



WWD VOICES: RETAIL'S RESPONSIBLE RESET PODCAST – EPISODE 2

AUDIO TRANSCRIPT

00:00:00 Speaker 2

In this new age of retail, consumer preferences have changed and shoppers are a more demanding than ever.

00:00:05 Speaker 2

Stay tuned to hear from leading industry experts on this topic along with a brand that is rewriting the playbook on customer engagement.

00:00:14 Speaker 2

Welcome to WWD Voices, where we share the latest fashion, apparel and retail industry insights.

00:00:28 Speaker 2

Hello and welcome to WWD voices I'm Arthur Zaczkiewicz and today as part of retail's responsible reset series with Accenture will be featuring Jill Standish of Accenture as our guest co-host today.

00:00:42 Speaker 2

Jill will be interviewing Peloton, CMO.

00:00:44 Speaker 2

Damage received

00:00:46 Speaker 2

Hello and welcome.

00:00:47 Speaker 3

Hello, nice to be here.

00:00:49 Speaker 3

Thanks so much for having me.

00:00:50 Speaker 4

And hello Arthur.

00:00:52 Speaker 4

It's so nice to be here, I'm looking forward to this.

00:00:54 Speaker 2

Peloton, you know I love as a brand, it's just an amazing company and you guys have created a lifestyle brand that resonates with people.

00:01:03 Speaker 2

I'm looking forward to this, Jill.

00:01:05 Speaker 2

I'm going to turn this over to you and I'll sit back and maybe I'll chime in every now and then with the question, so take it away.

00:01:12 Speaker 4

Great thanks Arthur, and I'm thrilled to be talking about not just about Peloton because I think what a fantastic company, I mean it's the largest interactive fitness platform we're seeing.

00:01:26 Speaker 4

What has happened with Peloton over the last few years?

00:01:29 Speaker 4

It's just been amazing but we're also here to be learning and you're going to be sharing some of your experiences Dara, as being a marketer, and really around customer experience and how that's changed over time, so I thought I'd just be a little bit open. How do you see customer experience and the role of a CMO and how that's changed over time?

00:01:56 Speaker 3

Well, I think that customer experience needs to be at



the heart of everything a business and a brand does. In the world now where everybody has a microphone, you know, especially with social media, and that just the digital first reality.

00:02:17 Speaker 3

Of many experience.

00:02:19 Speaker 3

Uhm, you cannot hide the reality of your customer experience, right?

00:02:25 Speaker 3

It's laid bare for all to see.

00:02:28 Speaker 3

So I think the emphasis on customer experience and really placing.

00:02:33 Speaker 3

That at the.

00:02:34 Speaker 3

Center of the strategy of how a brand.

00:02:38 Speaker 3

Your business goes to market I think is core.

00:02:42 Speaker 3

And I think that.

00:02:43 Speaker 3

You know dovetails nicely into the evolving role of marketing leaders right?

00:02:51 Speaker 3

In order for you to be successful leading marketing, I think in this new age.

00:02:58 Speaker 3

You have to have a good understanding.

00:03:02 Speaker 3

Of how you establish the brand promise and purpose.

00:03:06 Speaker 3

Crystallize that.

00:03:09 Speaker 3

And then live.

00:03:10 Speaker 3

Up to it.

00:03:11 Speaker 3

In the experience in your campaigns, in your messaging in your value proposition.

00:03:19 Speaker 3

And so it's about kind.

00:03:20 Speaker 3

Of deciding and creating this promise and purpose.

00:03:26 Speaker 3

And then making sure that all of.

00:03:28 Speaker 3

The other building blocks.

00:03:30 Speaker 3

Are on top of this solid foundation.

00:03:32 Speaker 3

And I think that.

00:03:33 Speaker 3

That that wasn't always.

00:03:34 Speaker 3

The role of a marketing leader right there were times when it was just about.

00:03:37 Speaker 3

The advertising.

00:03:39 Speaker 3

Right, but no, I think the.

00:03:40 Speaker 3

Role is a lot more robust.

00:03:42 Speaker 3



It's a lot more I only say that I think the marketing leadership role is the best preparatory role, but the ultimate top job because I think you get to touch so many different things, right?

00:03:55 Speaker 3

You have to.

00:03:56 Speaker 3

Have an understanding of

00:03:59 Speaker 3

Technology you have to have a solid understanding of business.

00:04:02 Speaker 3

And how you're driving revenue?

00:04:04 Speaker 3

You have to have a solid understanding of the.

00:04:06 Speaker 3

Customer experience and 'cause

00:04:08 Speaker 3

You don't want to over promise and under.

00:04:11 Speaker 3

Deliver as a brand, right?

00:04:13 Speaker 3

So you have to have a good understanding of like what is our lane?

00:04:16 Speaker 3

How do we stay in our lane?

00:04:17 Speaker 3

But where are the boundaries of?

