Insight & Analytics function? never heard of them or...you mean Human^AI Decision Intelligence?
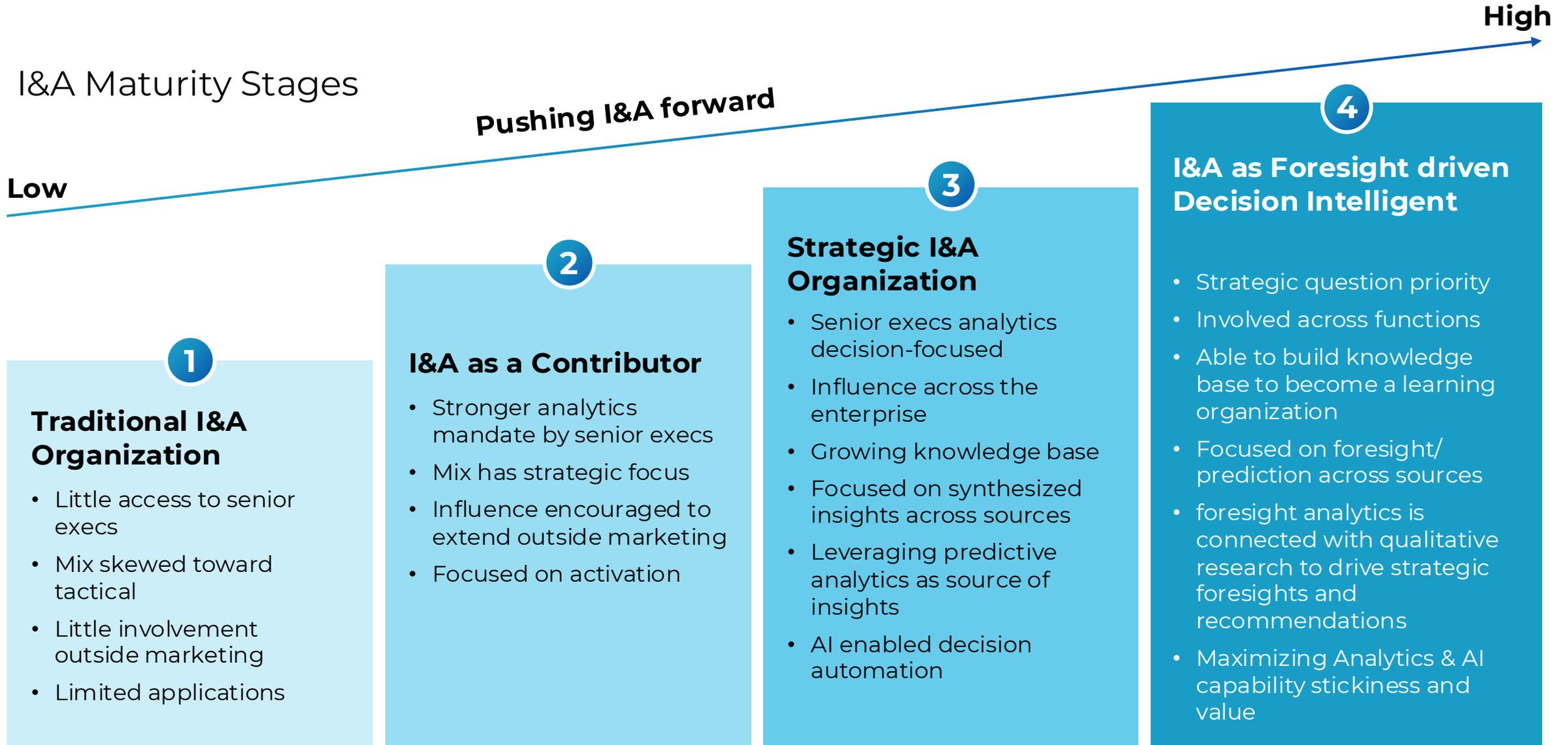

Eugene Roytburg
CEO & Co-Founder
Cloverpop

Natalia Lumpkin
VP Consumer Insights
PepsiCo Foods NA

The STORY...

- Decisions are a **huge untapped opportunity** to significantly improve business performance...

- and Insights and Analytics (I&A) is **in perfect situation to unlock** it to transform itself by elevating to **Decisions** to drive significant value/impact...

- ... so welcome...
  - **D-Sight** (Decision as connected to Insights)
  - **Decision Scientist, Decision Architect, Decision Advisor**
  - **Synthetic Decision Maker**

- ...WELCOME new **Insight** and **Decision Intelligence** function!

20+ years of helping transform Insight and Analytics (I&A)...

High

I&A Maturity Stages

Pushing I&A forward

Low

1

Traditional I&A Organization

- Little access to senior execs
- Mix skewed toward tactical
- Little involvement outside marketing
- Limited applications

2

I&A as a Contributor

- Stronger analytics mandate by senior execs
- Mix has strategic focus
- Influence encouraged to extend outside marketing
- Focused on activation

3

Strategic I&A Organization

- Senior execs analytics decision-focused
- Influence across the enterprise
- Growing knowledge base
- Focused on synthesized insights across sources
- Leveraging predictive analytics as source of insights
- AI enabled decision automation

4

I&A as Foresight driven Decision Intelligent

- Strategic question priority
- Involved across functions
- Able to build knowledge base to become a learning organization
- Focused on foresight/ prediction across sources
- foresight analytics is connected with qualitative research to drive strategic foresights and recommendations
- Maximizing Analytics & AI capability stickiness and value

…into *Foresight* driven *Decision* focused organization…

Today ➤ ⟶ **Tomorrow**

Decision

…and begin using *foresight driven decision* making

Foresight

…while setting up the foundation for *strategic foresight*..

Smarter and Predictive Decisions

- Predictive foresight-based decisions

Insight

Making *current* insights more efficient, effective & high quality…

Strategic and Predictive Foresight

- From Project to Process
- Business Issue driven Insight
- Insight with implication and Impact
- Predictive insight and foresight
- Automated insight generation

Current I&A Function

- Insight Value, Effectiveness, ROI, Quality
- Improve Insight Quality, Activation
- Maximize Insight Value
- Remove waste and optimize insight portfolio
- Develop Knowledge Management

Why Change?

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by CLEARBOX DECISIONS, Inc.
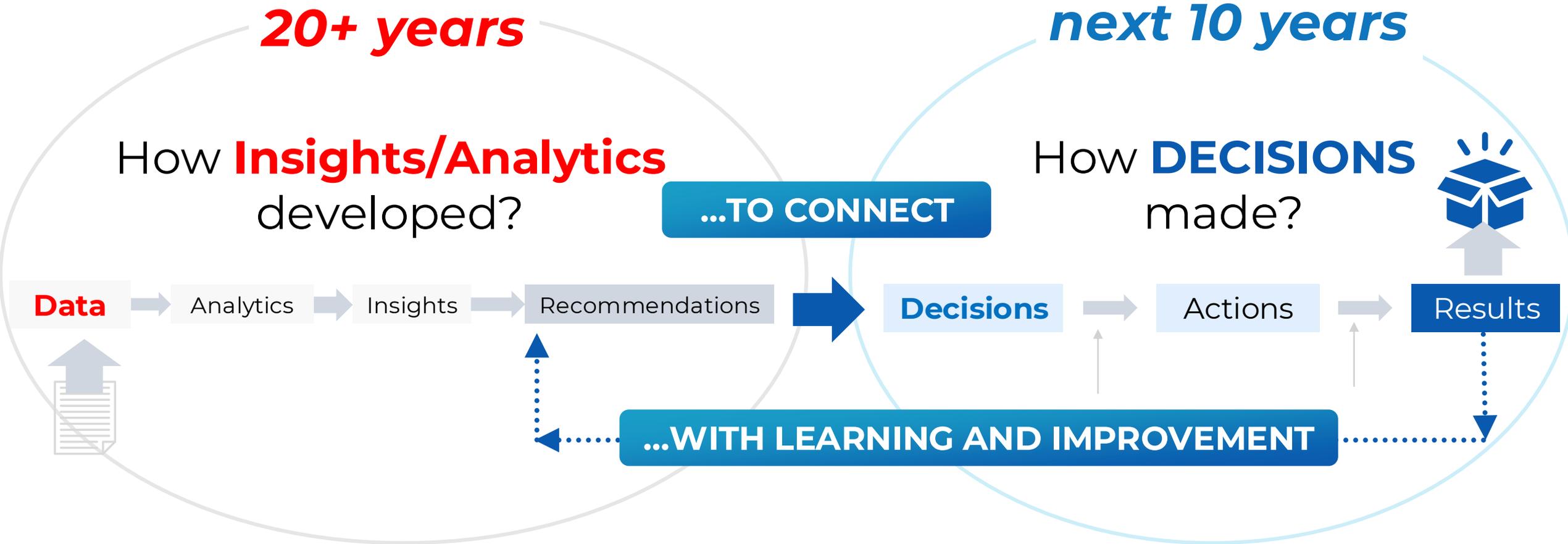
We are a leading DECISION and INSIGHT INTELLIGENCE transforming I&A to be...DECISION INTELLIGENT!

"GENERATE DECISION READY INSIGHTS"

Cloverpop
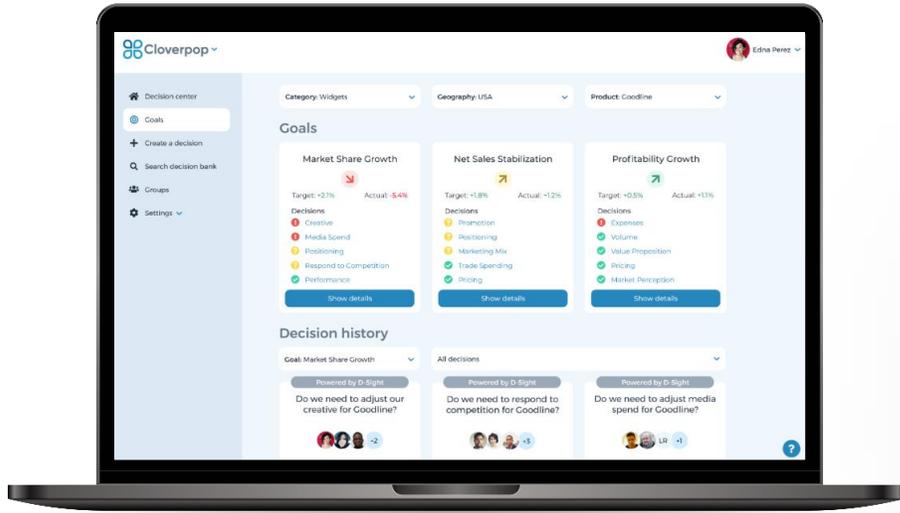
Connecting Decisions to Insights

Elevating Insights to Recos and Decisions...

Growth, Innovation and Foresight Analytics

...supporting foresight driven growth and commercial agenda...

AI enabled Insight/Rec Automation

...while delivering via AI insight/ recos platform

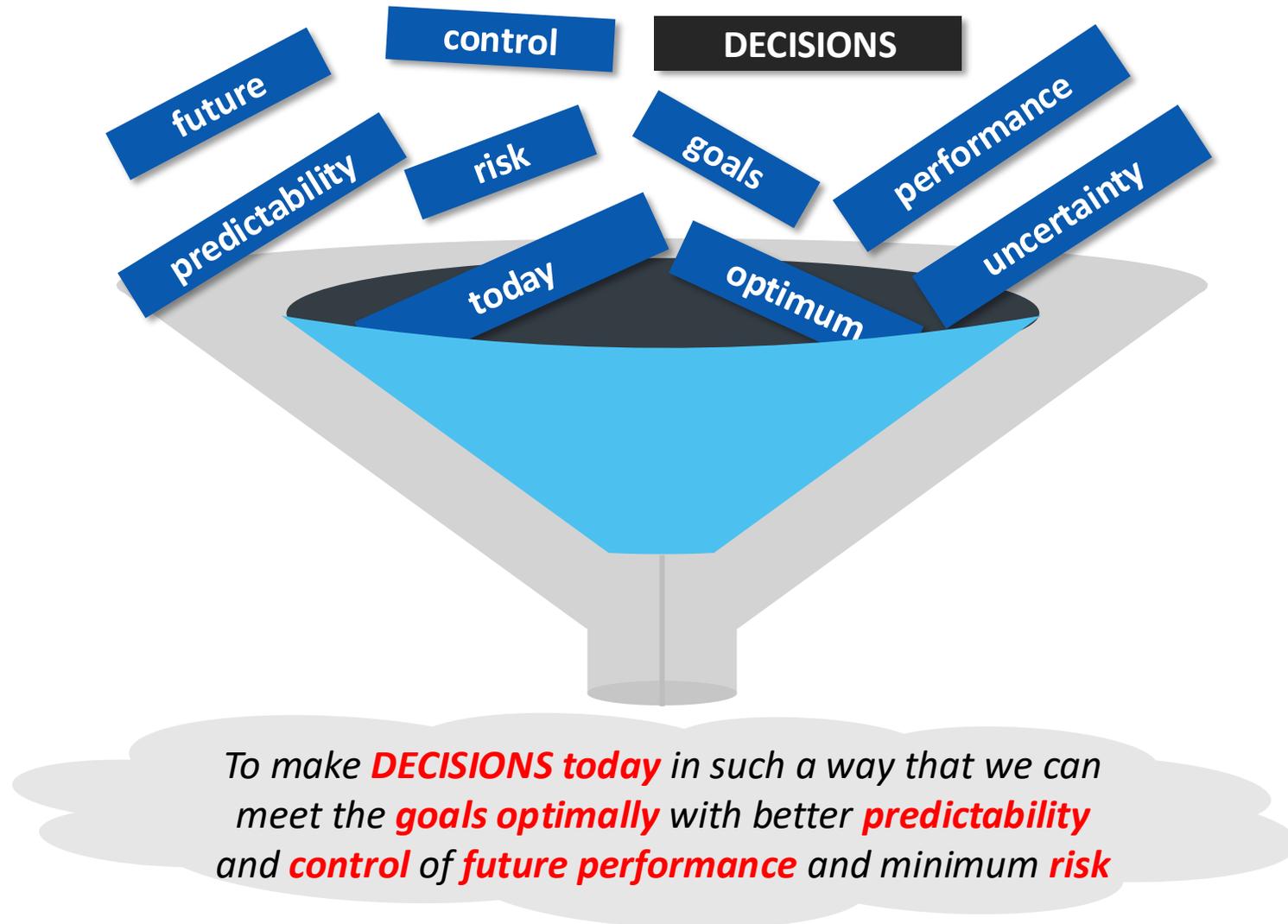## Decision Playbook Decision and Insight Intelligence
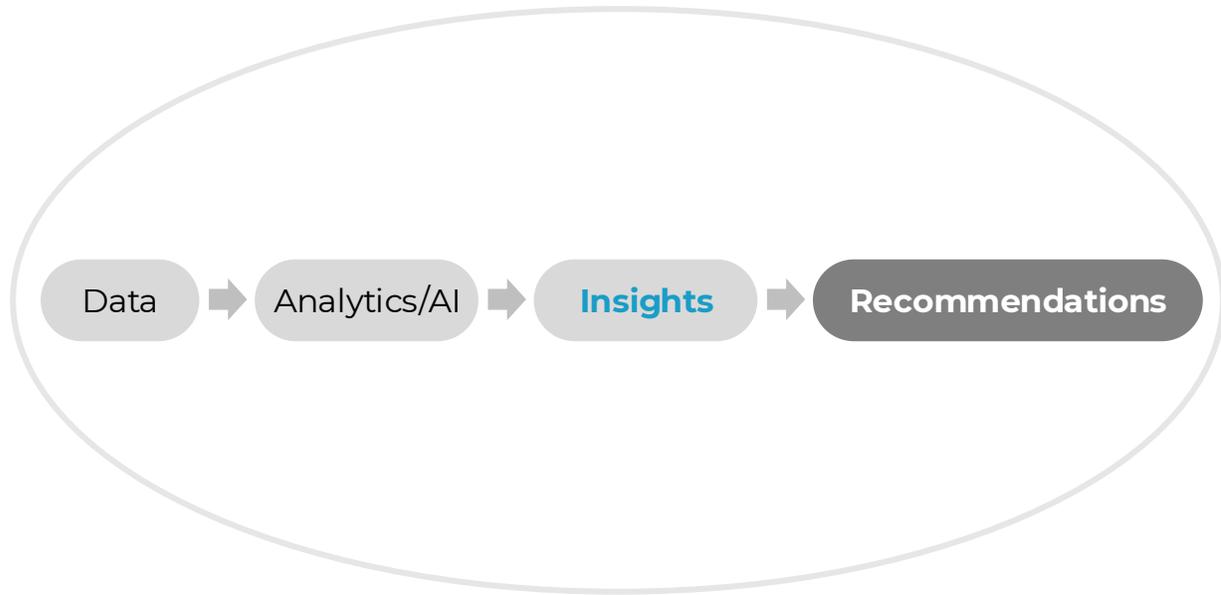
...driving actions and value

