



AI LEADERS PODCAST FUTURE OF MARKETING USING DATA

VIDEO TRANSCRIPT

Jill Kramer [00:00:00] By using data and analytics, we can also be very aware of the cognitive capacity of our key audiences and be respectful of it.

Sanjeev Vohra [00:00:13] Hello everyone. My name is Sanjeev Vohra. I lead the Global Applied Intelligence Business for Accenture, and I'm here again to welcome you for the next episode of AI Leaders Podcast. And today we have an interesting, very interesting session with Jill Kramer, who's the Chief Marketing Officer of Accenture, to talk to us about the future of marketing using data and AI.

Jill Kramer [00:00:36] Hi, Sanjeev, I am Jill Kramer. It's so nice to be here. And Sanjeev I'm always thrilled to be spending time with you. As you said, we are the GMC sponsors for Disability & Inclusion and I know from watching you and partnering with you there that learning, leaning in, creating change is something that that you are passionate about. You know, I am as well. And one of the great paths to change are things like AI, automation, and data, and we're embracing it right now in Marketing and Communications. And so, I'm thrilled to be here to talk to you about what we're doing and the role that AI and data are playing.

Sanjeev Vohra [00:01:15] Jill you have been in the role for a while and you have been always, even before this role, you were always looking at data very I'd say very minutely, to figure out what are the patterns, how we can use it more effectively. And since you have taken the role, and I know some of the work that we have done together as well, I mean, the work that your team has done for applied intelligence like for example, in Accenture. I'm very keen to know or it'll great to hear from you how things are going in this new role and what are you up to? What is your vision?

Jill Kramer [00:01:46] Oh, wow. It's the most fun job I have ever had in my entire career. I am loving every minute of it. It's been about ten months coming up on a year before I know it, Sanjeev. And you're right, I have been loving what I'm learning from partners like you and also many others. So, I'll give you a quick snapshot of some of the things that really exist in this AI and data-based world that are going to change how we market and communicate across Accenture. The first one is the one you mentioned. The way we use data and natural language processing and machine learning to truly understand the way the world is talking about key topics. And as you know, it is



illuminating. It is fun. We recently did a session with the Global Management Committee, and you really do learn things. You get the ability to take a look at conversation from a different lens. We do correlation analysis; we do word clouds. And we really look to understand. It's the science that matches with the art of Marketing and Communications. So that's one big area. A second area is our internal communication, which we call people engagement. And we're really looking to reinvent that now. We're a large organization. We get bigger and more complex every day. So how can we simplify how we talk to each other and what we talk about? And man is data our best friend when it comes to reinventing that function. We are learning so much about what we communicate about, who tends to engage with those communications, what people respond to, what they don't respond to. And it's really allowing us to see what we should do more of and what we should do less of. And then I think the last one is around automation. And to be honest, probably the area I'm least comfortable with I know the least about. But one of the biggest things that a ton of people across marketing and our leadership team really ask me for more of, and I have learned about so many tasks that the highly talented people of Marketing and Communications wish they could automate for many reasons. But we are working right now with the people across Applied Intelligence and Technology and Operations to identify tasks to automate in the future version of Marketing and Communications. And I think it's going to be transformational for all of us.

Sanjeev Vohra [00:04:21] Thanks, Jill. I think it is a great insight. And as you know, we've always been talking about what AI can do, right, and there are a few things that AI can do. AI can generate an insight, which is something which we have never seen before because we are able to process data and you can create something which is difficult for humans to just do it, you know, technically. The second thing is obviously to create a recommendation or two to provide a decent point for humans to kind of go after. And the third thing is to automate tasks, just like you mentioned, how much tasks can be

automated, which can be done by AI versus humans or by humans and machine together. And I just want to get perspective while we think about insight, which is super powerful frankly. You know, you depend upon data sources, and you need to process all the data for that, and some of the data we already have internally, some of that we are collecting from multiple sources. But many times, we have seen that enterprises don't have all the data that is required for generating insight that could be very powerful and could be future ready insight. In your case, I mean, are you able to find all the data that you require, or do you also depend on sources which is outside of your enterprise to make it much richer and much better for generating any recommendations on insights?