00:04:19 Speaker 3

That and so.

00:04:21 Speaker 3

You know, I think that marketers today and marketing leaders today.

00:04:27 Speaker 3

Have to be people who are insights driven and I like to say insights because I think you're getting the data card core quantitative data, right?

00:04:38 Speaker 3

Which we're doing all now with our marketing

00:04:40 Speaker 3

we have more data than we ever had.

00:04:42 Speaker 3

But there's still a huge, huge role.

00:04:45 Speaker 3

The some of those consumer.

00:04:47 Speaker 3

Insights that we get.

00:04:48 Speaker 3

Through surveys and and just kind.

00:04:50 Speaker 3

Of hearing the voice of.

00:04:52

A customer in.

00:04:53 Speaker 3

A qualitative way, and it's like how do you bring these two things together to help to define the North star shape?

00:04:59 Speaker 3

And ultimately pursue it relentlessly and I think it's just such an exciting.

00:05:06 Speaker 3

Time to be a marketer.

00:05:08 Speaker 4

Yeah, you know, I think you've hit on so many fantastic points here.

00:05:13 Speaker 4

I think the role of the CMO has changed over time and I like to say that your seat at the table.



00:05:23 Speaker 4

With your counterparts in C-Suite, maybe your chair is getting even more important, especially today as digital is so rampant in retail.

00:05:33 Speaker 4

So talk a little bit about how.

00:05:35 Speaker 4

You work with.

00:05:37 Speaker 4

Your partners in crime at Peloton like a CTO or CFO and how is that kind of evolved?

00:05:45 Speaker 4

Because I think your seat at the table is so important today as.

00:05:48 Speaker 4

You just mentioned.

00:05:49 Speaker 3

Yeah, I think one of the things.

00:05:50 Speaker 3

I love about Peloton.

00:05:51 Speaker 3

Is one of our core values is together we go far and it's not just something we say, it's how we live and I think that's amazing because you know.

00:06:01 Speaker 3

All our peers at the table.

00:06:04 Speaker 3

Are eager to think about the brand, eager to think about marketing and marketing is able to have a voice in those conversations.

00:06:15 Speaker 3

So it's really wonderful, I think to be.

00:06:16 Speaker 3

At a place where that is the reality.

00:06:19 Speaker 3

As we all know as marketers.

00:06:20 Speaker 3

That's not always the.

00:06:21 Speaker 3

Case, so I think it's awesome that.

00:06:23 Speaker 3

That's the case of Peloton.

00:06:25 Speaker 3

I think it's perfect interacting and working with the amazing leaders.

00:06:29 Speaker 3

Company I think the key there's sort of three key things that I focus on.

00:06:36 Speaker 3

I think the first thing is first of all, showing up as a business leader.

00:06:40 Speaker 3

I like to say that 'cause I'm a business person first whose expertise is marketing and comms.

00:06:45 Speaker 3

You know, I think that I learned very quickly earlier in my career was sitting in a meeting.

00:06:49 Speaker 3

Once in this market, are was pitching something.

00:06:51 Speaker 3

It was a super exciting idea, but it clearly wasn't going to move the business forward and we were at a.

00:06:56 Speaker 3

Time where like the business was underperforming.

00:07:00 Speaker 3

So it almost felt like what is this person even doing?

00:07:03 Speaker 3

Like does she even get the reality of?



00:07:05 Speaker 3

What is on?

00:07:06

Ground right now.

00:07:07 Speaker 3

Like we are in the fight for our lives and she's here with this you know exciting thing.

00:07:12 Speaker 3

But like this would be a great.

00:07:13 Speaker 3

Idea in a year.

00:07:14 Speaker 3

Where like we are over performing right?

00:07:16 Speaker 3

That's this is not the right idea.

00:07:18 Speaker 3

Now, and I think that.

00:07:20 Speaker 3

It's almost like an awareness of the times I'm.

00:07:22 Speaker 3

Married to a former.

00:07:23 Speaker 3

Marine so you gotta.

00:07:26 Speaker 3

Understand the situation.

00:07:27 Speaker 3

What is the?

00:07:27 Speaker 3

Context going on here.

00:07:29 Speaker 3

And how do you show up and?

00:07:31 Speaker 3

I think it's so important.

00:07:33 Speaker 3

As in business leaders, I'm not saying I did 100% of the time. Now I am a marketer.

00:07:37 Speaker 3

I do get really excited, but one of the things I've really trained myself to do is I always think what's in it for the business, right?

00:07:45 Speaker 3

How is this going to land on the

00:07:46 Speaker 3

CFO, what is the return on marketing investment I learned this from one of my peers.

00:07:53 Speaker 3

Actually, who's the CMO?

00:07:54 Speaker 3

Show me the return and I say it a lot to my team.

00:07:56 Speaker 3

Show me the return.

