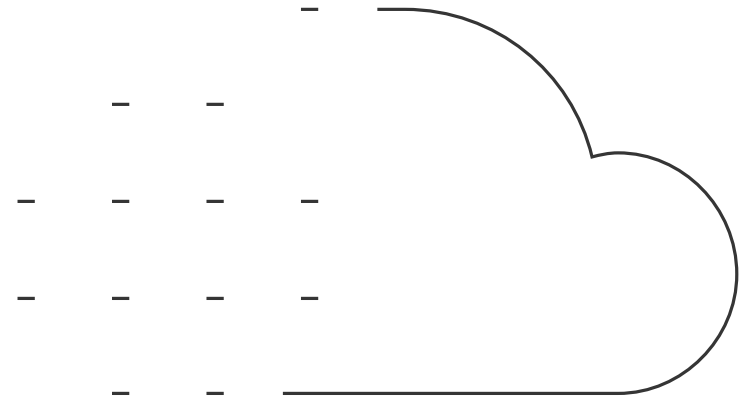




Our Digital Transformation

Reed Cundiff
General Manager,
Customer & Market Research



Our Opportunity

Customer/market understanding
is a key business differentiator

Our Challenges

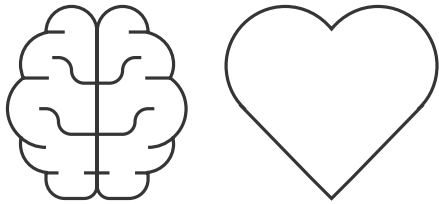
Speed of business

Data proliferation

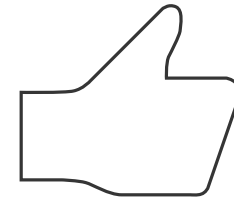
Alternative resources

Market research is unique, valuable and enduring

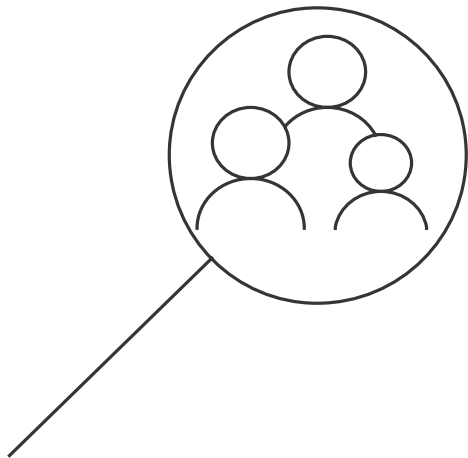
What people think and feel



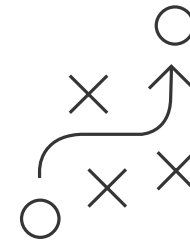
What they want and need



Why people do what they do



What's next



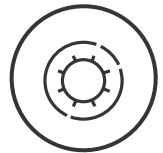
Transforming our discipline at every level