Jill Kramer [00:05:36] We definitely look outside of the kind of base Marketing and Communication data. For example, Sanjeev, the work we did with you and your team and the work that we do with many other business leaders, we look outside not only of Marketing and Communication but outside of Accenture to conversations happening in many places and many worlds. And we scrape all of that data in and then use that natural language processing approach to assess and categorize the data, and then take a look at what terms are being used. Why are they being used on? Very often, as you know, we make language selections and we need to ask ourselves, are we choosing to use language that is in line with the current conversation that's going on outside of Accenture? Or are we looking to intentionally separate ourselves and create a new stream of conversation? If you choose to be in the same conversation with everyone else, you need the data to tell you what lift does that give you. What wave of conversation can you automatically ride because you're using the same terms and you're participating in a well-established conversation? On the second path, if you choose to differentiate yourself and therefore use different



language, choices and terms, the data will still tell you what bridges do you have to build to take your differentiated conversation but make it relevant to the larger conversation in the world. So, we seek to cast as broad a net as absolutely possible. That includes social platforms, websites, and then also data from what we see people engage with and respond to and what that tells us about the choices we make. Is it working? Is it driving the behavior we hoped it would? And if not, what adjustments do we need to make in order to better create the reactions and the engagements that we're seeking to create?

Sanjeev Vohra [00:07:34] That's super interesting. And while you do this work and while other companies also trying that in marketing, do you also connect the dots with other companies who are doing similar work? Is there some of the sort of ecosystem that you rely on because it's so new? Everything is so new in this world, and one is all about machine and technology. But the other thing is all about the use cases. I mean like, for example, the creative part of AI. like a lot of people think that is technology, but I keep telling AI is a lot of designers. AI is all about creativity. I mean, do you agree with that point of view?

Jill Kramer [00:08:05] 100%. I think that what we are doing and the way we do it is a slightly ahead, dare I say, of a lot of our partners and peers. And when I talk to them about it, in fact, there's several that we've offered to do a look at language analysis with them using our processes and our tools. We have just... We're so blessed with so many experts internally at Accenture that help us create this whole concept. But to your point about creativity, I'll be honest with you, I was a little nervous. You know, as you know, we work with our own Droga5, and I was a little nervous that would Droga5 find this.... would they feel stymied by the word clouds and correlation analyzes and keyword indices? Quite the opposite. They are so inspired by it and the ideas that it spurs and the creative doors that it opens is really fascinating.

They are so far in it with us. It's hard to tell where our data and analyst expertise ends and their creativity begins, which is such a great thing to have. I will even say I think he'll be fine with it. We did this with David Droga as he took the post leading Accenture Interactive, and he had so much fun working with us and looking at what all of the analysis of terms and conversations that happen in the Marketing and Communication and customer experience part of the world. And it was great seeing, you know, just a world class, creative talent be so inspired with and absolutely love, that process of a Marketing and Communications.

Sanjeev Vohra [00:09:42] I met a client last week and it was very interesting. These guys are one of the big fashion companies. They have a lot of designers in the company, and when we talked about AI, they actually got more excited. The CEO of the company she felt that AI is not any other tech. It actually could create a lot of excitement and power to a designer because they really want to learn, that they really want to figure out how it can actually help in creating new designs. So, it's a lot of creativity involved if you think from a use case perspective and think about how to use a machine for solving the problems that could be difficult or could be long duration problem for humans to do it in terms of analysis or any kind of assessment or getting options if you may. So, this is great, and I've seen you, by the way, using a term called cognitive capacity earlier. Is it possible for you to explain what you mean by that?