00:07:57 Speaker 3

Of the marketing investment, like what?

00:07:59 Speaker 3

Is the ROI on?

00:08:01 Speaker 3

This particular activity.

00:08:02 Speaker 3

What is the impact going to?

00:08:04 Speaker 3

And can we quantify it?

00:08:07 Speaker 3

And so I think that having that business first mindset and I've.

00:08:11 Speaker 3



Just found that it.

00:08:11 Speaker 3

Just changes the conversation because then it's like it's never us versus you.

00:08:16 Speaker 3

It's always US versus the issue.

00:08:18 Speaker 3

So I think that's the.

00:08:19 Speaker 3

First thing I mean, the second thing that.

00:08:22 Speaker 3

Is really important.

00:08:24 Speaker 3

Is as a marketer right?

00:08:26 Speaker 3

Our job is to be.

00:08:28 Speaker 3

We are like the voice of the customer.

00:08:31 Speaker 3

We are the voice of the brand.

00:08:33

And we have to.

00:08:34 Speaker 3

Make sure that third person

00:08:36 Speaker 3

Is in the room.

00:08:37 Speaker 3

When those decisions.

00:08:38 Speaker 3

Are getting made.

00:08:39 Speaker 3

Right?

00:08:39 Speaker 3

'cause it's not about what you say.

00:08:41 Speaker 3

It's about how people hear what you say.

00:08:44 Speaker 3

And sometimes, no matter what you know.

00:08:46 Speaker 3

People are gonna.

00:08:47 Speaker 3

Hear it in a certain way and so.

00:08:48 Speaker 3

We always have to bring that.

00:08:49 Speaker 3

Like you know, the pragmatic skeptic reality into.

00:08:53 Speaker 3

The room when some of these decisions are.

00:08:55 Speaker 3

Being made or discussions are being had.

00:08:57 Speaker 3

'cause I think that's really important to.

00:08:59 Speaker 3

Be able to.

00:08:59 Speaker 3

Say hey I'm, you know I'm putting on this hat like.

00:09:03 Speaker 3

I'm stepping out.

00:09:05 Speaker 3

Of my mind, I'm putting on the height.

00:09:07 Speaker 3

Of how would?

00:09:07 Speaker 3



This land externally, how would people really perceive?

00:09:10 Speaker 3

This will this be heard I.

00:09:12 Speaker 3

Know what we're trying to say, but that's.

00:09:14 Speaker 3

Not what I'm trying to talk about here.

00:09:15 Speaker 3

How are people?

00:09:16 Speaker 3

Gonna hear what we're saying and will it resonate?

00:09:19 Speaker 3

And so I think that being able to beat that I think is very helpful because many times.

00:09:25 Speaker 3

You know, that's our job.

00:09:26 Speaker 3

To bring that voice into the equation.

00:09:29 Speaker 2

Yeah, but you have to be an active listener of the consumer, right?

00:09:33 Speaker 2

And it's not just a one and done right?

00:09:35 Speaker 2

It's an ongoing kind of engagement.

00:09:35 Speaker 3

Exactly, it's not about what they might have been able to hear today.

00:09:40 Speaker 3

They might not be able to hear tomorrow and it.

00:09:41 Speaker 3

Might not even be, because if.

00:09:42 Speaker 3

I think your business.

00:09:43 Speaker 3

Is doing it might be because?

00:09:44 Speaker 3

Of what's going on in the larger, broader context of culture?

00:09:48 Speaker 3

Do you know what I mean so I?

00:09:49 Speaker 3

Think that's to your.

00:09:50 Speaker 3

Point Art, but that's a really good point.

00:09:51 Speaker 3

It's a continuous thing, and I think that that's a value add as that as a marketing leader, you bring to your conversation with your peers, Jill to the point you're.

00:09:59 Speaker 3

Talking about whether.

00:10:01 Speaker 3

It's you know you're.

00:10:01 Speaker 3

Talking with the.

00:10:02 Speaker 3

Head of supply chain or the CFO or the Chief business officer, whoever it is, I think bringing that perspective.

00:10:08 Speaker 3

Is really key.

00:10:09 Speaker 3

And but I think the third thing.

00:10:10 Speaker 3



That I try to do is.

00:10:12 Speaker 3

Is really make sure that I understand what matters to my peers, right or what matters to the other.

00:10:22 Speaker 3

Leaders of the.

00:10:22 Speaker 3

Company like what?

00:10:23 Speaker 3

Is the business problem that you're trying to solve?

00:10:26 Speaker 3

And what is keeping you up at night?

00:10:28 Speaker 3

And I think.

00:10:28 Speaker 3

That understanding also allows me to better frame what we're doing across our global marketing communications team.

00:10:35 Speaker 3

You know, way that feels top of mind, right?

00:10:41 Speaker 3

Because I'm almost speaking in your love language right?

00:10:43 Speaker 3

Many of us, you know you kind.