Cloverpop Customers

J&J   pepsico   Mondelēz International   sanofi   ESTĒE LAUDER COMPANIES   P&G   gm   The Clorox Company

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What is most important when you manage business?

control

DECISIONS

future

predictability

risk

goals

performance

uncertainty

today

optimum

*To make **DECISIONS today** in such a way that we can meet the **goals optimally** with better **predictability** and **control** of **future performance** and minimum **risk***

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What does I&A do?

INSIGHTS

Data → Analytics/AI → **Insights** → **Recommendations**
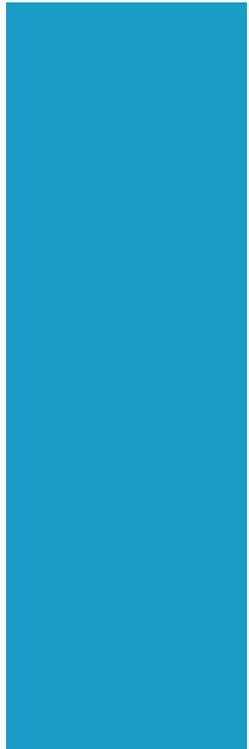
→

DECISIONS

Decisions → Actions → **RESULTS**
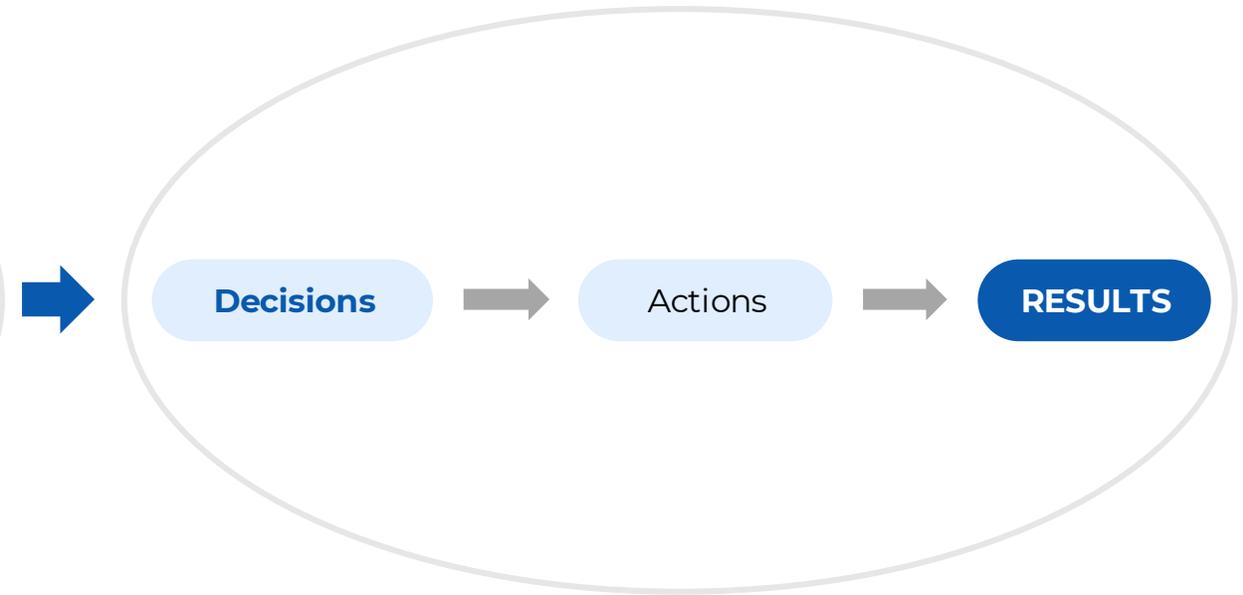
Why change?

In past 15 years, I&A has been shrinking in size, resources, relevancy...

Consultant, strategist and decision facilitator

Insight Interpreter

Validator and Vendor Manager

?

2000-2012

Outsourced strategic thinking to vendors

2012-2020

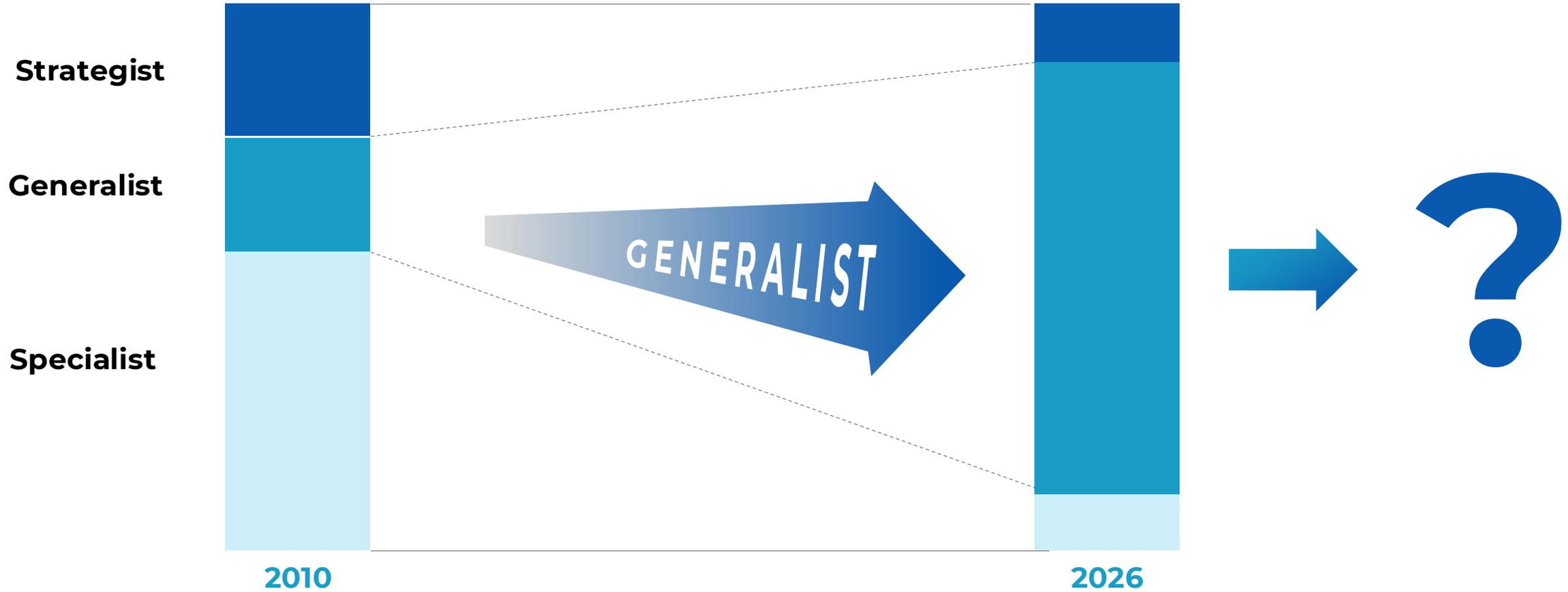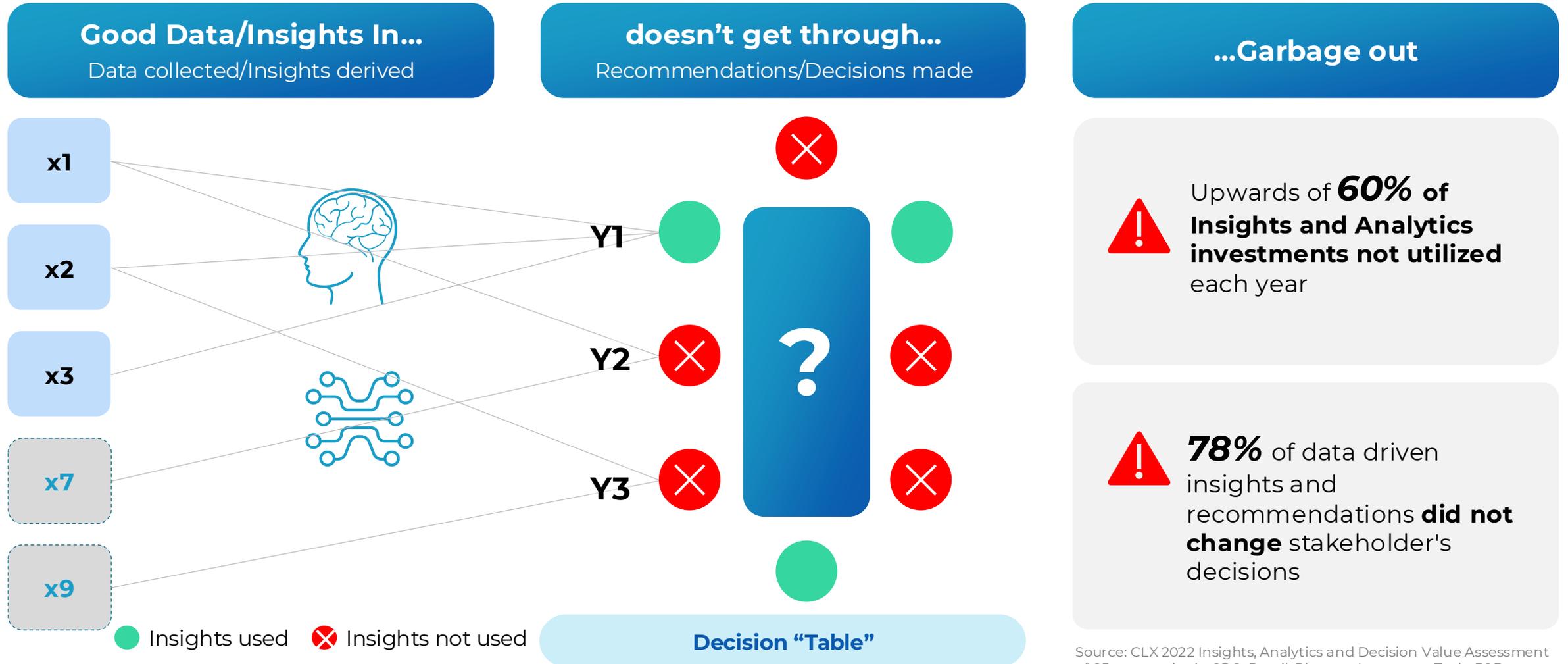*DIY platforms*

2020-2025

AI/ automation
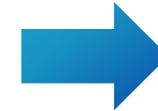
2026+

...from INSIGHT specialist and implication STRATEGIST in 2000s to more GENERALIST (replaceable) role recently...

Strategist

Generalist

Specialist

GENERALIST

2010

2026

?

Cloverpop
by CLEARBOX DECISIONS, Inc.

...with 5 out of 8 decision makers did not use insights, 78% of insights did not change stakeholder's decisions

Good Data/Insights In...
Data collected/Insights derived

doesn't get through...
Recommendations/Decisions made

...Garbage out

x1

x2

x3

x7

x9

Y1

Y2

Y3

?