Jill Kramer [00:10:42] So, it's a really important concept for us. As you know, Sanjeev, we're such a big company and there's so many things we can talk about internally to our own people and teams and also externally. And one of the things that I learned from our own world class learning organization is this concept of cognitive capacity, and it aligns so much with how we use



all the tools you and I have just been talking about. So, think about brain capacity and how much you as a human being have space for. And when you use it on one thing, there's less space for the next thing. So, you know, there is a capacity issue. There is a level of expenditure of that cognitive currency if you will. And so, when you are able - and what I love about the process we're using - when you are able to give some of that work to the data, to the AI, to the NLP processes, you end up then getting back and your brain is beautifully free to wonder at the results and to ask that next generation of questions. Your brain isn't fatigued at all yet because the machine did that work for you. And so, you really get into what you're seeing, and you allow the story to pull you through. I think it also helps us in another way, which is by using data and analytics, we can also be very aware of the cognitive capacity of our key audiences and be respectful of it and recognize how much do we want to put into that very precious space and how much do we want to hold back to preserve that cognitive capacity? So, we use it both ourselves to inspire the highest potential level of engagement and creativity. But we also use it for audience message management and really understanding do we think we've hit the threshold of what that audience has a capacity to truly absorb and react to.

Sanjeev Vohra [00:12:35] Yeah, no, I think this is excellent and I think we are doing a lot of that right now in learning. As you rightly said, we are very careful about what do we push, how do we push, and also ensure that there is a pull mechanism built in and so that we can listen to the people and audience and then then provide accommodation for the next one. It's such an important topic, right, in terms of how much and in especially today's world where there's so much information available and it's coming in at such a fast rate every morning when you get up.

Jill Kramer [00:13:07] It absolutely is. And as, you know, one of the core values that Accenture has is respect for the individual. And it's a type of respect: Respect how much space, how much information can be coming at an individual and do your best to manage to that so that what

you expect of that audience in terms of reaction and engagement can actually be achieved.

Sanjeev Vohra [00:13:28] Good. This is very interesting. And I think I do personally believe that we are surely putting a lot of new thinking in the way you are designing the marketing for Accenture. So, I'm super delighted. Obviously, we would like to help you as much as we can to ensure that you generate the next generation of marketing frameworks and the way it should be done. I just wanted to ask you...you also were one of the key players and author for our campaign called Let there be Change. You've seen Accenture over the last two years changing continuously because of the market ask, because of what clients want, what environment wants, what industry wants. In your view, is Accenture embracing the change that you had mentioned in the past the way you designed it? If so, how?

Jill Kramer [00:14:23] Yeah, we are our own best credential of embracing our purpose and our brand position, and I'll give you an example, Sanjeev. Recently we were preparing for a big event, and our purpose was used so many times, so consistently, I actually had to look at backing it down in a few places, which is a wonderful, wonderful problem to have. But when it comes to this idea of let there be change, anybody who's worked here for any period of time knows that Accenture has an incredible capacity for change. I love that is our brand platform, because a brand platform is really successful when it expresses a company's true DNA, and we are able to say to our clients, let there be change because we believe it. We do it for ourselves and we help them do it because of our familiarity and our comfort with that idea of change and transformation. Our data tells us that that platform is something that our clients are highly receptive to and that they give us a significant amount of credibility for the ability to deliver change to actually make it happen across their organization.



So, for that reason, it's a great platform internally as we look at things we need to change about the way we work, and I'll use my world, right, as specifically Marketing and Communications. The other thing that I think Accenture is great is we use data to choose the path forward and we use data to socialize that path forward so that when you do bring it forward, you're able to say, here's what we're seeing. We hear feedback, the data proves that feedback, here's where we're going to shift to and what we're going to look for the new data results to be. And it's very comforting, I think, for people to have the combination of that DNA and their ability to embrace change and the personality, if you will, of our brand that embraces that. But then also the data and analytics that make the path you're taking to change very intelligent, well informed, and with a very specific expectation for output and outcomes. And it's really the best combination to have here at Accenture to move the ball forward, which we're doing right now. And it's a great and exciting thing.