00:10:44 Speaker 3

Of hear that.

00:10:45 Speaker 3

Love language and when people are interacting in regular ordinary personal relationships.

00:10:50 Speaker 3

So like you want me to understand what matters to someone, I think it's the same thing in business, right?

00:10:55 Speaker 3

I need to understand.

00:10:56 Speaker 3

What are the things that are top of mind for you?

00:10:58 Speaker 3

What matters most to you?

00:10:59 Speaker 3

And make sure that when I'm discussing.

00:11:01 Speaker 3

Things that matter to me.

00:11:03 Speaker 3

I'm doing it in a way that is relevant for.

00:11:06 Speaker 3

You and your area of.

00:11:07 Speaker 3

The business, so I think those are.

00:11:08 Speaker 3

Sort of three.

00:11:08 Speaker 3

Key things that I think is really.

00:11:11 Speaker 3

Important when you are interacting and relating with other people around the table.

00:11:16 Speaker 4

You know, I just love the fact that your first of all, you're so grounded and you're grounded because you have this business first mindset which is so fantastic.

00:11:29 Speaker 4

And you're also grounded in bringing some of the facts to bear, and not just having you know the marketing voice, but also thinking well.

00:11:37 Speaker 4

How is this going to actually improve?



00:11:39 Speaker 4

The business of what we're doing.

00:11:41 Speaker 4

Uhm, can you talk about how that grounding in that business first?

00:11:46 Speaker 4

Kind of background that you had come?

00:11:50 Speaker 4

How did that help you through the last?

00:11:53 Speaker 4

You know year and a half.

00:11:55 Speaker 4

Which you know, it's just been an interesting time for all of us.

00:11:59 Speaker 4

So what do?

00:12:00 Speaker 4

You if you're looking back.

00:12:02 Speaker 4

Uhm, what has kind of kept you grounded and focused on the.

00:12:07 Speaker 4

Business over the last year and a half.

00:12:10 Speaker 3

So I think from me what has kept me grounded is the passion.

00:12:15 Speaker 3

For what we do.

00:12:16 Speaker 3

Right, the passion for the mission.

00:12:18 Speaker 3

Uhm when I joined Peloton just over.

00:12:21 Speaker 3

A year ago.

00:12:23 Speaker 3

I was a member before I joined.

00:12:25 Speaker 3

As an employee.

00:12:27 Speaker 3

So that's cool.

00:12:30 Speaker 3

And I love.

00:12:33 Speaker 3

What Peloton is doing

00:12:34 Speaker 3

How it's motivating, you know millions.

00:12:37 Speaker 3

Of people around the world to be active, centered and connected and that was that.

00:12:45 Speaker 3

Just to me.

00:12:47 Speaker 3

Is one of the most exciting things like we're helping people improve their physical health and their

00:12:50 Speaker 3

Mental health and many businesses are better off.

00:12:54 Speaker 3

When you're doing things that.

00:12:56 Speaker 3

Are not good

00:12:56 Speaker 3

For you and we win that Peloton when you are doing what's good for you, like our incentives are aligned, and that was something that's just so exciting, right?

00:13:07 Speaker 3



So no matter what's going on any given day, I wake up inspired 'cause I feel like I can make a difference and I can make a change and what I'm working on matters.

00:13:16 Speaker 3

And that's something that is really, really important to me personally, and so I just think it, it better enables me to show up as the person I want to be and the leader I want to be.

00:13:25 Speaker 3

I'm not saying I show up.

00:13:26 Speaker 3

Great every single day.

00:13:27 Speaker 3

We all have our days.

00:13:28 Speaker 3

I absolutely have my days, you know.

00:13:30 Speaker 3

But I, you know more often than not I can show up in the right way because I got the passion.

00:13:37 Speaker 3

For what we do, which I

00:13:38 Speaker 3

Think is so important.

00:13:41 Speaker 3

Because I think that you know there's uncertainty, right and things happen.

00:13:45 Speaker 3

And as a leader I think if you believe in what you're doing, you can create the right environment.

00:13:54 Speaker 3

That allows your team.

00:13:56 Speaker 3

To show up every day like we've all been living through this pandemic.

00:14:01 Speaker 3

And it's

00:14:02 Speaker 3

Crazy because there's

00:14:03 Speaker 3

So many people that I work with that I've never met in person, which in under normal circumstances that wouldn't be the reality, right?

00:14:11 Speaker 3

And we're all trying.

00:14:12 Speaker 3

To the other day, I just heard that.

00:14:14 Speaker 3

There was someone on our team who had.

00:14:15 Speaker 3

A baby and I was like she had a baby and

00:14:17 Speaker 3

Like I was.

00:14:18 Speaker 3

So surprised that I didn't

00:14:19 Speaker 3

Even know you know, I'm thinking about

00:14:22 Speaker 3

You know, because like I was

00:14:23 Speaker 3

Like wow, look how.