Decision "Table"

● Insights used   ⊗ Insights not used

Upwards of **60% of Insights and Analytics investments not utilized** each year

78% of data driven insights and recommendations **did not change** stakeholder's decisions

Source: CLX 2022 Insights, Analytics and Decision Value Assessment of 85 companies in CPG, Retail, Pharma, Insurance, Tech, B2B

Low insight quality, lack of actionability, no connection to decisions, lack of knowledge creation, limited reuse of existing insights

" *...we generate many insights but I do not know what to do with them! How can we ensure that EVERY insight is ACTIONABLE, and helps drive DECISIONS?*

Marketing Director, Food Manufacturer

" *Our suppliers created 300 insights this year but most of them are trivial... How can we increase QUALITY of insights?"*

VP, Insight Organization, CPG Company

" *Shopper Insights, Social Media, Big Data... what next? What are we CHASING all the time and WHY? Why don't we have FUNDAMENTAL TRUTH that we can rely on for long time and not jump around?*

CMO, Global Retailer

" *We are not learning from our past work, every project starts with no knowledge and we are WASTING lots of money, why we do not MINE EXISTING data?*

Regional President, Pharma

Cloverpop
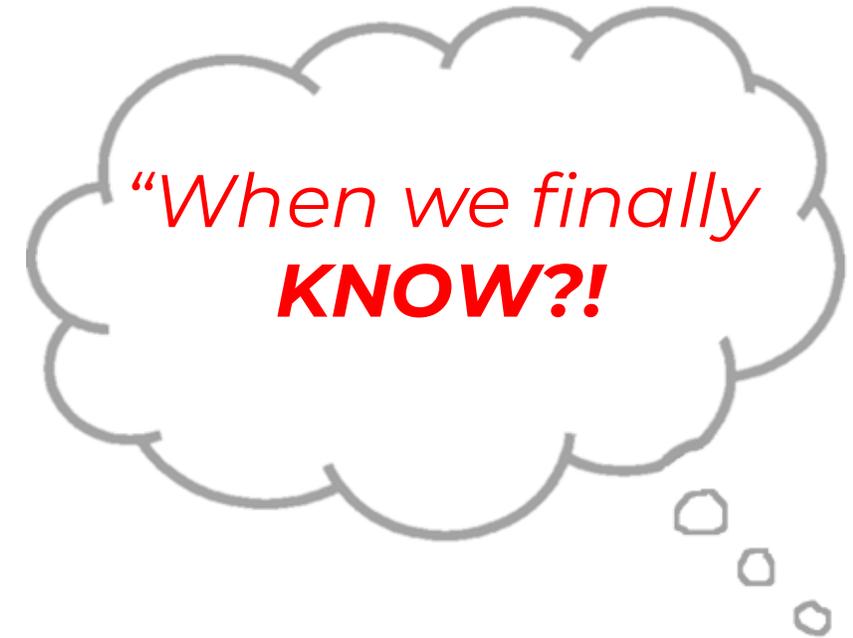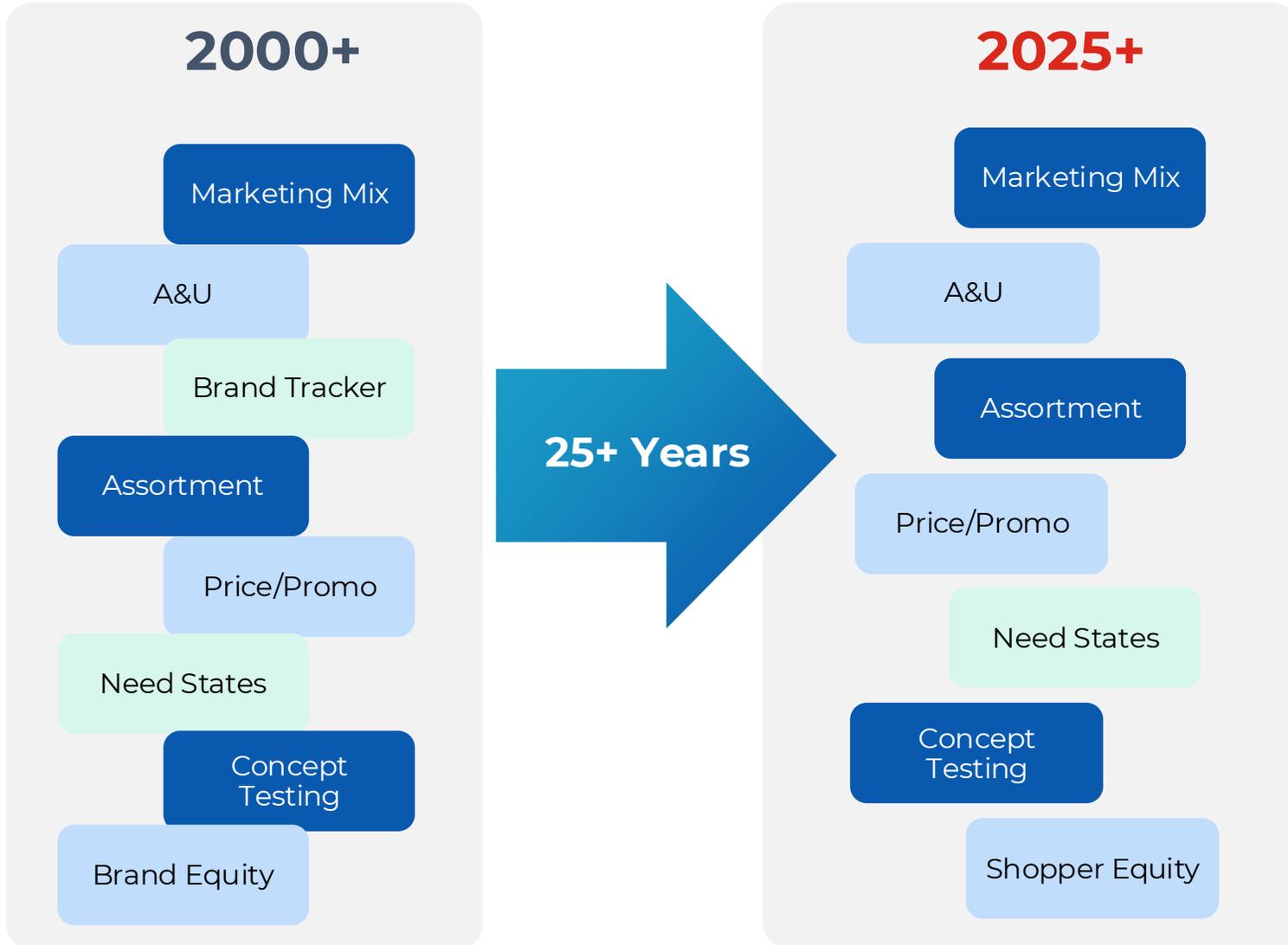by CLEARBOX DECISIONS, Inc.

Most insights are still derived from past data creating suboptimal growth recommendations and decisions

90% of growth decisions failed due to focusing on past not future

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Why change?

I&A is still doing the same things - projects, projects, no fundamental knowledge, limited meta-learnings

2000+
- Marketing Mix
- A&U
- Brand Tracker
- Assortment
- Price/Promo
- Need States
- Concept Testing
- Brand Equity

25+ Years →

2025+
- Marketing Mix
- A&U
- Assortment
- Price/Promo
- Need States
- Concept Testing
- Shopper Equity

"When we finally KNOW?!"

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And now, with AI everywhere...

...with Automation/AI, encroachments from other functions, what will be left for I&A to do?

I&A

AUTOMATION

OTHER
FUNCTIONS
(IT, RGM, Strategy)

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...AI is pushing HUMAN out, where to go?

INSIGHTS

DECISIONS

?

| Data | → | Analytics/AI | → | **Insights** | → | **Recommendations** |

→

| **Decisions** | → | Actions | → | **RESULTS** |

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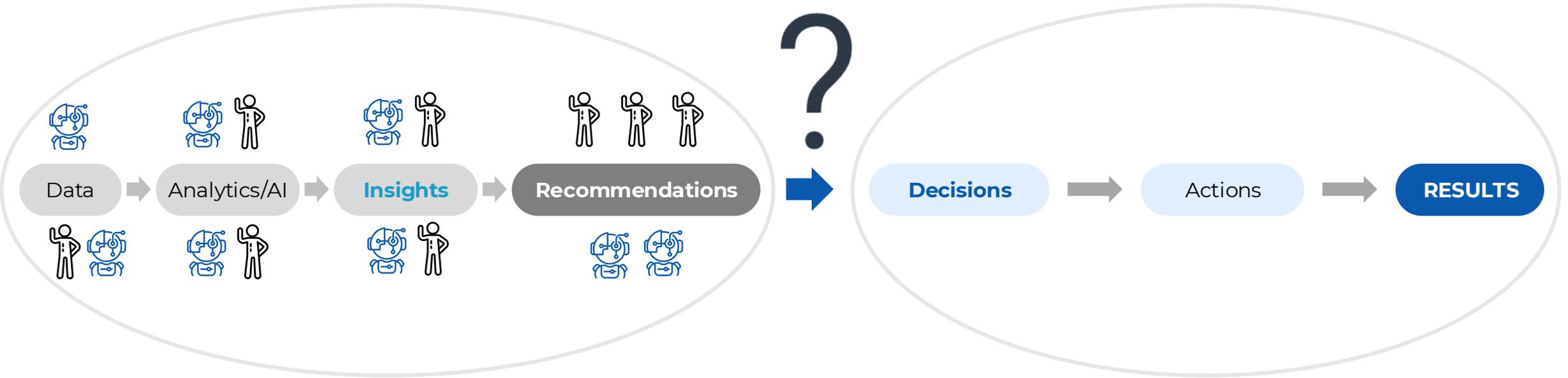
…DECISIONS?

INSIGHTS

DECISIONS

Data → Analytics/AI → **Insights** → **Recommendations** → **Decisions** → Actions → **RESULTS**

?

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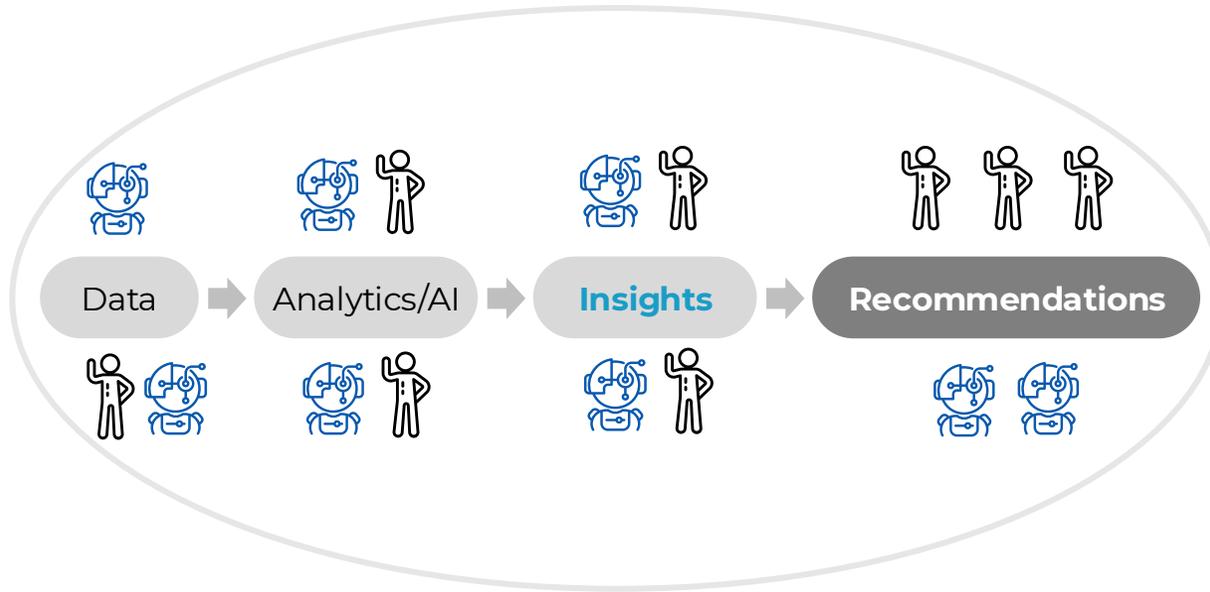
We make
DECISIONS
all the time

…35,000 DECISIONS a day to be exact!

We make
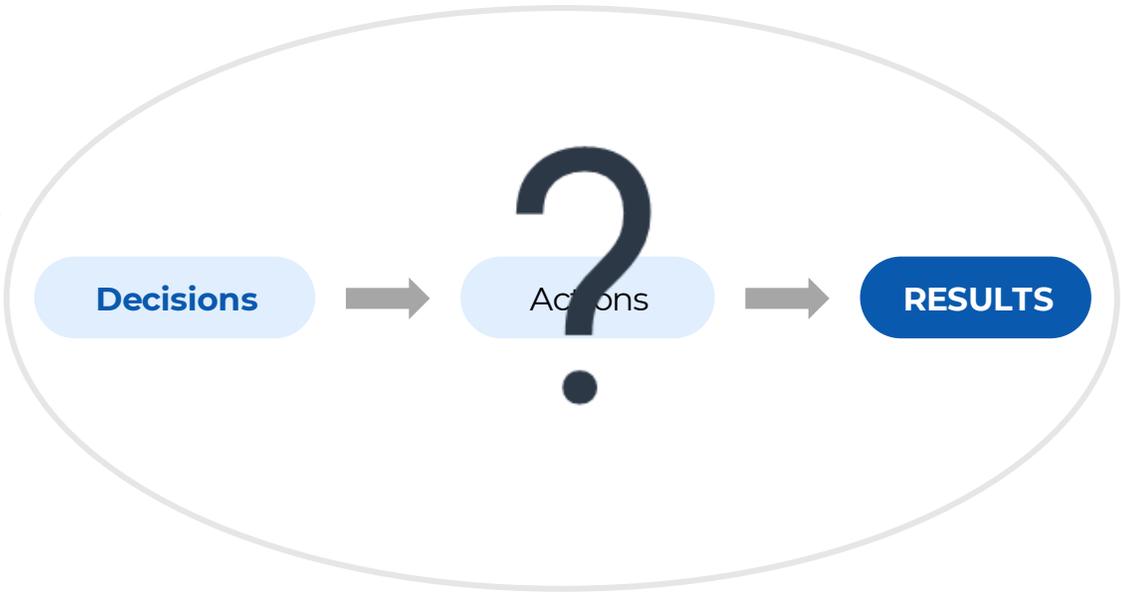# 35,000 DECISIONS A DAY
226.7 decisions each day on just food alone

That's 63,875,000 total decisions in 5 years

10M+ enterprise decisions

User Persona	Example	Frequency	Value
CEO	• Where should we play? • Should we acquire this company?	**D**	**$100M-1B+**
CXO/GM	• Should we target new customers? • What should be optimum product mix?	**D D**	**$50M+**
VPs	• What should be our competitive response? • What new products we should bring to market? • What is our cloud strategy?	**D D D D**	**$10M+**
Directors	• How do we adjust our assortment? • Should we change our pricing strategy?	d d d d d d d d d d d d d d d d	**$1M+**
Managers	• How do we address increased daily demand? • Should we change our pricing points?	d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d	**$500k+**

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Decisions are Companies' Most Valuable Asset

"DECISION LEADERS"

- Structured decision processes
- Stakeholder management
- Post-mortem learning

Outperform peers by

~5X

Shareholder return over five-year period

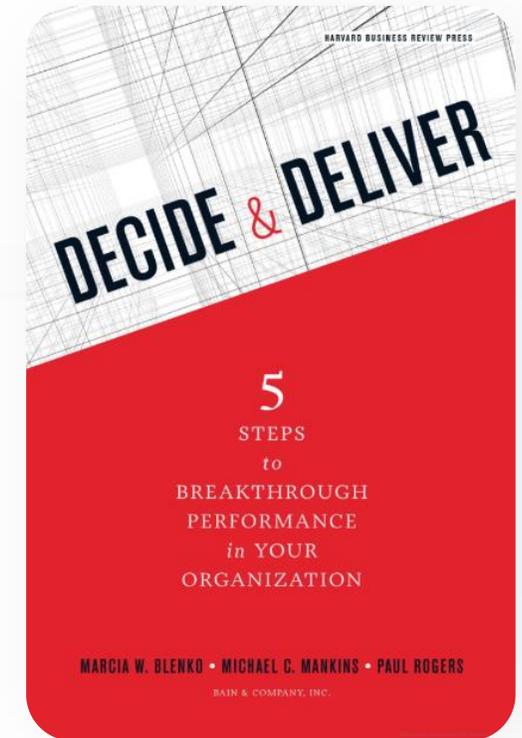*Source: Bain Global Retooling Survey 2020 (n=953), over five-year period*

DECISIONS MATTER

Organizational performance is just the sum of decisions it makes.

"

Source: Decide and deliver, 2010

DECIDE & DELIVER

HARVARD BUSINESS REVIEW PRESS

5 STEPS *to* BREAKTHROUGH PERFORMANCE *in* YOUR ORGANIZATION

MARCIA W. BLENKO • MICHAEL C. MANKINS • PAUL ROGERS
BAIN & COMPANY, INC.