Transforming Our Work Products



Engaging Our Stakeholders



Optimizing Our Operations



Enabling Our Employees

Ours to gain

Holistic understanding of our customers
and markets

Tightly integrated with our business
rhythm

More direct connections to business
outcomes

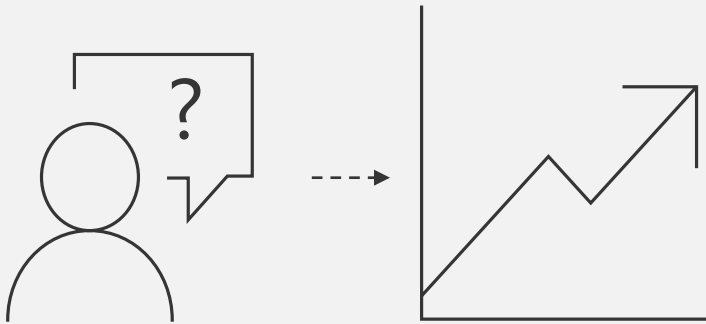
Increased influence and impact

Expanded skill set

Imagining Our Future in 3 Scenarios

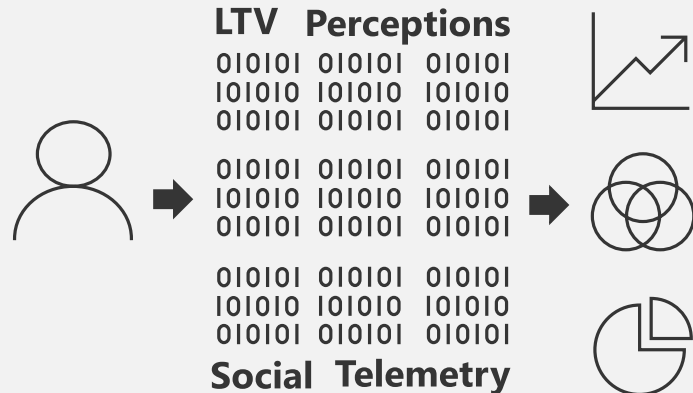
①

Automating self-service data requests



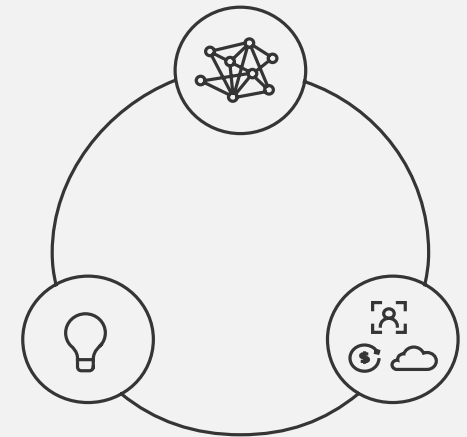
②

Enabling real-time integrated insights



③

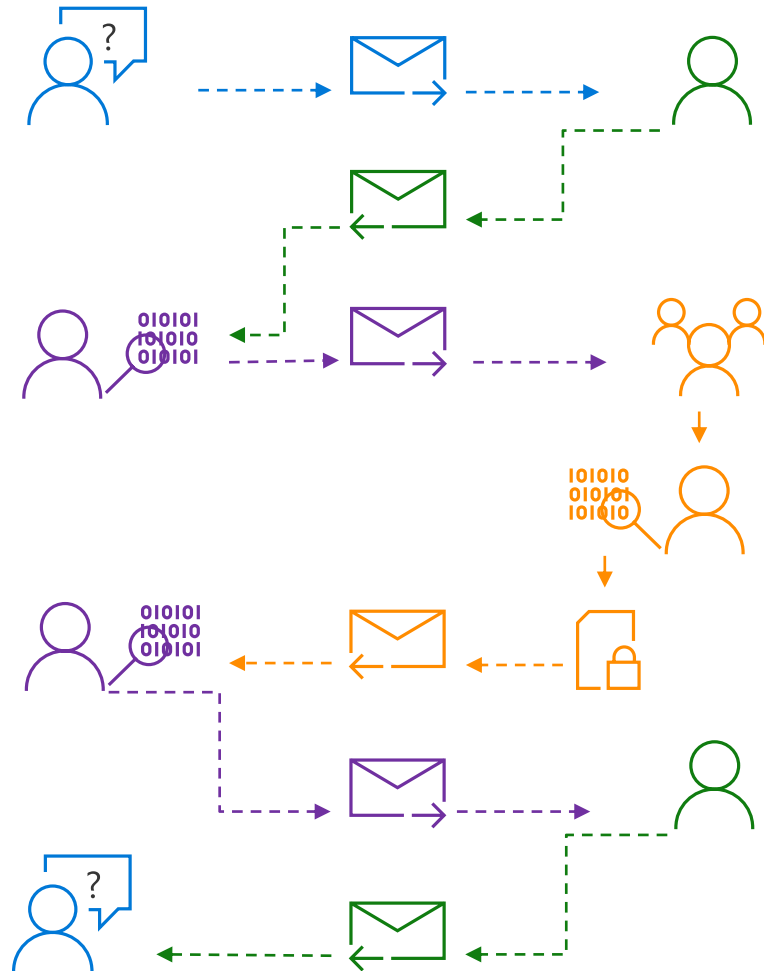
Building dynamic test-and-learn environments



Automating self-service data requests

 What are the brand perceptions of students in the U.S., Germany and Japan?

