Venky Rao:

What was the impetus for Mondelez to becoming more of a data driven data led company?

Javier Polit:

I think it all starts with our goal at Mondelez International is to be the leader of snacking. And, we need an even stronger growth strategy to keep up with the pace, and even influence, our consumer demand and our consumer behavior. So we really started to focus on a relentless consumer centricity in making certain that we started to aggregate 360 degree insights of our consumers. And the time was right because we had been preparing from a business perspective and also from a technology perspective. We had the right foundation in place. The company was on a cloud strategy when I joined here, multi-cloud strategy, we brought in the Google Cloud platform. So we had that behind us and the team was doing some great work before I joined, and we finished that work and, it gave us really time to pivot and really start focusing on data and AI.