Sanjeev Vohra [00:16:41] That's so good. I want to get into the next level, to kind of ask you, because you may have mentioned something in the past in the last few minutes... with your vision and what you have accomplished and where you are right now, my question is ...is there anything that you would like to get out of AI in the next year or so, one. You can think about it. What could be that thing that can really change the way or that can help you meet your mission or vision for marketing, the future of marketing. And the second is about anything that you need from AI that could really help you achieve that. I think that would be two questions that I would have. What would you like to do with AI? Let's say you have an ask for AI! Like what ask would you have for AI, because I think then it could be a very good problem for, you know, AI, the practitioners to come and help you out.

Jill Kramer [00:17:43] Well, one of the things I love about this job is you can ask the most unsophisticated technological wish list, if you will, and somebody here knows how to make that actually come true.

So, what I talk to the team about is...I call it see the work. So, when you're as big as we are and you're marketing as many things in as many places across as many industries and to as many clients as we are almost simultaneously nonstop. My biggest wish on my wish list is to see the work because everybody is moving so quickly. There might be overlap or fragmentation that you can't see and your squandering precious resources, the most important of which is talent and creativity on projects that are not yet aligned or could be duplicative. So, I like the idea of using technology and AI to be able to organize our work. The way I explain it, Sanjeev, is I want like these clusters of efforts and job numbered categorized work that allows you to see a scope within moments and be able to tell yourself this is already going on or this is a void and I need to do more here. The second one is the feedback loop from all of that work, so that as close to instantaneously as possible, you do more of what worked and less of what didn't. And you're able to talk to the business about what didn't work and spool up the next best thing you want to try to see the next best way to drive your desired results. So really, it's to organize the work on the front end and then inform what worked and what didn't to create new ideas as quickly as absolutely possible. So that's kind of my AI and data enabled wish list. And the good news is I think it's going to come true faster than we could imagine.

Sanjeev Vohra [00:19:38] I think it will. I think that's what AI need. AI just needs to know the people who have an ask for them. Ask for it. That's great that you have a great ask list or a wish list. So hopefully that will come true. And the technology, as I keep saying, it's already there. It's all about, you know, finding the right problem or a right challenge to solve. And if you are able to articulate that, I think, Jill, there's endless possibilities, frankly, in this world for what these technologies can do.



Jill Kramer [00:20:05] Well I'm excited about bringing those possibilities to life in M&C Sanjeev. I think it's going to inspire our people, lift them up, make sure they're focused on where they want to be focused. And again, let them be all about that creativity that is such a precious resource.

Sanjeev Vohra [00:20:23] Absolutely. That's another great conversation Jill. I loved talking to you. And also, I know that you are a very forward-looking thinker in terms of how you would like to change the marketing function and how you want to change the way the marketing is done. I wish you all the best for what you're doing, and good luck for everybody in your team, actually, because they are all doing a fantastic job of learning continuously and challenging themselves on a daily basis. We'll probably talk soon after some time to see what else you have done.

Jill Kramer [00:20:55] I can't wait. And I couldn't say it better Sanjeev. The people in Marketing and Communications are truly a gift. We have all of the talent in the world. My whole goal is to make the right changes that make them happier or more fulfilled and be able to do things that they only dreamed of a short while ago. So that will be my KPI, and we'll see how we perform against those key performance indicators, and I'll hold myself accountable to you and, and many others. Maybe one day we'll have a conversation about all the AI and data and analytics we put into work and what change it drove for us. We'll do a retrospective.

Sanjeev Vohra [00:21:36] Yes, we will. Thank you so much for your time for that.

Jill Kramer [00:21:39] Excellent. Thank you, Sanjeev. So good to catch up.