00:14:24 Speaker 3

Could I have missed that?

00:14:27 Speaker 3

Now he's just, you know joining the

00:14:30 Speaker 3

World of the pandemic we've had.



00:14:31 Speaker 3

Lots of great meetings together.

00:14:32 Speaker 3

We've talked about a lot of things

00:14:34 Speaker 3

It just hadn't come up, you know, and.

00:14:37 Speaker 3

And I was

00:14:38 Speaker 3

Sort of to me it.

00:14:40 Speaker 3

Was just a reminder of what

00:14:41 Speaker 3

Are all the things that we're missing?

00:14:43 Speaker 3

You know, just because of the reality of.

00:14:45 Speaker 3

how we're living.

00:14:48 Speaker 3

Right now, right?

00:14:49 Speaker 3

And the reality of the current environment and context.

00:14:52 Speaker 3

And so for me, I think the other thing that's keeping me grounded is I'm trying to make sure like I just said, there are many things I'm missing, but I'm trying to make

00:15:02 Speaker 3

Sure that I'm not missing

00:15:04 Speaker 3

You know I'm not missing too many things and I'm trying to make sure that I am prioritizing the relationships right.

00:15:13 Speaker 3

Really prioritizing connecting with people even in this digital first environment, but most of us still prioritizing.

00:15:23 Speaker 3

You know how I'm able to connect.

00:15:25 Speaker 3

I do these slack drive by.

00:15:27 Speaker 3

Where I'm like.

00:15:28 Speaker 3

I'm just slacking you, so this would pretend I'm just coming by your desk.

00:15:31 Speaker 3

We don't have it on the calendar, but I think maybe you're

00:15:33 Speaker 3

Available maybe or not?

00:15:35 Speaker 3

Like just like in the real world.

00:15:36 Speaker 3

Maybe you'd be at your desk.

00:15:37 Speaker 3

Maybe you wouldn't and just kind of thinking about.

00:15:40 Speaker 3

What are those?

00:15:41 Speaker 3

And I've also been doing like

00:15:43 Speaker 3

A stand up with my team.

00:15:45 Speaker 3

Every week, even though it's only 15 minutes.

00:15:48 Speaker 3



Together and just having that consistent touch point where people can be seen and people can

00:15:52 Speaker 3

Give shout outs and kudos.

00:15:54 Speaker 3

And celebrate what's great, even though we now

00:15:56 Speaker 3

have our town hall with more business centric.

00:15:59 Speaker 3

Once a month.

00:16:00 Speaker 3

Having this weekly we all just come

00:16:03 Speaker 3

Together and create

00:16:03 Speaker 3

That bringing into humanity and the empathy I

00:16:06 Speaker 3

Think is really

00:16:07 Speaker 3

Important for staying

00:16:08 Speaker 3

Around it and then you know the last thing I would say you know with regards to staying grounded especially well.

00:16:15 Speaker 3

Over the last year and a half.

00:16:17 Speaker 3

Has been I think it's so important, I think structure.

00:16:22 Speaker 3

Empowers creativity, something I've always believed I think having.

00:16:26 Speaker 3

A little bit of

00:16:26 Speaker 3

Structure actually gives you the space to be creative.

00:16:29 Speaker 3

It's almost if you're going back to back and you don't actually plan the time to think you might not even make the you know, give yourself the space to do so, and so I think that's really important.

00:16:40 Speaker 3

So one of the things that I've been really trying to

00:16:42 Speaker 3

Do is make sure that I build in the time for thinking I build in the time for creativity I build in the time

00:16:53 Speaker 3

For the what ifs and the possibility I build that into my schedule and I build that into my plan and I build that into how I'm interacting with the team

00:17:02 Speaker 2

Darrah, I'm sorry you said one thing that I have to go back.

00:17:07 Speaker 2

You said something really interesting and it was one word and you said empathy and that's not a

00:17:13 Speaker 2

Word that you hear often in Business Today, especially, you know large companies.

00:17:18 Speaker 2

How do you put that into practice?

00:17:21 Speaker 3

You know, I

00:17:21 Speaker 3

Think it starts with

00:17:24 Speaker 3

Your ways of working and how you want to interact with people.

00:17:29 Speaker 3



And I really believe in treating people how I want to be treated.

00:17:33 Speaker 3

That's just how I try to live.

00:17:34 Speaker 3

My life and to bring that

00:17:36 Speaker 3

Into the workplace specifically

00:17:38 Speaker 3

Is about how

00:17:39 Speaker 3

Do we create psychological safety for the people in our teams, right?

00:17:43 Speaker 3

And so there

00:17:44 Speaker 3

Are a couple of tactics

00:17:45 Speaker 3

You know I'm going to

00:17:46 Speaker 3

Get into the tactics of.

00:17:47 Speaker 3

What I do?

