2024 CMO's GUIDE

ANA | GLOBAL CMO GROWTH COUNCIL

A Compendium of Cases from Brands Driving Business Growth & Innovation with Generative AI

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THE ANA GROWTH AGENDA

THE GLOBAL CMO GROWTH COUNCIL IS DRIVING INDUSTRY ALIGNMENT AND IMPACT

The Global CMO Growth Council is the community of Chief Marketing Officers who are driving the industry's growth agenda alongside their individual goals.

This compendium provides case studies to help all CMOs accelerate their progress with Generative AI to drive more growth.

INTRODUCTION

SHARING INSIGHTS AND RESULTS TO DRIVE THE NEXT GENERATION OF MARKETING

Adding to the Growth Council's Position on Generative AI, CMOs
and other thought leaders have graciously shared examples
of how leading brands across many industries are successfully
implementing Generative AI into their marketing strategy.
By making these insights and examples available
in this compendium, we hope to inspire you to explore
and embrace the possibilities of Generative AI in your marketing.

NICK PRIMOLA

GROUP EVP,
ANA GLOBAL CMO GROWTH COUNCIL

"CMOs are the primary brand stewards for their organizations and the people they serve. Any decision a CMO makes related to Generative AI carries the potential for a uniquelymultifaceted impact on their company, throughout the extensive marketing supply chain, and ultimately on their consumers, and society."

MOVING FROM INFORMATION TO TRANSFORMATION WITH GENERATIVE AI

ALEXANDRA SALOMON

SENIOR VICE PRESIDENT,
GLOBAL PROGRAMS LEADER, ANA

It has been the mission of the Global CMO Growth Council to face industry changes with the collective wisdom and experiences of the world's leading CMOs. It is our goal in sharing this information to keep you informed during this critical time of change.

KEY INSIGHTS

MASTERCARD — IMPROVING THE PROBABILITY OF CAMPAIGN SUCCESS

By using AI to understand trends in real time, brands, agencies, and marketers can find the active engagement signals that indicate the best time, place, and message needed to reach target consumers. This kind of hyper-attuned listening creates more relevant marketing campaigns, reduces media costs, and improves performance.

INFOSYS — MAKING DEEPER BRAND INVOLVEMENT POSSIBLE

When put in the hands of consumers, Generative AI can enable them to actively participate in the creation of your brand. Giving people the ability to share their passion by easily generating their own unique digital images creates a level of involvement that was not possible to achieve before.

NATIONAL LACROSSE LEAGUE — INCREASING THE VALUE OF ENGAGEMENT

Mindfully developing a first-party data strategy by harnessing the power of Generative AI, using interactive digital elements such as chatbots, can provide your company with a self-perpetuating loop of insights and actions. Growing your knowledge base organically will create new opportunities that can be adopted in near real time.

NESTLÉ HOT POCKETS — GENERATING AMAZING BRAND IMAGES

Taking advantage of Generative AI's ability to visualize images without restraint can be one of the quickest and most effective ways to imagine or reimagine branding, advertising, and other visual representations for your target audience. You can not work at the speed of "now," but you can achieve it at a fraction of the price.

INTUIT MAILCHIMP — CREATING A CAMPAIGN IN RECORD TIME

If you need to bring a campaign to life, and do it fast, Generative AI is the ultimate generative and collaborative tool. Using prompts and your imagination, groups can quickly visualize, revise, share, and approve ideas and concepts. Generative AI can help you elevate your ideation and iteration process to reach new levels of achievement.

SHELL — STREAMLINING CAMPAIGN CREATION AND APPROVAL

One of the best uses of AI is in eliminating the need for people to do boring and repetitive tasks. Automating the production of something like creative assets can save your team countless hours of wasted time and millions of dollars in production costs, while reducing your carbon footprint and increasing team morale.

SHELL — BRINGING DESIGN CAPABILITIES IN-HOUSE

Generative AI can empower all team members to build their own creative assets. The use of AI for these tasks removes the element of human error, so all efforts stay on brand and fully compliant. The use of AI also significantly reduces time to market along with agency production costs and delays.
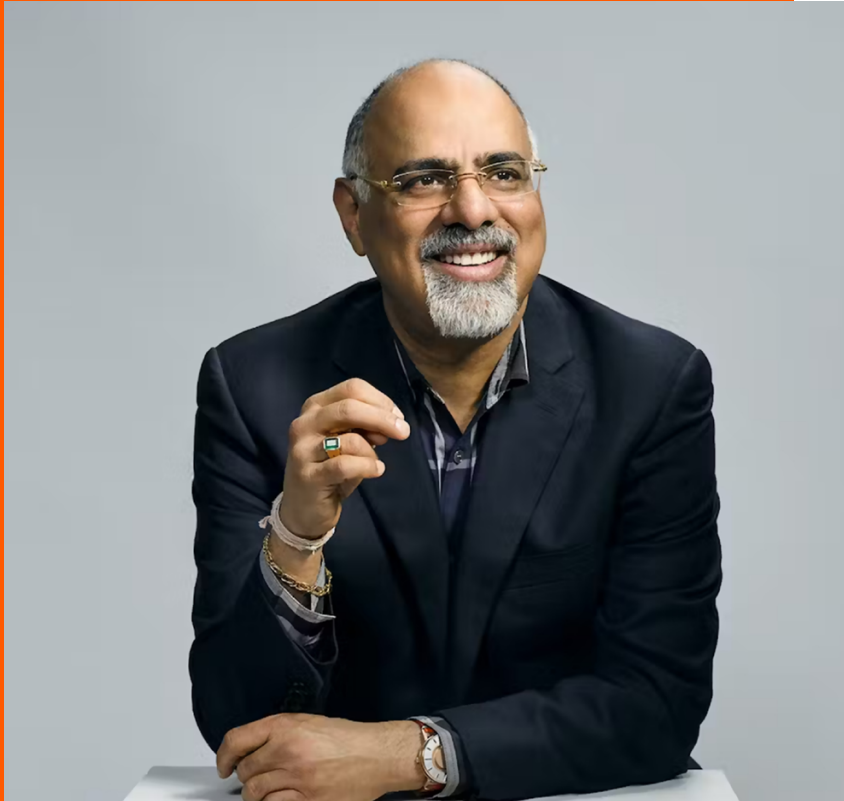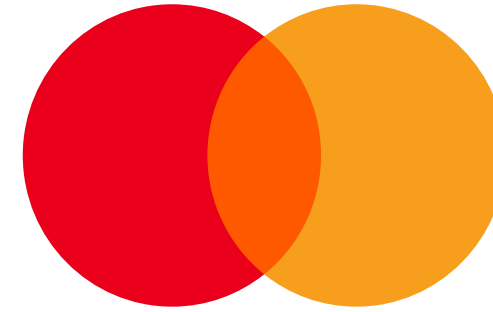
CASE STUDIES

