclusion and diversity, and yourself I think you are a role model in that area. I see your posts and you have outspoken to many things that are on your mind. Now we know that marketing has changed in recent years dramatically when it comes to inclusion and diversity. I mean, for me, always iconic is the Dove „real beauty“ campaign, where we see real women using real products. And it just is so appealing to me and other things have changed. And also Bayer's Supradyn Memory Test

just recently won a bronze lion in Cannes, so congratulations and great to see this progress. And how do you take this diversity that you observe in your, let's say, marketing work and how do you take this into your own personal doing of living diversity in your teams, in your organization in Bayer, and also in your brands that you are driving in your marketing officer role?

Patricia Corsi

This is indeed a very important topic for all of us. A more diverse word is a better word. It is a word with less conflict. It is a word with more possibilities and better ideas. So I am passionate for this because of that. I think we can come up with more solutions, better solutions to the biggest problems in the world if we have more diversity of thinking, diversity of experience. So I really believe that this is, again, another no-negotiable. I'm very proud to lead the most diverse team in consumer health. And also that this is on strategic marketing and digital. And since I have inherited or took over also IT, I am also very proud to see that in the IT area where we traditionally have a gender unbalance, we are above the company's target in terms of gender balance. So this is really a motive of pride for me in the team. One thing that I think is very important that we talk there, and every time that I go and visit countries and I did this recently in the Middle East, that we clarify: When I talk about gender diversity and when I talk about gender equality, it is really important that people understand that I never think that men are the enemy. And this is really important, because everyone has to benefit from diversity. And I think one of the things that holds us back in some of those progresses in there is, when people

see this as for the benefit of women and to the demerit of men, and this is the wrong way of looking at it. So what we do is that we focus on having balance in different levels. As we have achieved, for example, in strategic marketing and digital the gender balance already, we are looking at other areas of diversity to make sure that we have people in our teams that represent the people we serve. The second area where we are putting priority in our teams and also for our brands is physical abilities. 15% of the global population has different sorts of physical ability needs or challenges. And Bayer for over 70 years has been investing in this area to support development. And if you see some of our brands like Bepanthen, we are really breaking the mold on showing off the people that we represent. And this is one of the most beautiful things that we have done. So if you are interested in knowing more, just follow Bepanthen commercials and communications, especially the latest Brazilian advertising, where you can see how we are representing really the Brazilian population. And as a Brazilian national, I can say that this is amazingly beautifully done. And this is just one example. You mentioned memory test, where we are really shining the lights on how do we help women to get recognition for their achievements. Because there are many achievements. So this is another thing that I would really incentivize you to take a look at. I believe that in the comments from the podcast you will have the link for both of those campaigns.

Jan Ising

Great to hear, Patricia. And I must admit,

I don't know the Bepanthen commercial Brazil, but I am sure I will look at this one and I have a big team in Brazil, and I am really curious to see that one. Now, we at Accenture are fundamentally believer that inclusion and diversity boost innovation. So for us, what you just said about, it is not about who you need to include and who you exclude, it is really how you bring this team together. But still, bringing teams and people together also mean that you have differences, right? Which is actually good in my view, difference are great. So but you are running one of the diverse teams at Bayer. As you said, Bayer has been recognized also for the work regarding inclusion, diversity. How do you manage these differences and how do you benefit from these differences and how do you make this work in daily operations? Any tips and tricks for our listeners, how you deal with this on a daily base?

Patricia Corsi

I love that point because I am 100% with you. Having a diverse team is hard work, because having different opinions at the table, they count less if there is not an inclusive culture. So the number one thing that I would say is, you know, bring the diversity to the team and then be prepared to work hard on bringing inclusion that everyone feels like they have a seat at the table, there is a culture of respect, openness to different opinions and it is not as easy. I am going to give you a personal example of something that you know, many, many moons ago happened with me when I was in a crash course. I think it was the beginning of 2000 and a colleague from Korea, we were talking about the foods that we like. And at that point, he said that he loved dog meat and I had just

bought a puppy. And I remember I had two choices there. I could easily, completely initially reject what he was saying or I can, you know, press on my curiosity and go to him and say, tell me a little bit more about that. How does it work? And it was one of the most insightful conversations I had in my life, because it was just a matter of perspective. You know, if you don't see an animal as a pet, it is very difficult for you to have the same relationship we have. But if you already go close that anything that is different from what you have lived and experienced in your youth or adulthood is wrong, you lose the opportunity to see the world with such different lenses. And honestly, I think this is amazing to open yourself to see the world through other people's eyes. Again, I was in the Middle East two weeks ago and I had the opportunity to, in Cairo and in Dubai, see the world through different eyes. And it was so rich, so insightful. And the more I have learned, the more I was open to hear, the more it helped me to craft better thinking and be, as you say, innovative on the solutions that we can provide as a global central team. So all in all, 100% with you, that is why we have just a great partnership with the center and your teams. We really believe this diversity of thinking, experiences, background help us to be more innovative, more solution-oriented, more creative.

Jan Ising

I really love what you say Patricia, because in my world we all come with unconscious bias to the table. It is an unfortunate truth, there is nothing we can do about, but then really: listen. You

don't have to accept the other's opinion, right? You don't have to say, listen, I like what you are saying, but listening to their understanding, to their argumentation how they think, will make you much more broader in your appreciation of those things, despite that you might have a very different opinion about eating in your case dogs, for example, right? It is just a cultural habitat where we look at these things differently and then we can move on. So I think this is great and infects our leadership styles and it will help us to really become much more. So maybe from that perspective, how do you deal with this from a leadership style perfectly? Anything that you would say has changed most on your own style in the last couple of years, because of these movements that are so fundamental and so right, where you say this is how Patricia Corsi changed as an individual, as a leader?