00:17:48 Speaker 3

But there are couple of things I do

00:17:49 Speaker 3

One of the things is

00:17:50 Speaker 3

I say with all my teams

00:17:51 Speaker 3

And I learned this actually from a former boss

00:17:54 Speaker 3

Assume noble intent.

00:17:56 Speaker 3

And that is like, let's just assume, you know, assume noble intents right.

00:18:01 Speaker 3

Going into any conversation, going into anything, and I think that is such a powerful mindset, because very often sometimes we can get into a place where we.

00:18:12 Speaker 3

Are crossing going over the over the fence so going over the gate?

00:18:16 Speaker 3

I was starting to.

00:18:17 Speaker 3

Immediately assume what other people are super, what's going on, and we don't know.

00:18:22 Speaker 3

You know we can own how we feel we

00:18:24 Speaker 3

Can own what's going?

00:18:25 Speaker 3

On in our situation, but we don't.

00:18:26 Speaker 3

Want to cross the fact?

00:18:28 Speaker 3

And go and start making assumptions about what's going on with other people.

00:18:32 Speaker 3

So I think, just like really having that that assumption of noble intent allows us to walk into conversations with the right frame of mind and then the other thing that we do is we're very clear.

00:18:45 Speaker 3

Are we having a debate?

00:18:46 Speaker 3



Are we making a decision?

00:18:48 Speaker 3

Before making a decision who's the decision maker?

00:18:50 Speaker 4

And then let's.

00:18:51 Speaker 3

Commit so very often I'll say to my team here in debate mode and in debate mode, right?

00:18:55 Speaker 3

We throw it all out.

00:18:56 Speaker 3

We get it all.

00:18:57 Speaker 3

Put it all on the table.

00:18:59 Speaker 3

Like leave nothing unsaid, no side conversations.

00:19:02 Speaker 3

This is the conversation, right?

00:19:04 Speaker 3

Let's put it all on the table.

00:19:05 Speaker 3

Then we make a decision and then once we make a decision, we

00:19:08 Speaker 3

All hold hands up come in.

00:19:09 Speaker 3

Right, there's no.

00:19:11 Speaker 3

You know well.

00:19:11 Speaker 3

You were blue team.

00:19:12 Speaker 3

I was Red team so now I'm not really giving my.

00:19:14 Speaker 3

Resources to this?

00:19:15 Speaker 3

So you are blue team.

00:19:16 Speaker 3

I was Red team, just kind of aligning and I.

00:19:19 Speaker 3

Think you know sometimes?

00:19:21 Speaker 3

Empathy when you think about empathy

00:19:23 Speaker 3

We think about it in this

00:19:24 Speaker 3

Sort of big lofty idealistic

00:19:27 Speaker 3

But empathy is really

00:19:29 Speaker 3

Realized in how we work and how we interact

00:19:32 Speaker 3

With each other in the day to day

00:19:33 Speaker 3

And it's just really

00:19:35 Speaker 3

Having creating common language and rituals and processes that allow us to live that, especially given the reality of we're not having

00:19:44 Speaker 3

The face to face interactions and some

00:19:45 Speaker 3

Of the things that we were having

00:19:48 Speaker 4



Yeah I

00:19:49 Speaker 4

Think you know empathy?

00:19:51 Speaker 4

Such a fantastic word getting us

00:19:54 Speaker 4

Back I think that also care corresponds with how a brand interacts with customers, and so this whole customer experience that you've been leading at Peloton and also advice for others.

00:20:08 Speaker 4

How do you know as you brought up the word Crisis?

00:20:12 Speaker 4

How do you know?

00:20:13 Speaker 4

What to do and how to respond in a crisis situation?

00:20:18 Speaker 4

So because we all know how sensitive the world is today and.

00:20:24 Speaker 4

The fact that there could be death by social media, right?

00:20:29 Speaker 4

So how?

00:20:29 Speaker 4

How do you how?

00:20:30 Speaker 4

Do you handle that?

00:20:31 Speaker 4

There you've got a really big job, and you've got your kind of

00:20:35 Speaker 4

The voice of the brand.

00:20:37 Speaker 4

How do you know how to handle that?

00:20:40 Speaker 3

You know, I think you know.

00:20:41 Speaker 3

Arthur, this goes back to something you

00:20:43 Speaker 3

Said earlier, but it starts with

00:20:45 Speaker 3

Listening right?

00:20:46 Speaker 3

It's just like it starts

00:20:48 Speaker 3

With really hearing

00:20:50 Speaker 3

What are what our costs, what our Members are telling

00:20:53 Speaker 3

Us it starts with paying attention.

00:20:56 Speaker 3

There's saying we have a Peloton.

00:20:58 Speaker 3

You said we did, right?

00:21:00 Speaker 3

You said this and we did this and I think really building that say do.