BAIN & COMPANY

Yet, enterprise decision making is...BROKEN

Decision Value Chain

Insights

Decision

Value

Data

Recommendations

Action

WASTEFUL

$100B of Insights & Analytics

investments are wasted each due to disconnect between data, insights and decisions

Lots of data, insights but decisions did not make better

INEFFICIENT

78% of data

driven insights and recommendations did not change stakeholder's decisions

INCONSISTENT

2/3 managers say

they make good decisions as frequently as bad ones

POOR QUALITY

4/5 employees
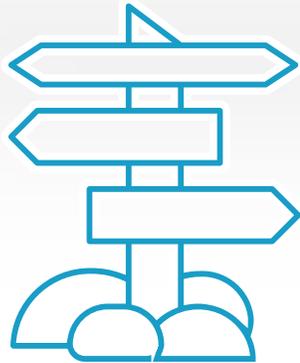
feel their companies do not excel at decision making

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We do not know or remember...WHAT decisions, HOW we made them and if there were successful!?

In a survey of executives, we asked...

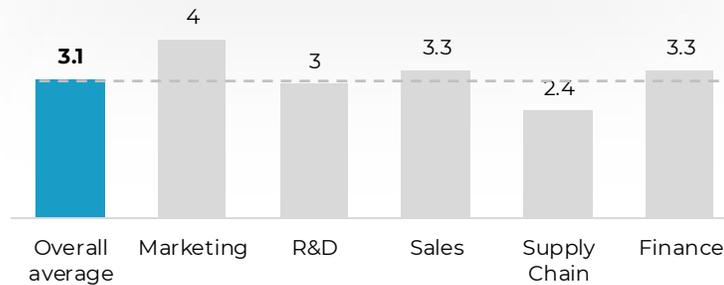| How many decisions did you make last year?	What is your decision success rate?	How did you make decisions?

Question: How well does your team/function make decisions? 1=not well at all, 5 =exceeds expectations

Overall average: 3.1
Marketing: 4
R&D: 3
Sales: 3.3
Supply Chain: 2.4
Finance: 3.3

<14% knew

<35% good decisions
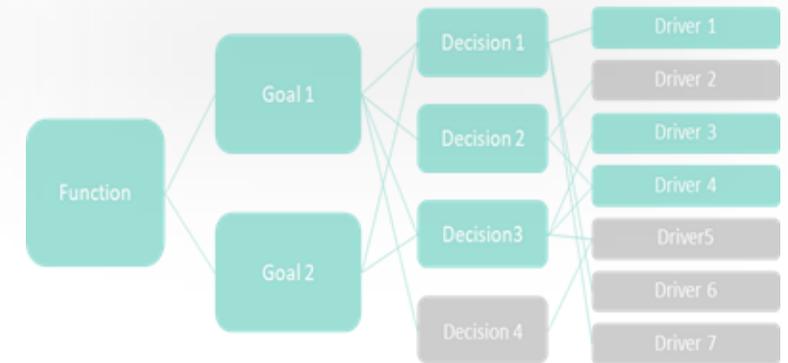
<15% remembered

> "You go to a meeting with good intentions. Then you discover that **many of the decisions are irrational**. After a while, you get this feeling **that there is this black box that randomly spews out decisions.**
>
> *Sr. CPG Executive*

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We barely paid attention to DECISIONS

30+ years of development and $B+ dollars investment...   **...NOTHING is here**

DATA → **INSIGHTS/ ANALYTICS** → **RECOS** ? **DECISION**

VALUE CREATION

NO DECISION = NO CONNECTION, NO LEARNING, NO IMPROVEMENT

How are **RECOMMENDATIONS** made?

How **DECISIONS** made?

NO Connection

Data	→	Analytics/ AI	→	Insights Foresights	→	Recom- mendations

Decisions	→	Actions	→	**Results**

NO DECISION MAKING UNDERSTANDING

NO LEARNING AND IMPROVEMENT

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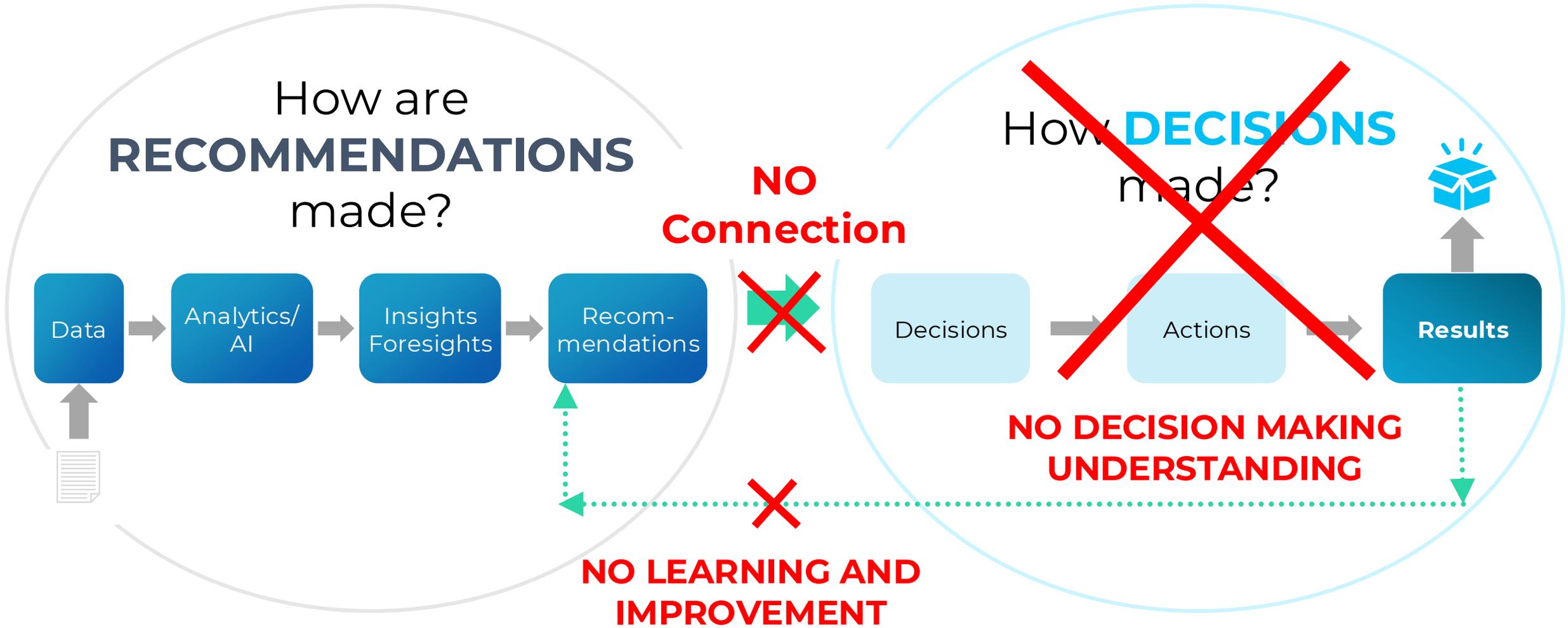
Moreover, we are now making decisions in more complex and fast world than ever

F500 Companies make **~10MM+ decisions a year**…

…while navigating **greater complexity** and **take decisions faster** than ever before

Companies make ~10M+ decisions per year

In a VUCA world…

- **MACRO / GEOPOLITICAL UNCERTAINTY**
- **LESS PREDICATBILITY**
- **FAST EVOLVING CONSUMER NEEDS**
- **SUPPLY CHAIN DISRUPTIONS**
- **FREE FLOW OF INFORMATION**
- **TURNOVER / KNOWLEDGE DRAIN**

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Human Decision Making is exploding!

The insight–decision disconnect creates significant opportunity ($100B)

$160bln spent on data, analytics and AI…

- Predictive analytics
- Global capabilities
- Reporting Factory
- Prescriptive Analytics
- Cloud
- Advanced Forecasting
- Data Marketplace
- Data Lakes
- Customer Data
- Data Catalogue

ILLUSTRATIVE

HOW DO I USE THIS INFORMATION TO MAKE A DECISION?

…Not making it to decisions

Where do we innovate?

Which supplier should we use?

How do we grow?

Do we pursue this acquisition?

Upwards of **60%**
of Insight and Analytics investments is wasted each year

Source: 4i's 2016 Decision Awareness Study. 350 Execs (VP+) in 50 companies; Quote – potential client interview

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IMAGINE...

Cloverpop

FUTURE OF DECISIONS

– You **know everything** about decisions

– You have **immediate access** to decisions, can test/**scenario plan in real time**, adjust, bring new inputs, get results and continuously adopt

– All decisions are **predictive** and **forward looking** driven with highest probability of success and lowest risk

– Insights/Analytics Function? Never Heard of it…Oh, you meant The **Human Decision Insight and Intelligence** ? Welcome **Chief Decision Officer**!"

– "Projects? We do not do projects anymore, our **Predictive Decision Intelligence** system and **Decision Assistant** give all answers we need"

From **50 days** to **30 hrs time to decision**

YESTERDAY..." MONTHS in the life of decision makers"

From –
50 DAYS

DAY 1

Share Decline

Email @pricing
@analytics
@insights

...let's talk

DAY 3

Let's talk

Meeting

...we need to find out why

DAY 30

Discuss insights

Virtual Meeting

We need to develop recos

DAY 50

Make Decs

Decision Made

DAY 90

Measure decision impact

Impact assessed

TODAY..."HOURS in the life of decision makers"

To –
30 HRS

Hour 1

Share Decline

"Our share is declining, what we should do?"

Hour 2

Decision

Decision made, communicated, implemented

Hour 3

Results measured

Results are measured

VALUE

Reduce time to decision by **47** days

Reduce time to impact by **60** days

Incremental sales – $10M

From **Data and Insight** to **Decision and Action**

Data

What data I have?

Insights

What insights I can generate with these data?

New Territory

Decision

How can I leverage these insights to develop Growth plans for next 5 years?

Action

How do I implement the decision, monitor its impact and create sustainable improvement?

Opportunity...Decisions

think "DECISION BACK"

1 Start with **business decision** we need to make

2 Next, define **drivers / insights** required to comprehensively make the decision

3 After that, define the **analyses** required to create each insight

4 Finally, identify **data sources / required information** for each analysis

"So What"

"What"

"Now What"

Decision	Driver / Insight	Analysis	Data Source
	Driver / Insight	Analysis	Data Source
	Driver / Insight	Analysis	Data Source

5 **Accelerate** decision making, connecting data to analysis & insights and **generating recommendations**
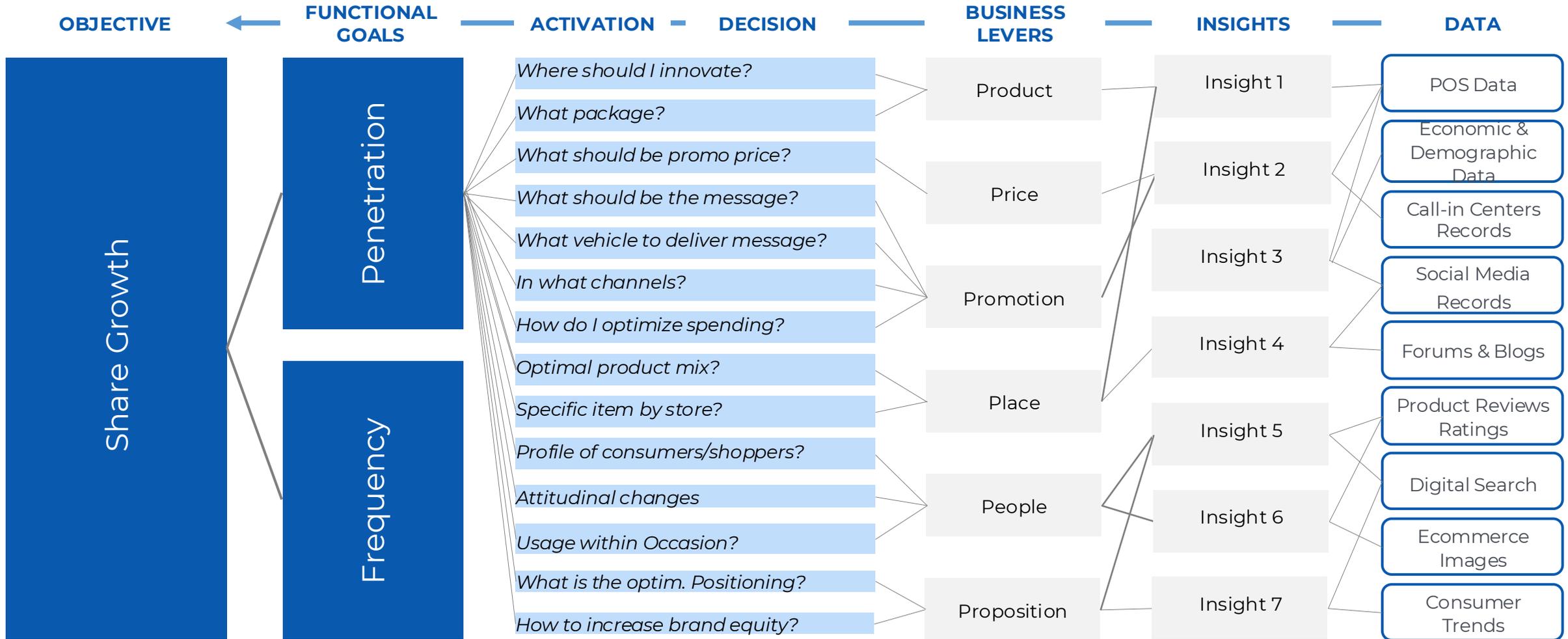
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Decision Tree – connecting decisions/business issues to key insights, analytics and data required
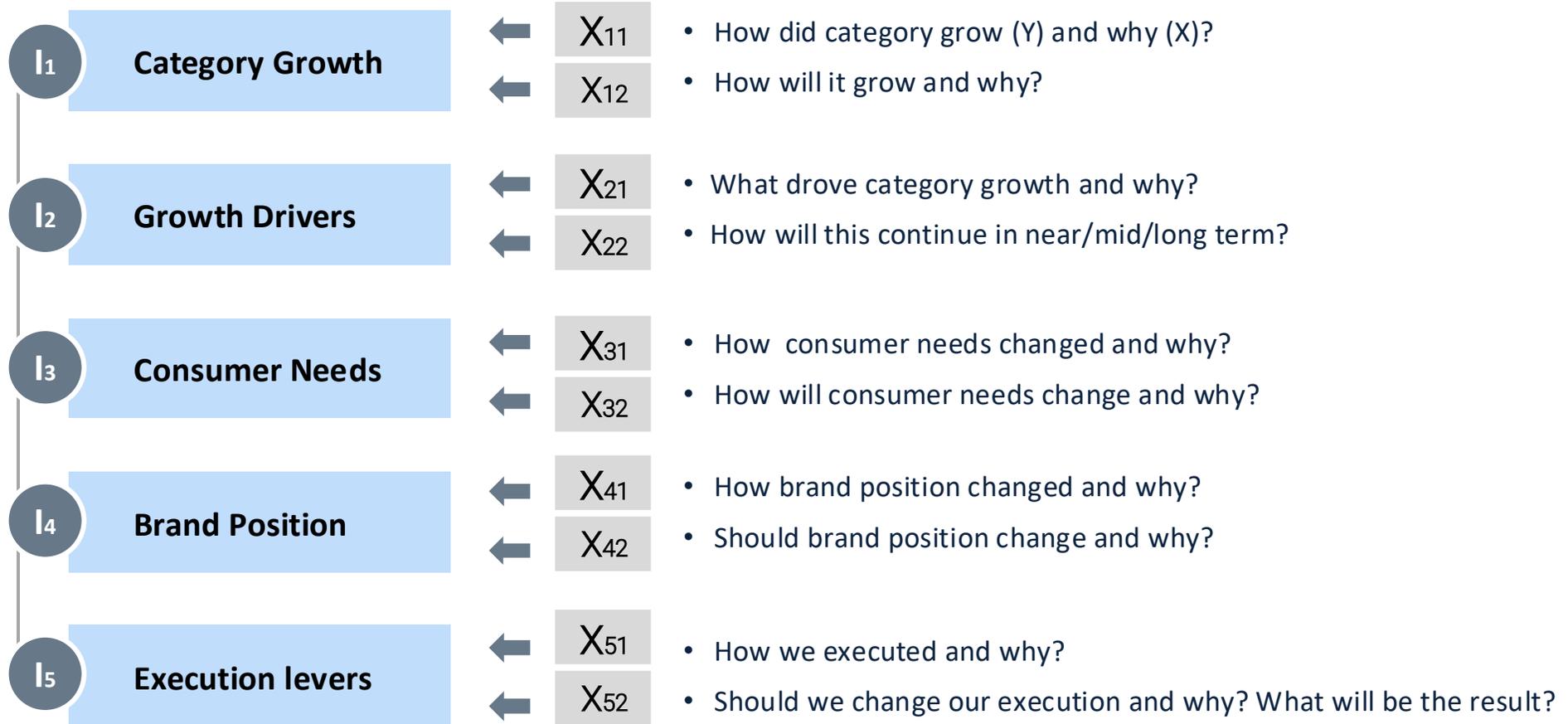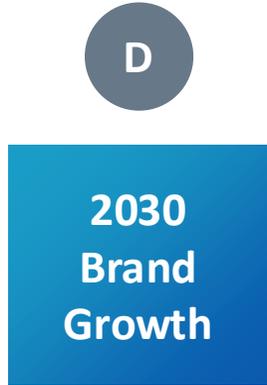
Illustrative