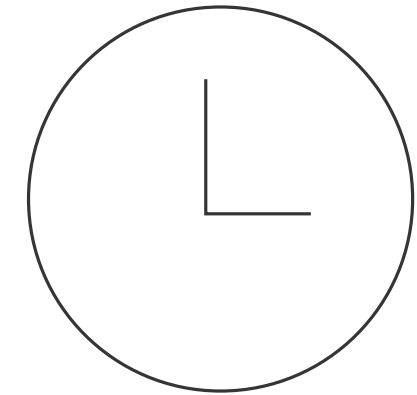
Today...



In the Future...


The screenshot shows a user interface for a "CAP Data Assistant". The chat interface displays a conversation where the assistant greets the user and offers help. The user asks for brand perceptions, and the assistant provides a list of assets and suggestions. Below the chat, a Power BI dashboard is visible, showing a line chart for "CUSP" (Customer Satisfaction) and a "DRIVERS ANALYSIS" section. The dashboard includes a title "is a brand I love" and a line chart with multiple data series over time. The Power BI interface also shows the user is signed in as "Kathryn Janeway".

Our Payoff...



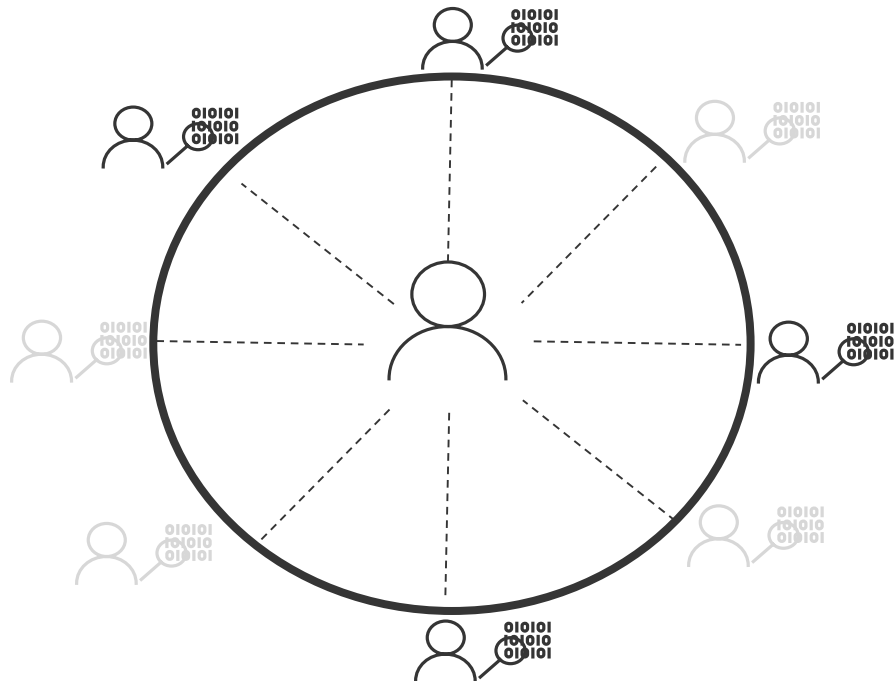
285,000 minutes
OR 4,750 hours!

Enabling real-time integrated insights

 What's going on with Surface?