00:21:06 Speaker 3

Ratio and building that trust and building that relationship bank if you will.

00:21:12 Speaker 3

I think it's kind of how you go about it and and I think it's a consistent thing, right?



00:21:17 Speaker 3

It's not a one and done thing.

00:21:20 Speaker 3

It's a consistent thing, but I think it really helps to lay a strong

00:21:28 Speaker 3

Framework and a strong foundation for consistent engagement because it builds trust.

00:21:36 Speaker 3

And it's a cumulative thing.

00:21:38 Speaker 3

And not only does it build trust, but it also fosters community and I think that community happens.

00:21:45 Speaker 3

At Peloton one of the things I love is that we're focused on celebrating what's real, cultivating what truly exists.

00:21:53 Speaker 3

Our community happens when the interactions between people.

00:21:59 Speaker 3

Our strength.

00:22:00 Speaker 3

Right and then those in those interactions get strengthened and they multiply and they amplify and they and they amplified.

00:22:06 Speaker 3

And so for us, I think we're really focused on.

00:22:10 Speaker 3

How do we enable those interactions?

00:22:14 Speaker 3

And then as they start to develop and they

00:22:16 Speaker 3

Start to strengthen

00:22:18 Speaker 3

What are we doing to cultivate them intentionally?

00:22:21 Speaker 3

And it's about those you know, active steps that we're taking, for example.

00:22:26 Speaker 3

We have tags on our platform, so there are communities within this broader community, so for me it might be working moms.

00:22:32 Speaker 3

I recently moved to.

00:22:33 Speaker 3

New Jersey so jersey girls

00:22:36 Speaker 3

You know it could be, you know you

00:22:37 Speaker 3

You've got these communities within the broader community and it's a great way for you to feel connected like I'm running I'm writing, I'm doing my yoga.

00:22:47 Speaker 3

And flowing I'm meditating with people with shared interests.

00:22:51 Speaker 3

And on a particular day.

00:22:52 Speaker 3

I might be leaning more into, you know one part of my interest, then another and then another.

00:22:58 Speaker 3

Damn, I feel more like something.

00:23:00 Speaker 3

I think reading that.

00:23:01 Speaker 3

Ability that allows people to connect.



00:23:05 Speaker 3

With like minded people with shared interests, even as they invest in their physical and mental health, I think.

00:23:12 Speaker 3

Is so powerful.

00:23:13 Speaker 4

Yeah I can say personally we have a #accenture at Peloton and there's so many of us that.

00:23:22 Speaker 4

Feel like we're staying connected.

00:23:23 Speaker 4

There is a little.

00:23:24 Speaker 4

Bit of internal competition

00:23:28 Speaker 4

But it's a

00:23:29 Speaker 4

It's a fantastic way to have a community within a community.

00:23:34 Speaker 4

I think the one area that I love for you to comment on is how do you think data and insights,

00:23:41 Speaker 4

And you mentioned that early on when we started,

00:23:43 Speaker 4

How has that changed the role?

00:23:46 Speaker 4

Of someone in your shoes.

00:23:49 Speaker 4

Like how big is that on your plate?

00:23:52 Speaker 3

It's super vague, right?

00:23:54 Speaker 3

I think that it everything starts with an insight everything.

00:23:58 Speaker 3

And we have an amazing kind of consumer insights and strategy team and really great great day to teams and corporate strategy team and

00:24:10 Speaker 3

Everything starts, we are very data driven company.

00:24:13 Speaker 3

Which I love.

00:24:15 Speaker 3

Because we make fact based decisions, things are just on anecdotal assertions or wins.

00:24:22 Speaker 3

And so you know.

00:24:25 Speaker 3

With taking a data driven approach.

00:24:28 Speaker 3

You first of all.

00:24:30 Speaker 3

You've got to analyze the data to really get at the heart of what is happening, and then I think you're able to.

00:24:41 Speaker 3

Make clear eyed wrists.

00:24:44 Speaker 3

You're able to make better decisions because I

00:24:49 Speaker 3

Can't make decisions in it

00:24:51 Speaker 3

You have to make decisions based on.

00:24:55 Speaker 3



What is going on around you?

00:24:57 Speaker 3

And I think you know having the right insights on the right did, especially about what's going on with the consumer and the cultural context that is really key for making sure that you're making the right decisions, and I think that that that is really exciting.

00:25:12 Speaker 3

For example, you know at Peloton

00:25:15 Speaker 3

Our amazing CEO and founder, John Foley, was just

00:25:19 Speaker 3

Such a visionary

00:25:20 Speaker 3

For so long.

00:25:21 Speaker 3

He has talked about wanting to democratize access to fitness, right?

00:25:25 Speaker 3

Has said we want to make Peloton more accessible.

00:25:28 Speaker 3

Everyone and has actually taken concrete steps to do that right?

00:25:32 Speaker 3

We introduce financing, which means that it's a lot more affordable, right?