Value Delivered

OBJECTIVE	FUNCTIONAL GOALS	ACTIVATION	DECISION	BUSINESS LEVERS	INSIGHTS	DATA
Share Growth	Penetration	Where should I innovate?	Product	Insight 1	POS Data
		What package?			Economic & Demographic Data
		What should be promo price?	Price	Insight 2	Call-in Centers Records
		What should be the message?		Insight 3	Social Media Records
		What vehicle to deliver message?	Promotion		Forums & Blogs
		In what channels?		Insight 4	
		How do I optimize spending?			Product Reviews Ratings
		Optimal product mix?	Place	Insight 5	
		Specific item by store?			Digital Search
	Frequency	Profile of consumers/shoppers?	People	Insight 6	Ecommerce Images
		Attitudinal changes			
		Usage within Occasion?			
		What is the optim. Positioning?	Proposition	Insight 7	Consumer Trends
		How to increase brand equity?			

DSIGHT = DECISION as connected to INSIGHT

$$D = I_1 \overset{W1}{\underset{X1}{+}} I_2 \overset{W2}{\underset{Y2}{+}} I_3 \overset{W3}{\underset{Z3}{+}} I_4 \overset{W4}{\underset{X4}{+}} I_5 \overset{W5}{\underset{Y5}{}}$$

D = decision
I – insight
W – performance measure
X, Y, Z - factors

Where and How should we grow brand?

D

2030 Brand Growth

I₁ **Category Growth**
- X_{11} — • How did category grow (Y) and why (X)?
- X_{12} — • How will it grow and why?

I₂ **Growth Drivers**
- X_{21} — • What drove category growth and why?
- X_{22} — • How will this continue in near/mid/long term?

I₃ **Consumer Needs**
- X_{31} — • How consumer needs changed and why?
- X_{32} — • How will consumer needs change and why?

I₄ **Brand Position**
- X_{41} — • How brand position changed and why?
- X_{42} — • Should brand position change and why?

I₅ **Execution levers**
- X_{51} — • How we executed and why?
- X_{52} — • Should we change our execution and why? What will be the result?

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GROWTH DECISIONS: where are future sources of growth – current and new – and how to optimally execute against them?
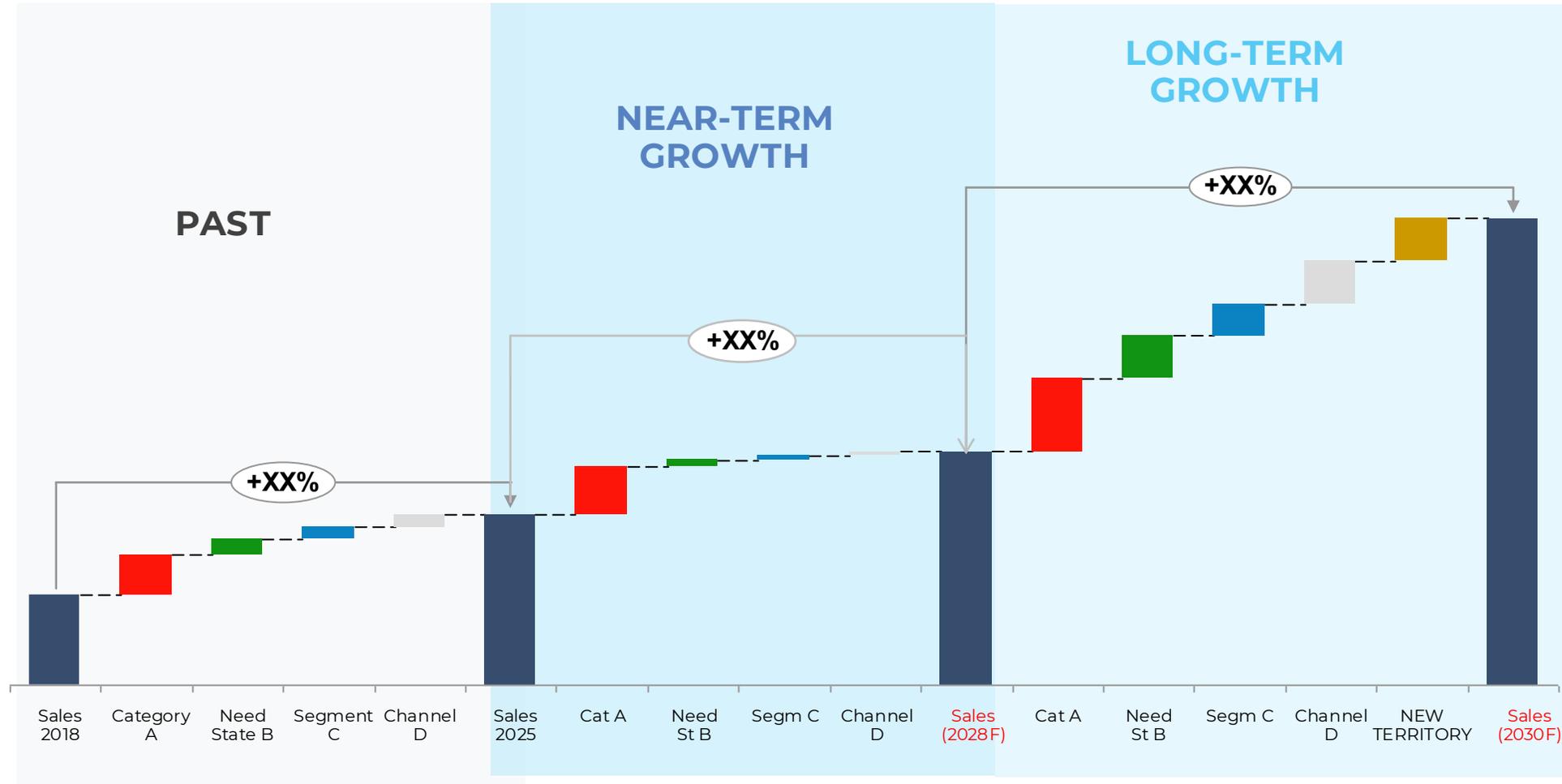
...across e2e Growth agenda

	Where to Play	How To Win	How To Execute	

1 Growth Targets **2 Find Growth** **3 Build Growth** **4 Manage Growth** **5 Sustain Growth**

Growth Targets	Find Growth	Build Growth	Manage Growth	Sustain Growth
Historic Growth	Trends / Need States / Occasions	Value Proposition Brand Management Innovation Price Media/ Advertising	Tracking	Foresight Growth Organization
Growth Drivers	Categories		Adjusting	Foresight Growth Process
	Markets Channels	Promotion, Trade Assortment, Aisle Management Distribution, Channel	Re-aligning	Foresight Growth Tools
Growth Targets	Consumer Segments		Optimization	Foresight Growth Training

What drove our growth in past?	*What should be the sources of future growth?*	*How should we develop and realize future growth?*	*How should we optimize growth?*	*How should we sustain the growth in long run?*

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...looking into FUTURE not just PAST

HISTORY

Future = Past
Conditions do not change

....

No Change

....

Need States 2025

60% Taste
30% Feel Good
10% Health

Need States 2030

60% Taste
30% Feel Good
10% Health

**Same
Need States**

FORESIGHT

Future = Past **+ Change**
Conditions **will Change**

....

Foresight Change

....

Need States 2025

60% Taste
30% Feel Good
10% Health

Need States 2030

50% Taste
20% Feel Good
20% Health
10% Look Good

**CHANGE –
Need state mix
and new needs**

DRINKABLE SKINCARE

Cloverpop
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Opportunity...Decisions
Learning from both DATA and HUMAN
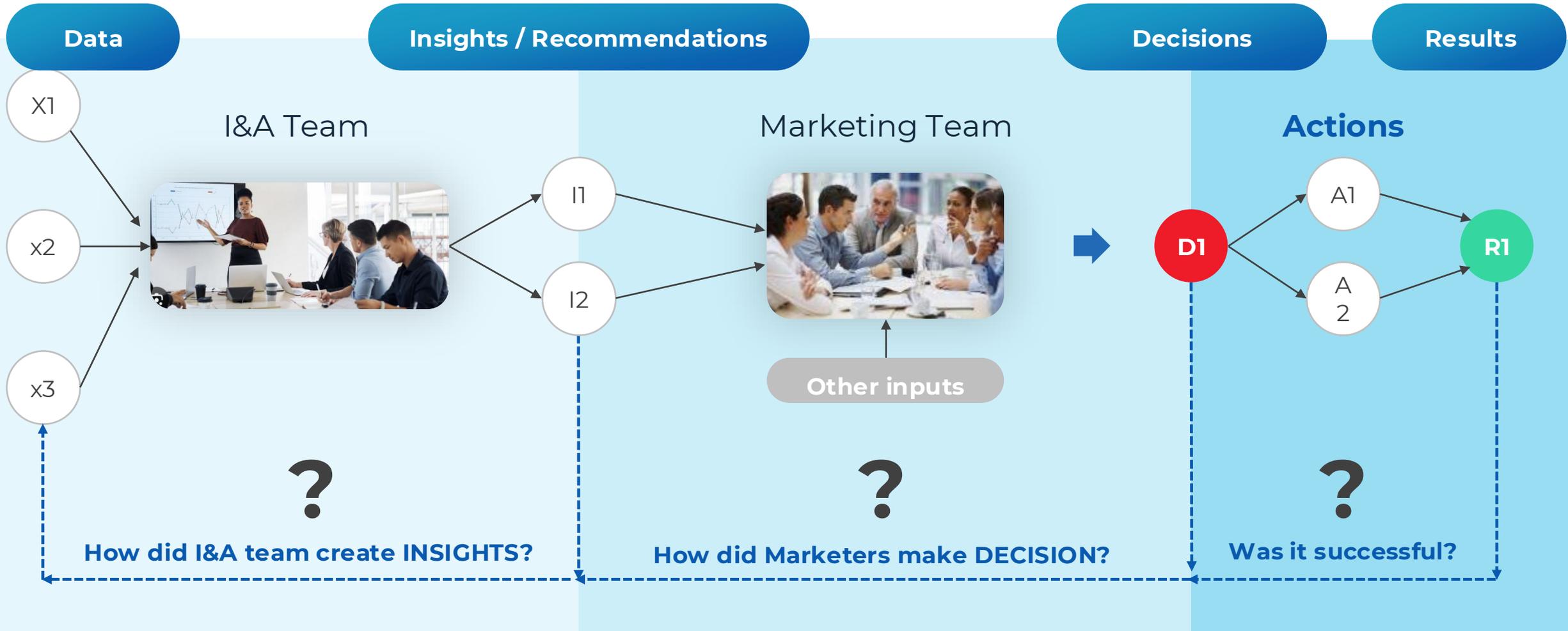
Data

Insights / Recommendations

Decisions

Results

X1

x2

x3

I&A Team

I1

I2

Marketing Team

Other inputs

Actions

D1

A1

A2

R1

?
How did I&A team create INSIGHTS?

?
How did Marketers make DECISION?