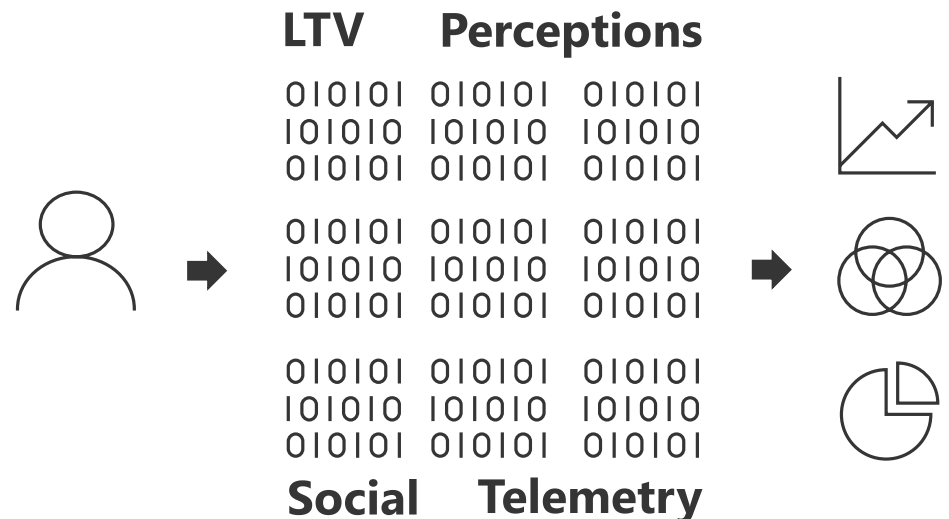
Today

- Human-dependent process
- Non-integrated data in silos
- Static insights



In the Future

- Human directed + automated process
- Comprehensive, standardized and harmonized data
- Dynamic, real-time insights



Building dynamic test-and-learn environments

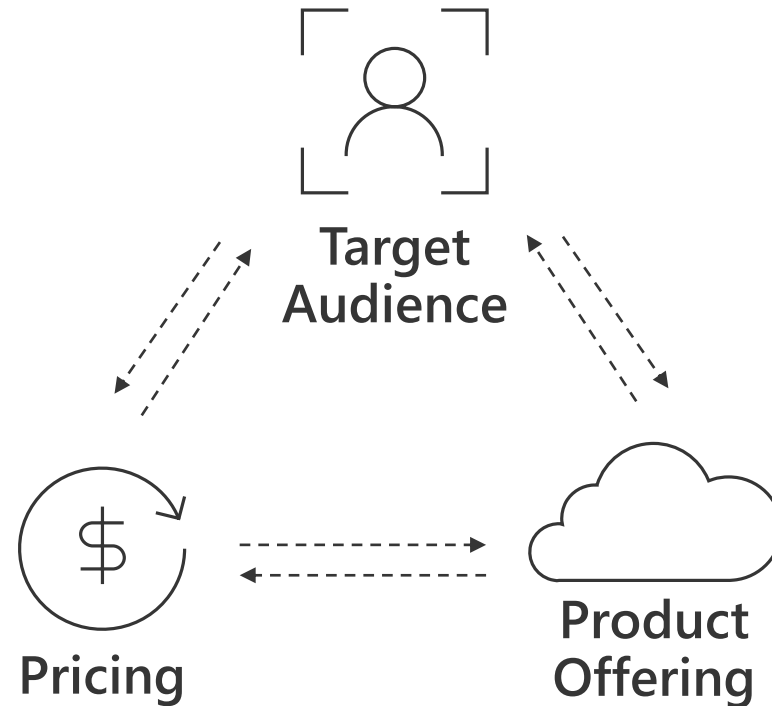


How can we optimize our customer engagement in a dynamic market?