00:25:36 Speaker 3

Because you just have to focus on the monthly payment as.

00:25:39 Speaker 3

Opposed to having to pay you.

00:25:41 Speaker 3

Know a lump sum up front to.

00:25:43 Speaker 3

Purchase one of our amazing products.

00:25:46 Speaker 3

The second thing that he that we did was, you know, really launching our app, which anybody can access the app.

00:25:55 Speaker 3

So even if you don't.

00:25:55 Speaker 3

Have the ability.

00:25:57 Speaker 3

Two, if you don't have the ability to purchase equipment, you can be a part of a health club for by just joining the app.

00:26:05 Speaker 3

You can join the Peloton club.

00:26:07 Speaker 3

Right, and so you don't need anything else all.

00:26:10 Speaker 3

You need is your phone, which you already have and you.

00:26:13 Speaker 3

Could start with a 30 Day free trial and then kind of go from there and so this has been a vision that we put out in the world and we've taken active steps to.

00:26:23 Speaker 3

And so this year, our CEO, you know and a lot of our senior leaders, we're talking about.

00:26:27 Speaker 3

What more can we do to increase

00:26:29 Speaker 3

Access and it was like you know what?

00:26:31 Speaker 3

Let's reduce the price of our original bike where we have our innovative latest greatest bike.



00:26:36 Speaker 3

Plus this original bike.

00:26:39 Speaker 3

How can we make it more affordable for more people if the monthly payment is below?

00:26:44 Speaker 3

\$40 a month.

00:26:45 Speaker 3

And it's \$39.00 a month. Many more people are going to be able to afford that, and so we were able to do that. And I think that is that was a decision that was based on many more people are able to afford this at.

00:27:01 Speaker 3

This price point.

00:27:02 Speaker 3

And we believe that we, we know from everything that we know about engagement with our platform and everything we're doing.

00:27:09 Speaker 3

Yes, people want to be a

00:27:11 Speaker 3

Part of the Peloton club but

00:27:13 Speaker 3

For us, it's about inclusion.

00:27:14 Speaker 3

It's about making sure that many

00:27:16 Speaker 3

More people feel welcome into the club.

00:27:18 Speaker 4

Just love that just.

00:27:20 Speaker 4

Love that I know you and

00:27:21 Speaker 4

I both have a passion for inclusion

00:27:22 Speaker 4

And diversity, hey.

00:27:23 Speaker 4

I have one final question for you.

00:27:26 Speaker 4

You ready for this?

00:27:27 Speaker 3

One I'm ready.

00:27:28 Speaker 4

Yet what's the best career advice you ever got?

00:27:33 Speaker 3

So the best career advice ever gotten was actually advice.

00:27:36 Speaker 3

I got from my mom.

00:27:40 Speaker 3

And she always used to say to me, growing up Dara ambition with contentment, and I think that's so important because, you know, for me, it's not just about being ambitious for myself, but it's about how can I positively impact the world?

00:27:57 Speaker 3

How can I do something?

00:27:58 Speaker 3

That lifts up.

00:28:00 Speaker 3

My community.

00:28:01 Speaker 3

How can I do something that is going to make a difference and then how am I making sure that contentment is in there?

00:28:09 Speaker 3



Because it's not just about me, it's about us.

00:28:13 Speaker 3

And I think that has been my North star my entire career, and so I like to share it with people because I think sometimes we get caught up in what's going on around us, that we may not be focused on.

00:28:27 Speaker 3

What's the right decision for us at any given point in time?

00:28:31 Speaker 3

And we need to remember we're not running anybody else.

00:28:33 Speaker 3

In a race we're running our own rates, and so we just need to be focused on what makes the most sense for us and have the confidence to make sure that our ambition is not unchecked, but it is laced with contentment.

00:28:47 Speaker 4

And ambition with contentment that is just fantastic.

00:28:50 Speaker 4

Love it.

00:28:51 Speaker 4

Love your mom, yes.

00:28:55 Speaker 2

It sounds, so that's where

00:28:56 Speaker 2

You get your passion from right.

00:28:58 Speaker 3

Yes, she's a passionate lady, definitely fantastic.

00:29:02 Speaker 2

Well, we're

00:29:03 Speaker 2

Out of time and I just want to thank Jill,

00:29:06 Speaker 2

Thank you so much for Co hosting Dara.

00:29:08 Speaker 2

Thank you so much for

00:29:09 Speaker 2

Ending and thank you listeners and we'll see you again.

00:29:14 Speaker 2

In his retail responsible reset series, we'll have more insights and knowledge sharing in thought leadership as well, so see you then.

00:29:24 Speaker 4

Ready reset grow.

00:29:28 Speaker 4

Accenture helps retailers around the globe and brace change to seize the future. Learn about the five imperatives of retail's responsible reset and how we do. Retailers are partnering with Accenture.

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