?
Was it successful?
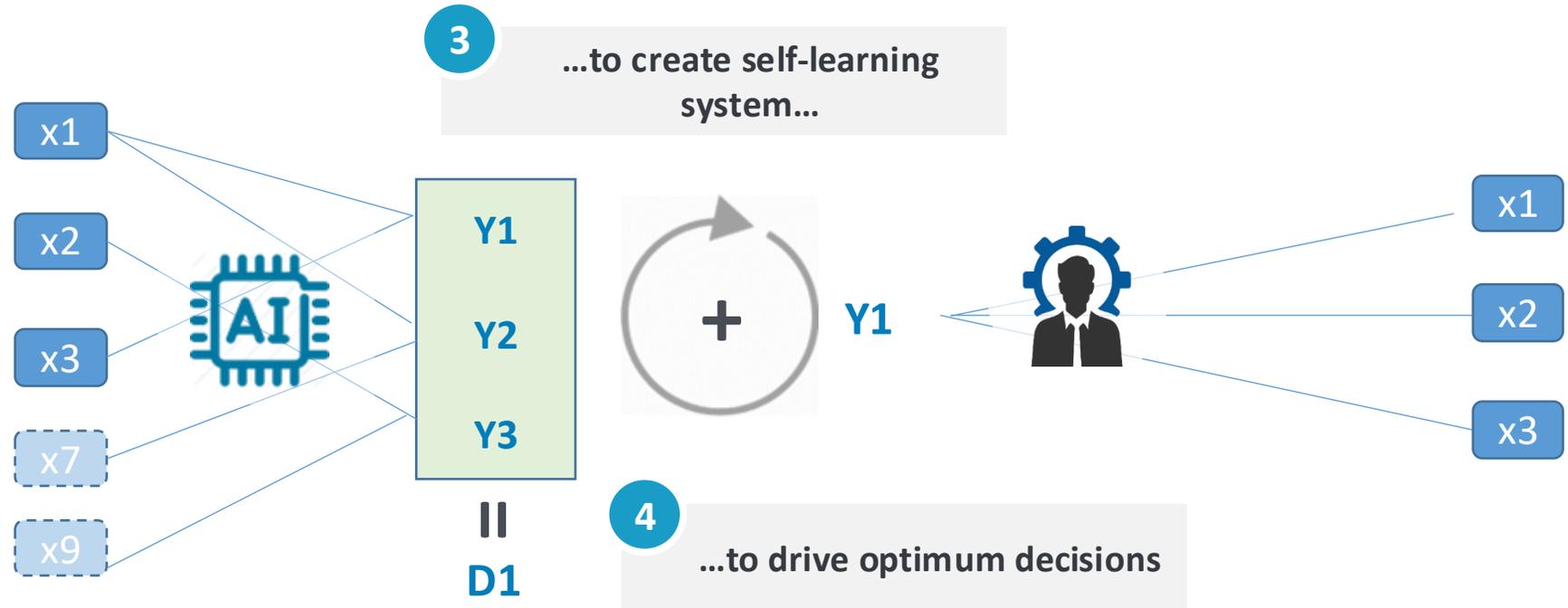
Organize ways of working around "Decisions to be made"

Decision → **Question** → **Data** → **Responsibility**

| Starting with a decision to be made... | | ...connected to research and analytics... | ...with clear roles and responsibilities... |

What pricing action should we take?	What is our **strategic priority**?	Should we target an increase in share, volume, or should we increase margin?	Revenue/Profit Maximization Curve	Input from Marketing / GM
		What is the category / product line role within our overall portfolio?	Revenue/Profit Maximization Curve	Input from Marketing / GM
	What is our **desired market position** and what is the gap?	What is our price trying to communicate (value, premium)?	Price Pack Architecture	CI / Marketing
		How is our brand currently perceived?	Brand Health Analysis	CI
		What about our value proposition do customers care about?	Brand Health Analysis	CI
		Whare are our core brand / value principles?	N/A	CI / Marketing
	What will our **customers** do?	If we increase / decrease price, what will happen to net income, revenue, and volume?	Price Elasticity	Analytics / RGM
		How do balance price changes across our portfolio to optimize "recaptured demand?"	Cross-price Elasticity	Analytics / RGM
		How have customers reacted to price increases in the past?	Price Elasticity	Analytics / RGM

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No need to IMAGINE anymore...

THIS IS A REALITY

Cloverpop

The solution is **Decision and Insight Intelligence (DII)**
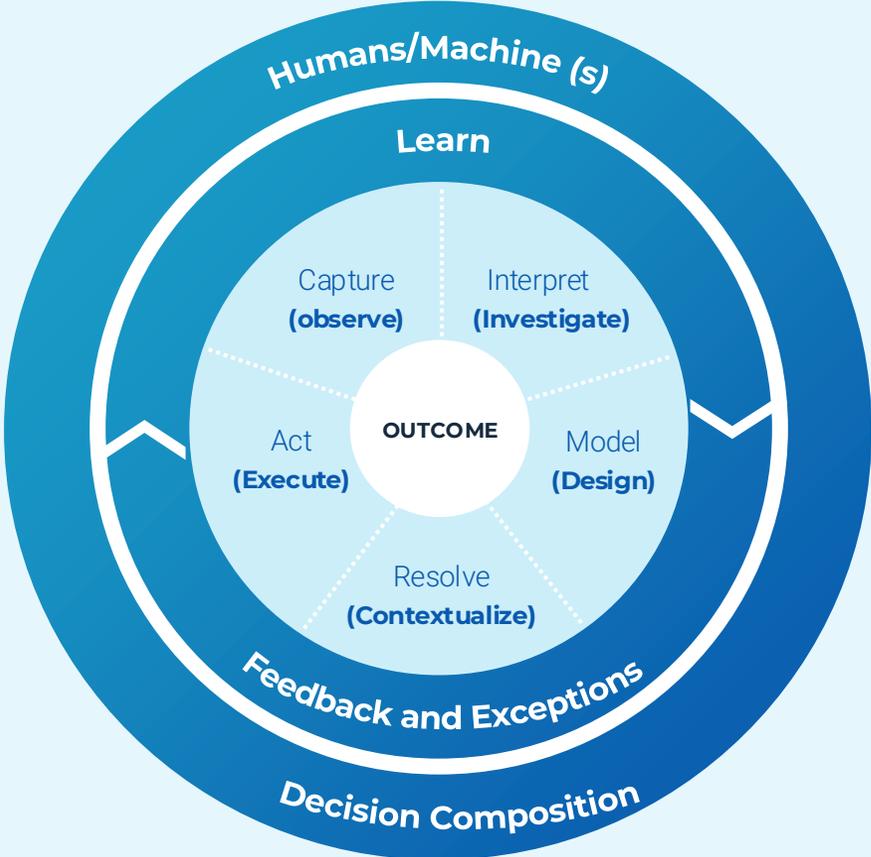
Gartner.

DECISION INSIGHT INTELLIGENCE

brings together multiple disciplines, both

HUMAN (ART) + MACHINE (SCIENCE)

together to design, model, collaborate, execute, monitor and tune decision models and processes.
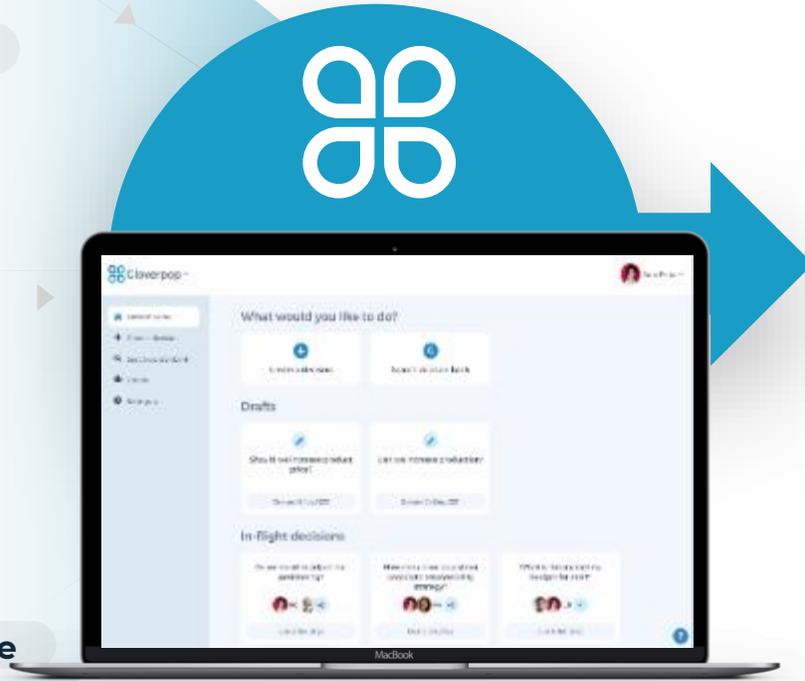
Top Technology Trends for 2025:
Decision and Insight Intelligence

Humans/Machine (s)

Learn

Capture (observe)

Interpret (Investigate)

Act (Execute)

OUTCOME

Model (Design)

Resolve (Contextualize)

Feedback and Exceptions

Decision Composition

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DII = "Human" + "Machine" together

"Human" Inputs

- Decision Logic
- Collaboration
- Team Buy-In
- Cognitive Biases
- Institutional Knowledge
- Synthesis

"Machine" Inputs

- AI
- Business Intelligence
- Machine Learning
- Data & Analytics
- Big Data
- Modeling
- Technology Infrastructure

Decision → Action → Value

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Orchestrating **new ways of working** around Decisions

Objective
Maintain Margins

Dec. Lead
- Planning
- **Pricing**
- Operations
- Policy
- Strategy

Decision Framework

DECISION	Business ?	People	Data & Analytics
	What will be the financial impact?	01 Finance	Financial Analysis / Sensitivity Modeling
How should we respond to commodity cost increases?	How can we reduce cost exposure?	02 Procurement	Vendor Management System / Spend Cube
	How much cost can we pass on to consumers?	03 RGM	Consumer Price Elasticity / Competitive Scenario Modl

1 **CONNECTED THREAD**
Clearly defined decision logic. Leaders can be confident all key drivers are addressed

2 **BREAKDOWN SILOS**
Clearly defined ownership of decision areas allows for efficient delivery across cross-functional program.

3 **DATA DRIVEN**
Connect all analytic and insight resources directly to initiatives, maximizing value.

Facilitated via Decision and Insight Intelligence Platform

Connecting "Human" + "Machine" inputs

Orchestrated around decision model
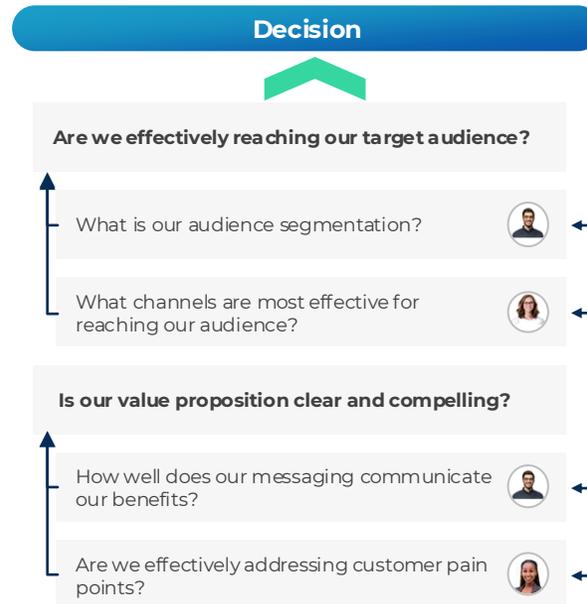
Facilitated via Decision Intelligence Platforms

Decision

Are we effectively reaching our target audience?

What is our audience segmentation?

What channels are most effective for reaching our audience?

Is our value proposition clear and compelling?

How well does our messaging communicate our benefits?

Are we effectively addressing customer pain points?
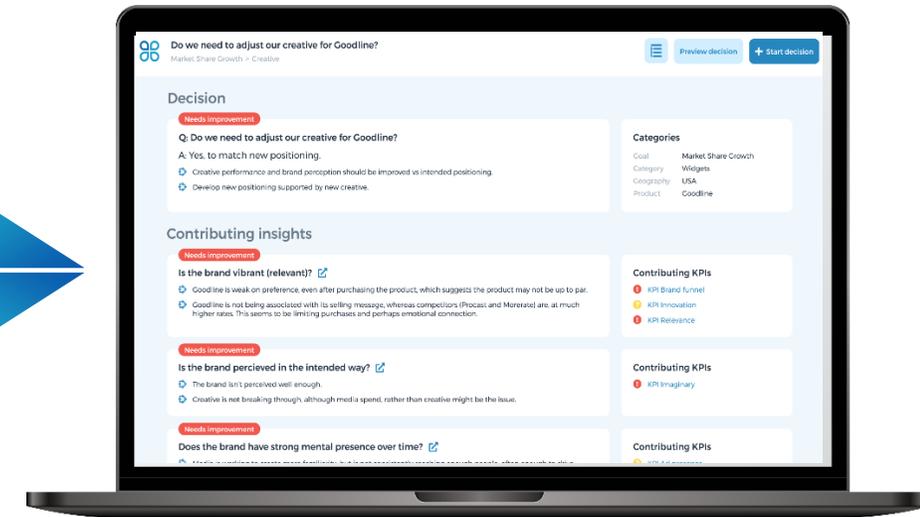
So DECISIONS is great untapped opportunity!
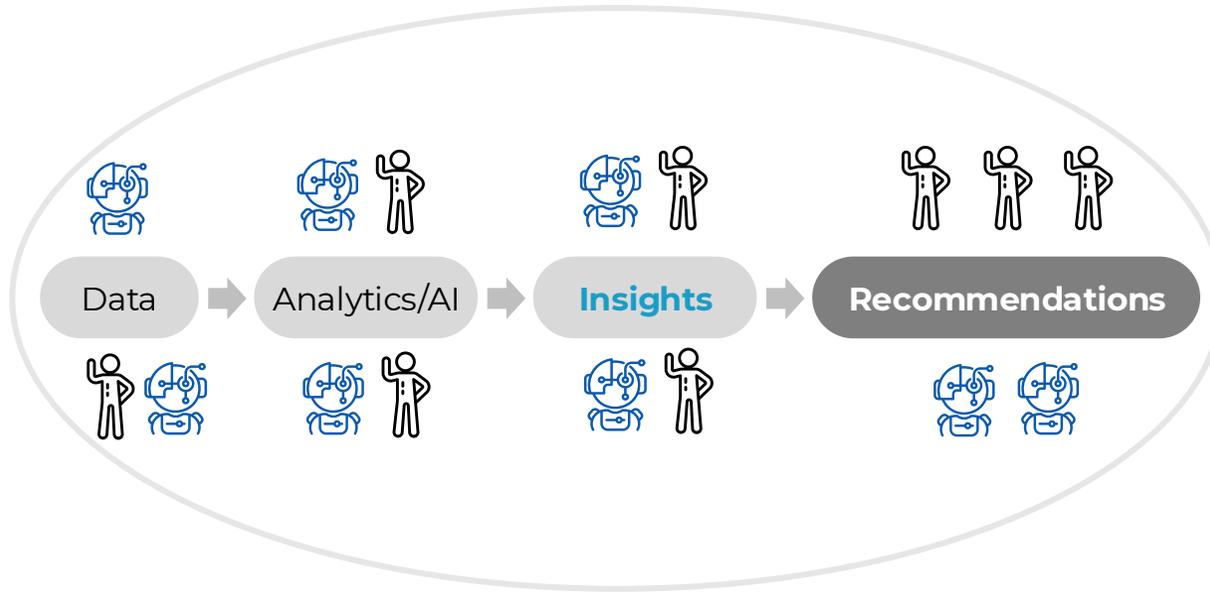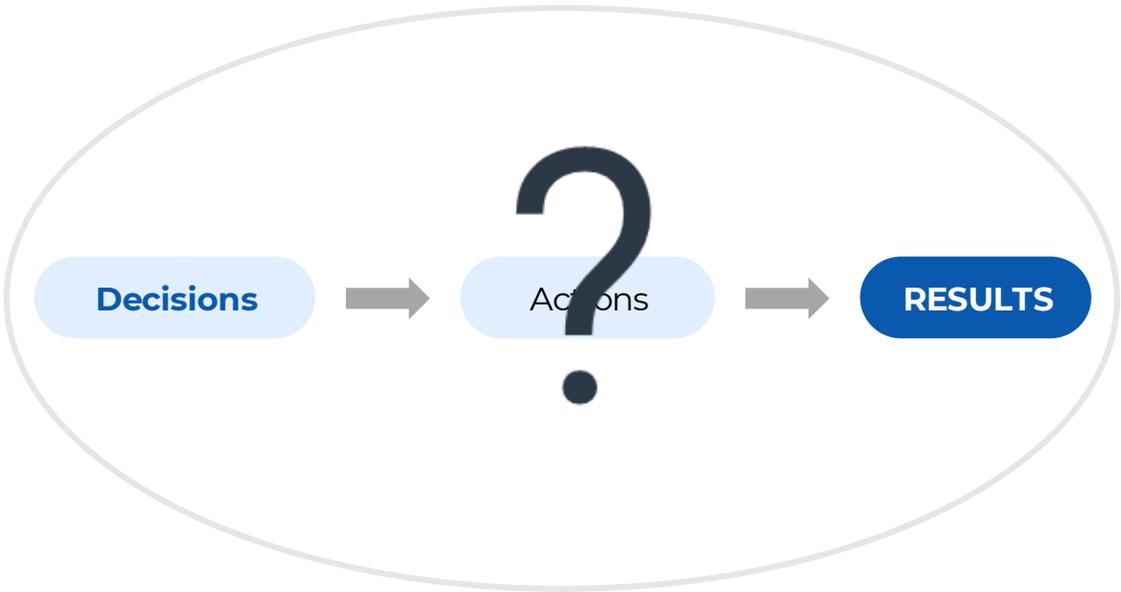
Why not...Insight and Analytics (I&A) Team to focus on Decisions?