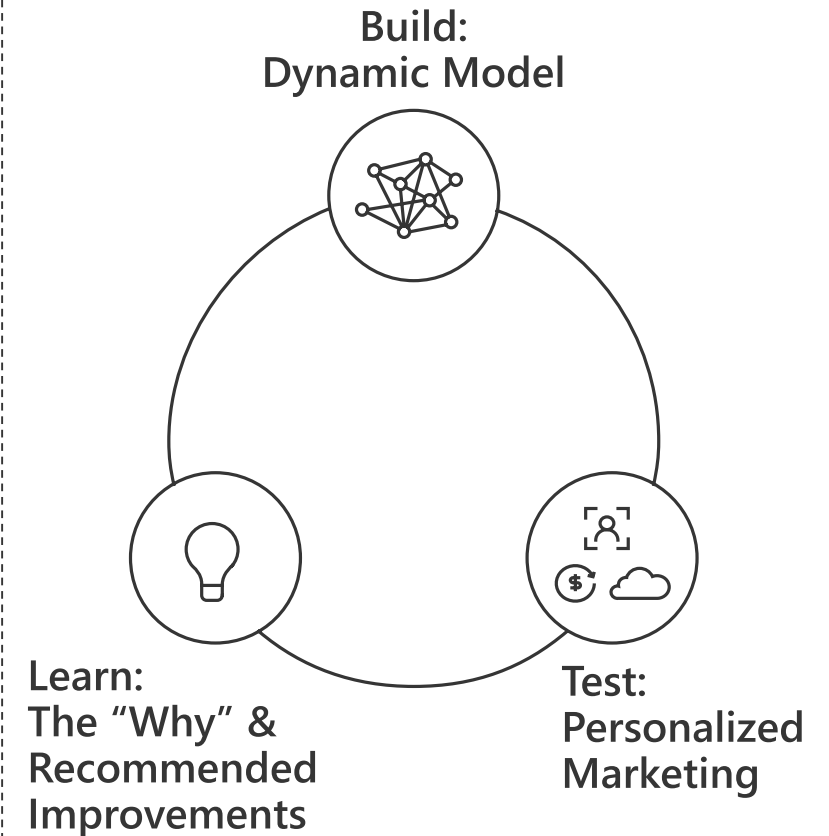
Business Outcomes

- Customer satisfaction
- Loyalty
- Recommendation
- Revenue
- Gross margin
- Customer lifetime value

Dynamic Factors

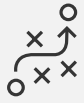


Test-and-Learn



How do we get there?

Consider where you are on the readiness spectrum



Change Management



Resisting



Activating



Research Manager Capabilities



Novice



Expert



Analytic Tools



Expertise Required



Self-serve



Data Harmonization



None



All



Data Types



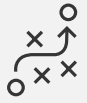
Single Source



Multiple Sources

How do we get there?

Change management opportunities and watch outs



Change Management



Proactive vs. Reactive, Important vs. Urgent



Research Manager Capabilities



Translator Role



Analytic Tools



Stay Close to the Data!



Data Harmonization



When the Data Doesn't Agree...



Data Types

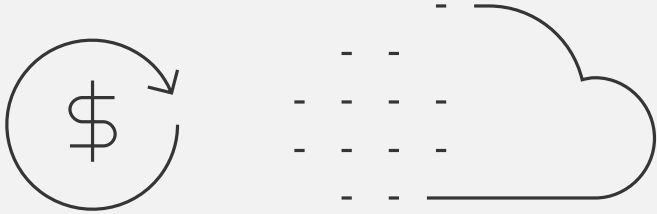


More ≠ Better

What's your plan of action?

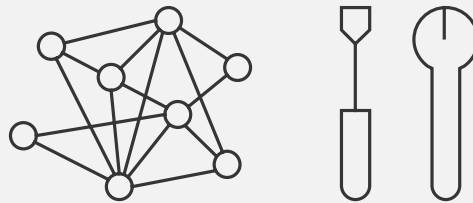
①

Secure the resources
to realize our vision



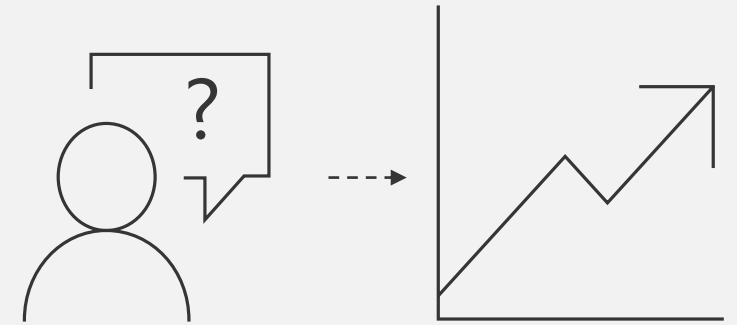
②

Engage more deeply
with our platform
team



③

Teach our
stakeholders to fish



What's the next smartest thing that you can do?