Patricia Corsi

So the first thing I got tested. Because, you know, if it is an unconscious bias, if it is unconscious, you cannot do anything about it. And I think we live in a world where I love the principle of no excuses. If I know that everyone has unconscious bias and I take a conscious choice not to know what they are, then I am making a conscious choice not to work on them. So the first thing I did, was to get tested on my unconscious bias and our conscious. And this helps me to keep myself honest. Because whenever I face something where I do, you know, disagree heavily with or agree heavily with, I do a bit of a sense check. Is there anything from my bias now conscious bias that could be playing a role, could be making a preference on like or dislike? And I think this is a constant,

I don't want to say policing, because normally this word is used in a negative way, but I mean policing in the sense of protect and serve. So it protects me to do something that would be an unintended consequence of not being, you know, fully conscious of the impacts of my words and my acts, and then serve, because the more I am paying attention to this, the better I can serve a team that is extremely diverse. And this is also we have in discuss age groups. We have there's so many different layers of diversity, right? So it is almost impossible to cover all of them in a global level. But we need to make sure that we have representation. We have people that are generous enough to help us to understand. The other thing that I do, Jan: I have asked for help. And probably one year ago, I really wanted to better understand how to serve the trans community. And in my circle of friends and close friends or colleagues, I have noticed that I had no one from the trans community which I could ask for help and to educate me, and someone that really knew me enough to know that asking not out of wanting to know about their personal life. But for example when we are talking about women's intimate health with Canesten in the trans community, we have a lot of women that do not have vaginas. So how are we serving them? Right? And I communicate that to the team in terms of this are the areas where I really want to improve my learning, my understanding, and not to my surprise, because I am always amazed with the generosity of people, I was approached by a trans person in our team and he said, how can I help you? What do you want to know? And he was

so generous, because he said, look, I know you might have a completely different set of questions. I am open for you to ask me everything because I wish more people wanting to know more about the trans community, so they can help. And he was one of the most insightful conversations I have had. But it was only thanks to the generosity of people. Instead of judging my ask, he was really, you know, a strong believer that I was really interested. And I think we need more of those people. Instead of judging people when they see something that might be potentially incorrect, or someone that is not very versed on using the pronouns. Reach out to that person, give the benefit of the doubt. If it is a person that you know and you think has good values, reach out to that person and give the benefit of the doubt and say, look, I think what you said down there, maybe you didn't realize can be quite offensive or it is not very inclusive. And depending on how the person reacts, you can decide and continue the conversation or not. But I would really count on all of us and I put myself in that position as well as a Latin woman. I had so many people asking how it is, and if I shut myself off for that, I am not helping to elevate the diversity understanding. So, this is why I feel very strongly about it. And I think this is, again, it is hard work, but it is much better from a personal point of view. I think I am a much better individual, but you have to put yourself out there, be vulnerable, recognize that we do not know a lot. And it is very difficult to say that you understand how it is to leave with blindness if you are not blind. So, you know, we can only understand as much as we talk to people that are really facing those challenges with interest, with passion to serve and to make life better for everyone.

Jan Isling

I'm having goosebumps as you speak, Patricia, because this is one of the reasons why I invited you, because you are so visionary and still so much into the daily life of your colleagues, of your customers, of so many groups, that makes you so authentic as a leader that I really appreciate for taking time. I don't like to end this podcast, but it is coming to an end, frankly speaking, and it is been a very interesting, insightful discussion and it has been a great chat about digitalization, sustainability and diversity at #tomorrowtoday podcast Accenture. I would like to close this podcast with one final question from my side. If you would give your own self a career advice maybe 20 years back, what would be that one advice you would give to yourself looking back at what you have achieved in a number of years?

Patricia Corsi

I am going to focus on the positive things I have done, not by design, not because I had a blueprint, but I think this would be things that I will tell my son when he gets into the working environment. I think the first thing is really be open to differences. And I think this is one of the things that makes a difference between people that can succeed in life, can succeed in crisis, can be agile to learn and move around. The second one, surround yourself with amazing people that want nothing but your best and then listen to them when they confronted with the truth that you don't want to hear. I think learning how to receive feedback and work on them, it is really a craft. And I think this is something that sometimes at the begin-

ning of your career, you don't see as much value of it as you see as you move up. And one thing that I have not done that I wish I had done much earlier, but I done later on, so I am catching up, is, make sure that you have two or three you know your personal board of directors people that you deeply trust, that you can go and open your heart to when you are facing big, personal and professional [decisions], because those things they go into linked decisions. In all times they help you to see the options with different lenses. And I find this extremely helpful. Not because they will give you the solutions, not because they will give you the answers, but they help you to take much better informed decisions. And all in all, Jan, I love the hashtag tomorrowtoday, because everything we discussed today, it really is the tomorrow that started yesterday almost actually. Be a business person I think is not about being a marketing person, a technology person, be a business person. Marketing and technology are at the service of a business that is at the service of customers and consumers and shareholders. So strengthen your partnerships with your functional, you know, partners like Finance Supply chain, R&D, the tech guys - move out of the silos. Silos are a thing of the past. I think silos are so 1960th like manual typewriters. So if you look at the silos from this lens, you don't want to be the only one owning a typewriter when everybody is doing voice messages. So these would be the things that I believe could help anyone starting their career to the best of my intentions.

Jan Ising

Amazing closing words. Thank you very much for your time and participation. And thank you everyone for listening to the

podcast hashtag tomorrowtoday. Patricia, have a great day and thank you very much.

Patricia Corsi

Thank you Jan, and thank you Accenture. It was a joy to have this conversation with you all.

Jan Ising

It has been a great chat about digital transformation, sustainability and diversity here on #tomorrowtoday.