I&A has been asked to drive higher value...

62% of CLX's I&A Value Benchmarking study companies (95) **not realizing full value** from their I&A ($60B on I&A spent over past 20 years by these companies)

58% of current project portfolio is still about **validation** and "**past**" not **future** bringing little value

I&A

85% of I&A **projects did not change** stakeholder's decisions

I&A function has been mostly **order taker (57%), business contributor (27%),** and **limited advisor role**

...this will provide

Low insight quality and actionability, no connection to decisions, limited reuse of existing insights...

> ...we generate many insights but I do not know what to do with them! How can we ensure that EVERY insight is **ACTIONABLE**, and helps drive **DECISIONS**?
>
> *Marketing Director, Food Manufacturer*

> Our suppliers created 300 insights this year but most of them are trivial... How can we increase **QUALITY** of insights?"
>
> *VP, Insight Organization, CPG Company*

> Shopper Insights, Social Media, Big Data... what next? What are we CHASING all the time and WHY? Why don't we have **FUNDAMENTAL TRUTH** that we can rely on for long time and not jump around?
>
> *CMO, Global Retailer*

> We are not learning from our past work, every project starts with no knowledge and we are **WASTING** lots of money, why we do not **MINE EXISTING data**?
>
> *Regional President, Pharma*

...this will fix it

I&A wants to keep the seat at Decision table...

...this will enable

INSIGHTS are already 2 degrees of separation from DECISION...

How are
RECOMMENDATIONS made?

How are
DECISIONS made?

Data	→	Insight	→	Recommendations

Decisions	→	Actions	→	**Results**

...this will help

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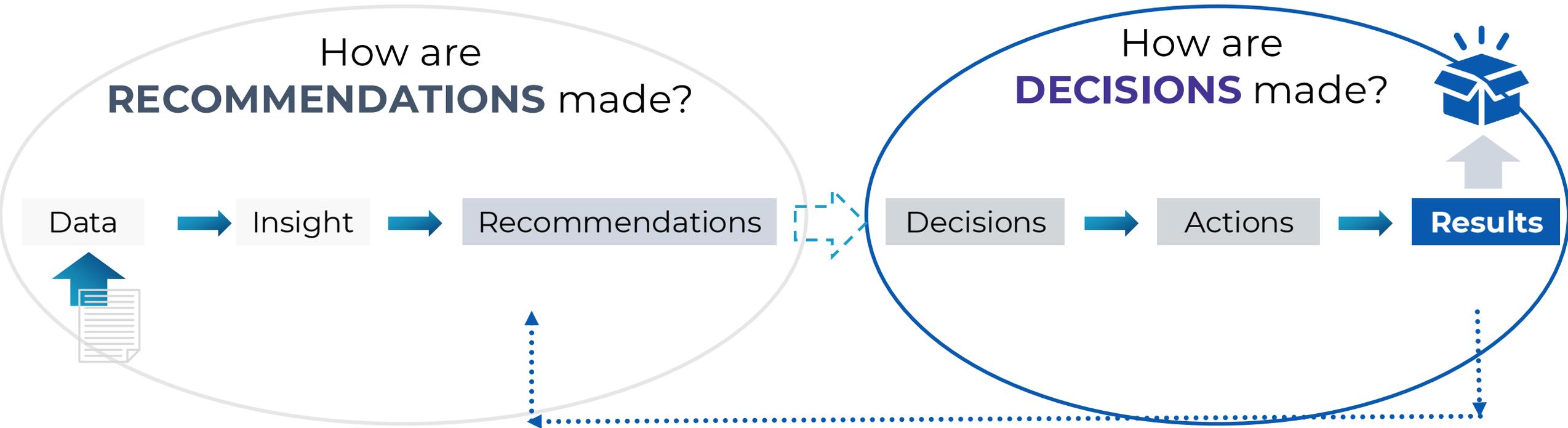
I&A have all the right skills and experience...

From Consumer DECISIONS...

...to Corporate DECISIONS

...this will be easy ☺!

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Industry leaders are already there...

...with PepsiCo leading the way!

" "We need to become **Growth Leaders** who **proactively** help identify, develop future consumer driven **growth opportunities** and enable **growth decision,** execution, and value creation" First to know, first to answer, **first to act**!"

CI&FA focus on key decisions across E2E growth agenda…

Goal	Decision Area		Decisions
X%-Y% YoY Revenue Growth	*Where to Play*	FIND GROWTH	1. What **market share, HH penetration** should we target to achieve our growth targets?
			2. Which **emerging/growing trends** will drive future demand pools?
			3. Which **needs states / occassions / partitions** should we pursue?
			4. Which **categories/brands** should we leverage to drive incremental growth?
			5. In which **markets / channels** can we drive incremental growth?
			6. With which **consumer segments** can we drive incremental growth?
	How to Win	BUILD GROWTH	7. **Which innovations** should we pursue?
			8. What **value proposition** (positioning, claims) should we leverage?
			9. How should we **communicate our brand** (messaging/creative, packaging, visualID)
			10. How can we optimize **pricing and PPA**?
			11. Do we need to rationalize our **assortment**?
			12. How much should we spend / where to allocate **trade & promo spend**?
			13. How much should we spend / where to allocate **media spend**?
			14. How can we build **distribution** for new & growing products?
	How to Execute	MANAGE / OPTIMIZE GROWTH	15. How should we adjust our **recent launches**?
			16. How can we optimize **in-store execution (plan vs actual)**?
			17. How can we optimize our **consumer promotions & calendar**?
			18. How can we optimize our **media flighting**?
		SUSTAIN GROWTH	19. What should we **communicate to consumers**?
			20. How can we optimize the **health of our brand**?
			21. How can we proactively **identify & mitigate key risks**?

I&A will enhance decision-making and outcomes by developing delivering DSIGHTs

1

Map
DECISION TREES

Decision
- Business Question
- Business Question
- Business Question
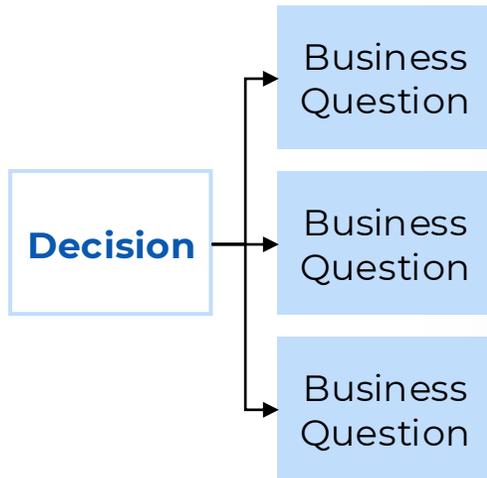
2

Connect
INSIGHTS & ANALYTICS

Analytics

Insights

Data

3

Make it
AI AUTOMATED

AI

AI + Human insights & recos

4

OPTIMIZE over time

Insights & Analytics → Recos & Decisions → Outcome & Value → Decision Tree

A DSIGHT is developed with Capabilities supported by People and Processes

People
Teams & talent supporting decision

- Talent
- Skills
- Organizational Design

Process
Decision making processes + integration of insights of analytics

DSIGHT

Capabilities

Tech
Data science, analytics, AI & DI capabilities supporting decision

- Ways of working
- Stakeholder engagement
- Capability delivery

- Data infrastructure
- Tools
- IT infrastructure
- AI/DS/Analytic capabilities

...SO where to go?

INSIGHTS

DECISIONS

?

Data	→	Analytics/AI	→	**Insights**	→	**Recommendations**

Decisions	→	Actions	→	**RESULTS**

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The answer...Focus on Human/Growth decisions via Foresight/Dsight

Focus on HUMAN and GROWTH DECISIONS...
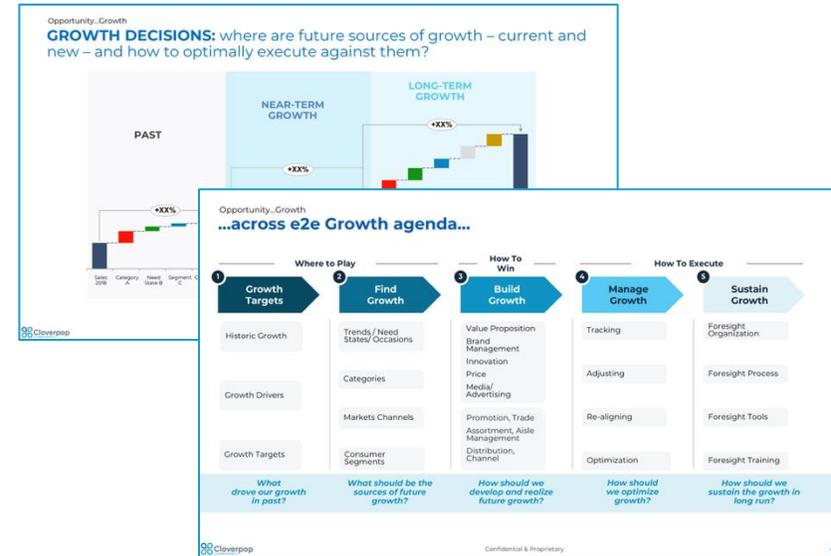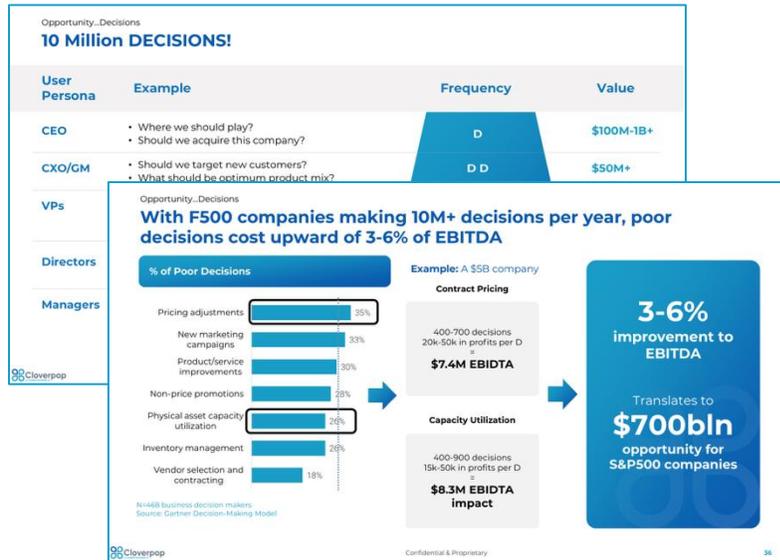
...via FORESIGHT...
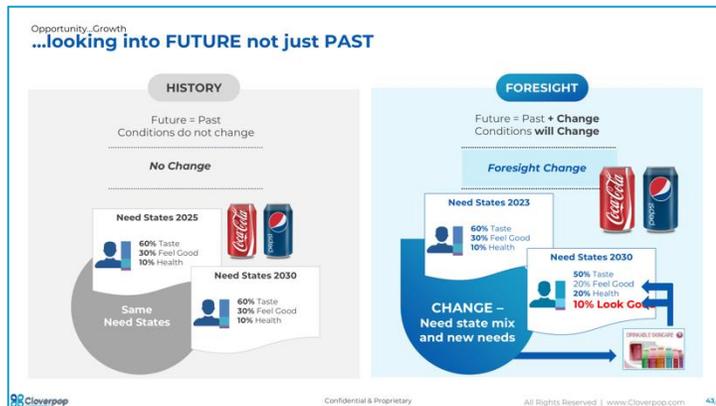
...and DSIGHT

...go up in value chain to become Decision Intelligent!

- **Go up in the I&A value chain** to address **human decisions** (20% percent)...

- but do it on **AI coattails** (60+%)

- Use **your knowledge to train AI** and create both HUMAN^AI system to **automate the bottom of I&A value chain**

- ...by optimum collaboration of **machine** (analytics/AI) and **human** (generalist and experts) via *automated system...*

- ...that is learning and creating *fundamental knowledge*...

- while *changing how we work* in very transparent, collaborative, connected way driving activation and learning...

- ...ultimately maximizing *decision success* and driving significant *business performance*

FUTURE OF INSIGHTS

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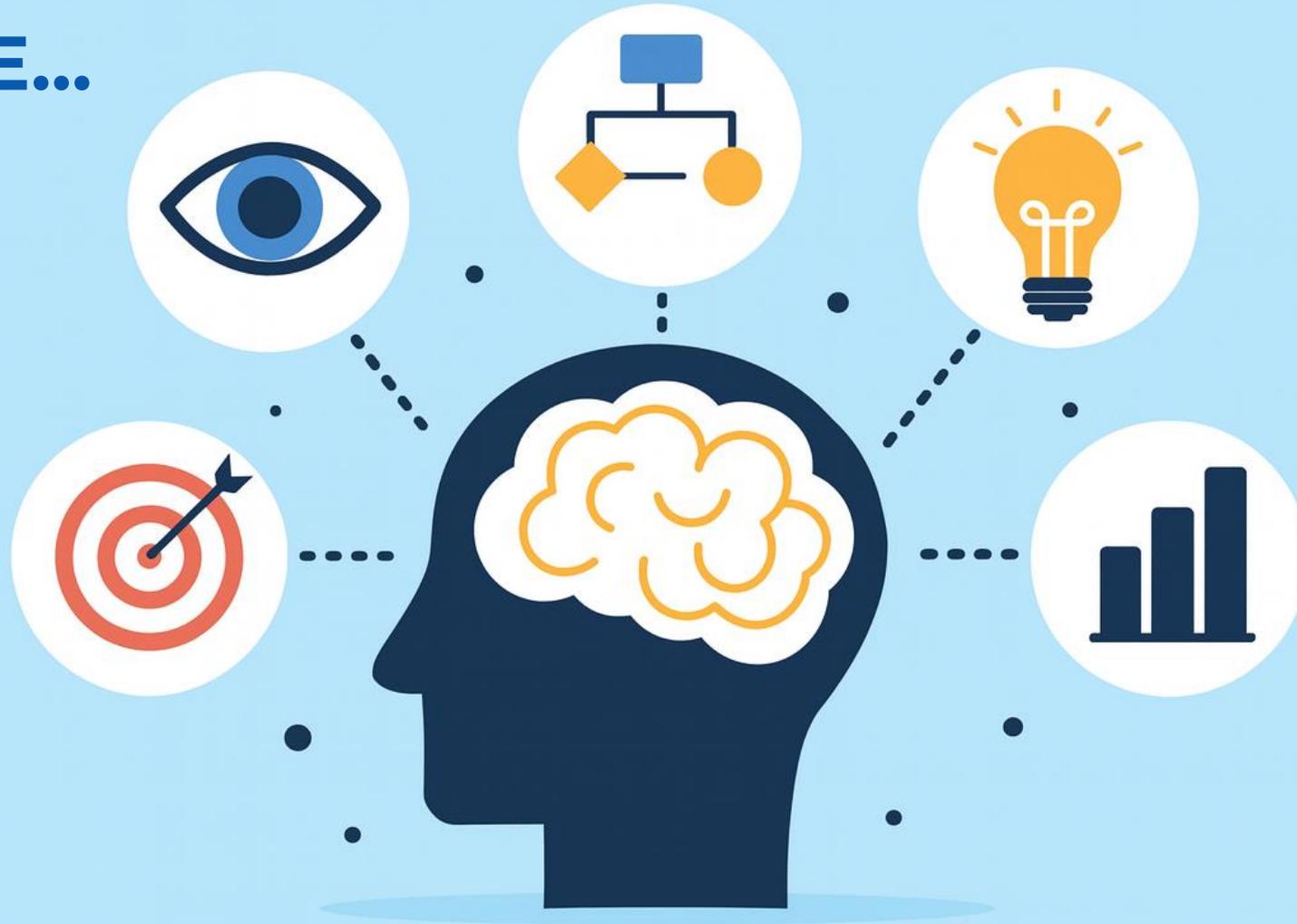
WELCOME...Insight and Decision Intelligence!

I&A in good "paws"!

The Story…

- I&A has been under the **"relevancy threat"** for past 15 years…
- … and, while I&A has mainly headed off these "threats" **without transforming** itself,
- … **its importance has eroded** and the threat remains and increasing with AI's encroachment

- In the meantime, **Decisions** are a **huge untapped opportunity** to significantly improve business performance that has been **neglected**, no tracking, learning or improvements

- …an therefore, **Decisions** create a perfect opportunity for **I&A to elevate its role and "own" decisions**

- I&A needs to **aggressively** and **proactively change** *who* we want to be, *what* value we want to create and *how*
  - Focus on *recos/decisions* (not just insights)
  - Proactively drive *foresight* *growth/innovation agenda*…
  - …while fast adopting *Human^AI driven Decision and insight Intelligence* for insight and recos development and knowledge creation…
  - …to drive maximum *activation and value*

- This Future is here already, we just need to make the move!

I&A has to RUSH...Decisions are being AUTOMATED as well!

User Persona	Example	Frequency	Human+ Machine
CEO	• Where we should play? • Should we acquire this company?	**D**	**10%**
CXO/GM	• Should we target new customers? • What should be optimum product mix?	**D D**	
VPs	• What should be our competitive response? • What new products we should bring to market? • What is our cloud strategy?	**D D D D**	**70%**
Directors	• How do we adjust our assortment? • Should we change our pricing strategy?	d d d d d d d d d d d d d d d d	
Managers	• How do we address increased daily demand? • Should we change our pricing points?	d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d d	**20%**

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...bringing new Decision Insight Intelligence...DSIGHT!

DSIGHT is Human^AI Insight Automation and Activation

Connected

Insight

i1

Data   d1 ---- d2 ---- d3

All data
(structured/unstructured)
needed to make a decision
are connected

Automated

X1
X2
X3
X7
X9

AI   y1 y2 y3

Process is fully
automated using AI

Activated

"Now what"   Decisions
"So-what"   Reco.
"What"   Insight
                  Data

Insights and
recommendations
elevated to an
actionable level
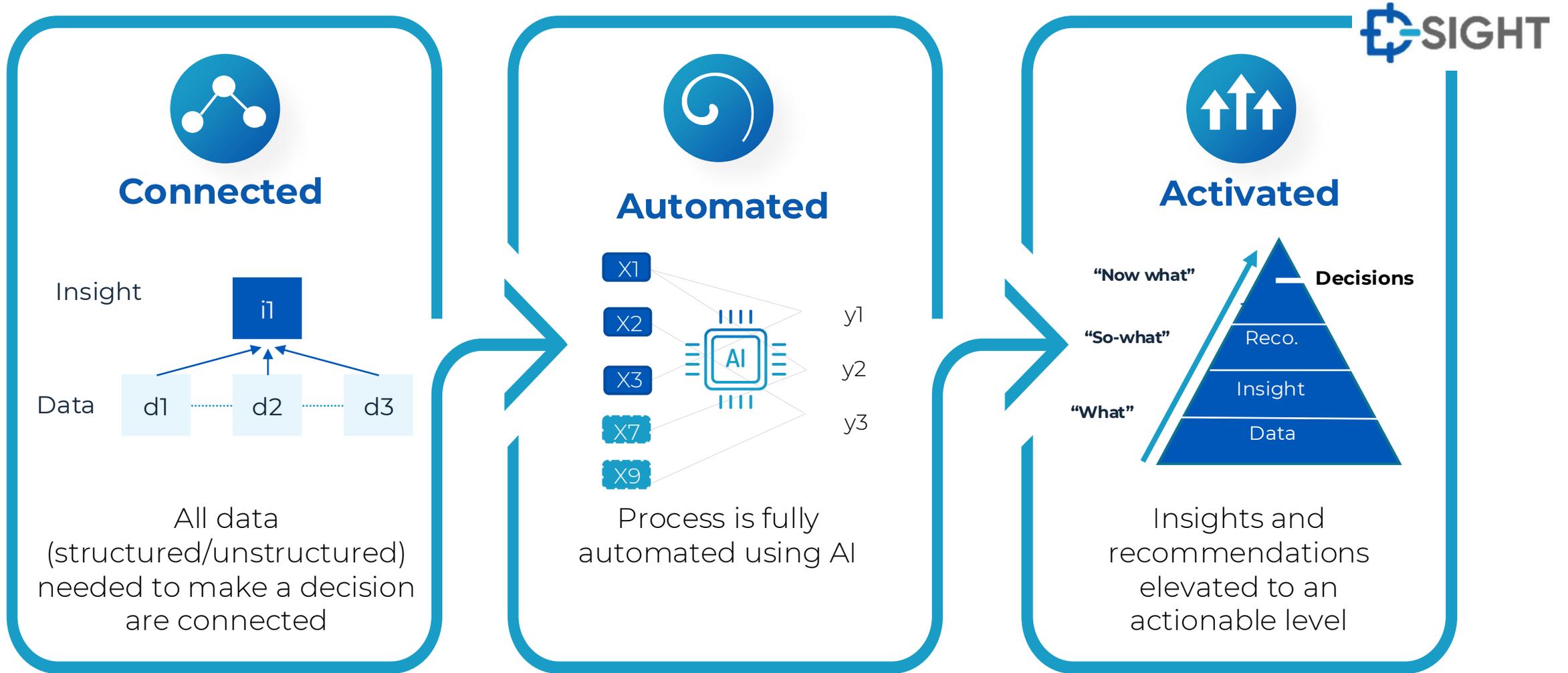
DSIGHT

Cloverpop D-Sight™ leverages decision agents to automate Insights, Recos and Decisions
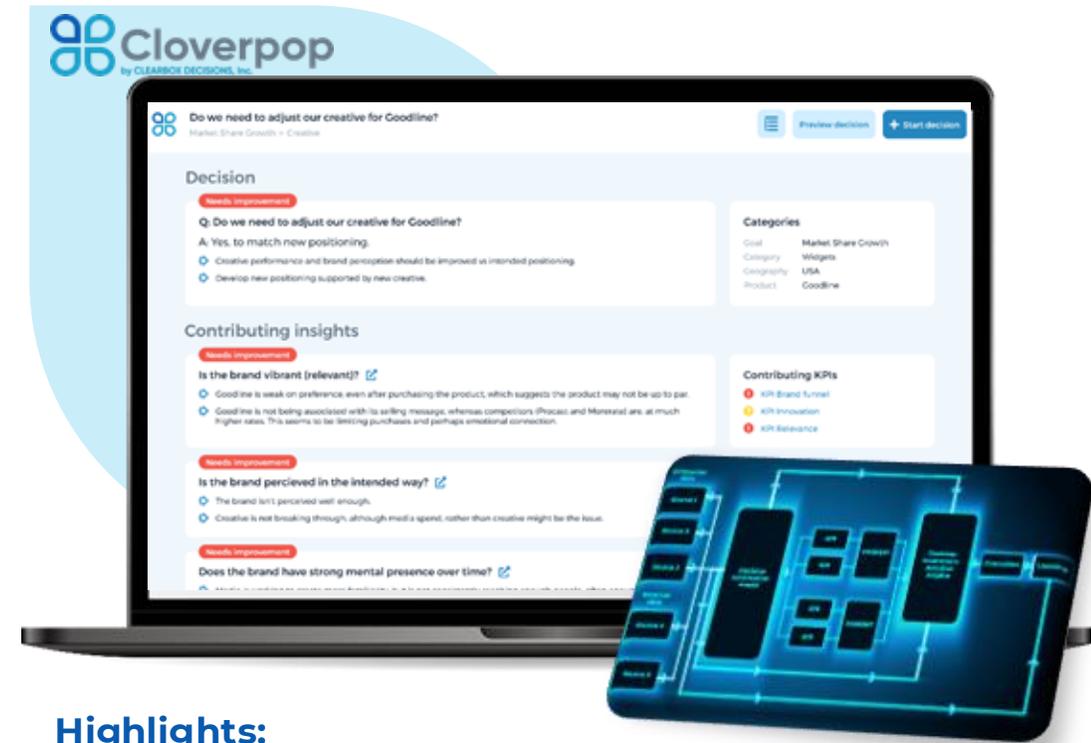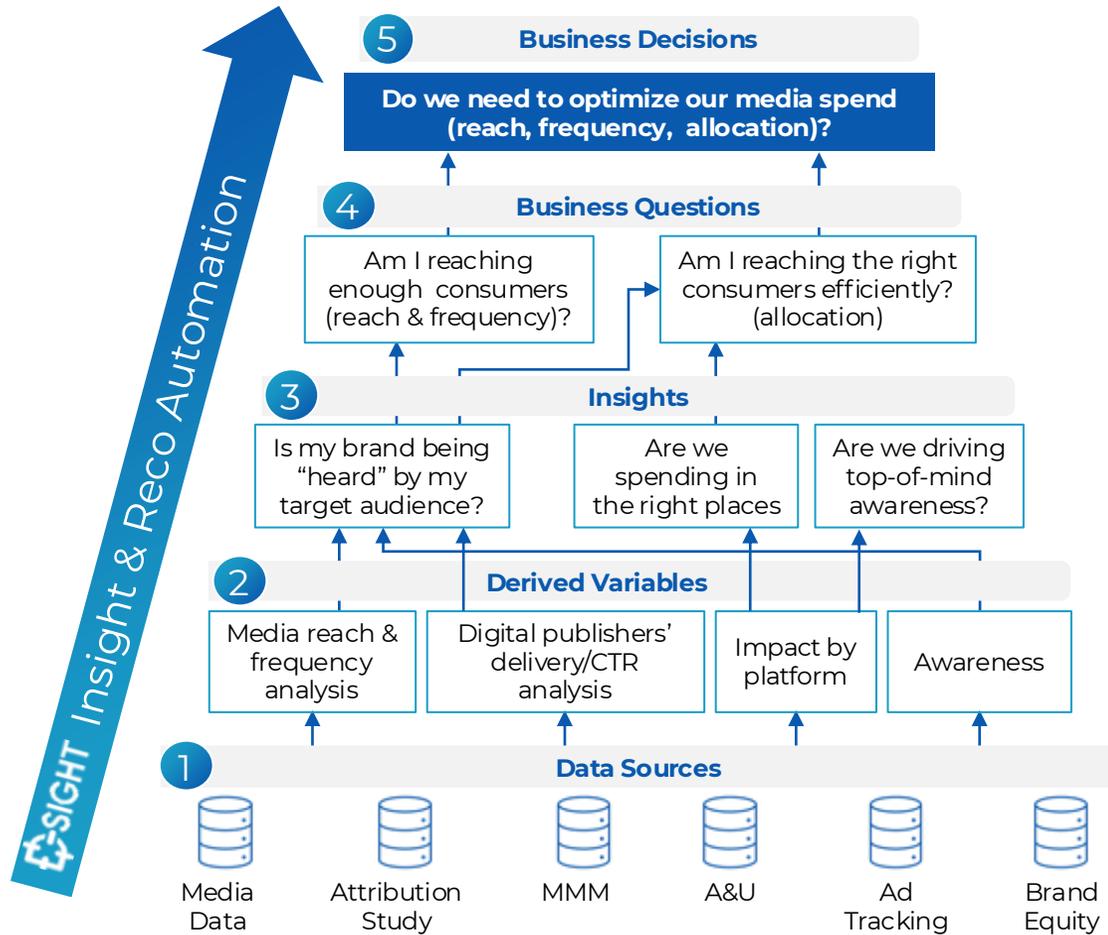
Highlights:

- Automated *Decision-ready insights & recommendations*

- **10X** faster time to decision

- **30%** savings in data and human capital investment

- **50%** higher activation rates

Welcome Synthetic Decision Board!

…leveraging some kind of "Agents" ☺

Decision Model created from Business Logic

D-Sight Agents connect, analyze and synthesize multi-modal data

Decision Ready Insights & Reco's automated

Do we need to adjust our creative?

Does the brand have strong mental presence over time?

Is the brand distinct from competition?

Is the brand vibrant (relevant)?

Is the brand perceived in the intended way?

Are consumers emotionally connected to the brand?

Media Data

Attribution Study

MMM

A&U

POS

Does the brand have strong mental presence over time?
Total IRR will be 21% with a 4 year payback period, with $1.5MM in savings

Is the brand Distinct from competition
$12MM capital outlay with the support of 1 Eng. And 3 FTE support over 6 months

Is the brand vibrant?
Yes, focuses on efficiency gains to boost capacity reducing COGS and within target IRR range

Is the brand perceived in the intended way
Improved Capacity, reduced savings, 11% OEE bost

Are consumers emotionally connected to the brand?
10-15 year useful lifecycle once improvements are implemented

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