MASTERCARD
IMPROVING THE PROBABILITY OF CAMPAIGN SUCCESS

RAJA RAJAMANNAR

CHIEF MARKETING AND
COMMUNICATIONS OFFICER,
MASTERCARD

"If marketers are not using AI and Generative AI to make their teams more efficient, they are already falling behind. The team at Mastercard has been integrating AI into their work for years. Now, we're advancing this approach by embracing new Generative AI capabilities. The Mastercard Digital Engine is a game-changing product that delivers tailored content to consumers precisely when it's most impactful, benefiting both the company and its customers."

Raja Rajamannar

MASTERCARD

1 BACKGROUND
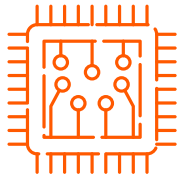
A top 10 global brand, Mastercard is renowned for its pioneering approach to marketing. Central to its brand is the iconic Priceless platform, which has been captivating audiences for over 25 years.

Through its experiential marketing strategy, Mastercard is committed to connecting people with their passions, their purpose, and each other, fostering meaningful relationships beyond mere transactions.

The company's Integrated Marketing & Communications team is focused on building the brand, fueling the business, and creating a sustainable competitive advantage, and plays a pivotal role in generating value for the company and its stakeholders.
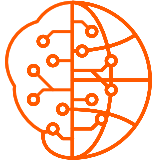
2 CHALLENGE

The Mastercard team was team was tasked with cutting through digital clutter to better understand their audience, anticipating their needs, and putting themselves at the center of social conversations so that they could execute more impactful campaigns.

3 INSIGHT

Individuals are inundated with thousands of brand messages a day. With attention spans shrinking to less than 10 seconds and people spending roughly 6.5 hours a day connected to their devices, capturing consumer attention has become exceptionally challenging.

The digital media landscape is dense and overwhelming, with added challenges that make it more difficult to reach consumers, from ad blockers to legislation to bots, and user-generated content. Among all of this, brands needed to find a way to create compelling messaging that built stronger relationships with consumers.

Artificial Intelligence offers the promise of enhancing processes and outputs through automation, resulting in increased efficiencies and time saving. Its robust analytical capabilities enable more personalized messaging with greater relevance. Additionally, its profound understanding and predictive abilities regarding market trends make it the ideal technology for addressing Mastercard's current challenges.

In response to the insight that traditional push marketing strategies often fail to consider the context in which audiences receive messages, the team formulated a hypothesis: By understanding trends in real time, Mastercard could identify the right time, place, and message to reach consumers, driving more relevant marketing campaigns with improved performance.

4 ACTION

The Mastercard Digital Engine™ was developed so that the company and its customers could could reach consumers with relevant messages at the most optimal time to best capture consumers' attention. The application identified active engagement signals related to specific interests, allowing marketers to tailor their messaging accordingly. Rather than relying on predefined timing dictated by a media plan, this approach leveraged artificial intelligence and indicators to pinpoint optimal moments for action.

Initial manual campaign tests validated the effectiveness of this approach, showing increased efficiency and engagement while reducing media costs. However, the manual process was resource-intensive and impractical to scale. To overcome this challenge the marketing team collaborated with global and regional media and consumer marketing leads who created custom code and third-party agencies to develop a scalable solution.

Harnessing the power of AI, automation, and social intelligence, the Mastercard Digital Engine helped marketers:

- Develop successful campaigns and audience strategies through microtrend insights. These insights stemmed from evaluating topics in heightend conversations.

- Facilitate multi-media delivery on leading digital and social platforms like Meta, X, LinkedIn, and Google Search.

- Achieve campaign effectiveness by utilizing intelligent and predictive signals happening in specific locations to launch relevant and engaging marketing messages.

Powered by AI technology, the Mastercard Digital Engine application discerned pertinent microtrends from millions of online conversations. The AI then correlated these conversations with the company's brand content (Priceless Experiences, rewards, thought leadership articles, etc.), facilitating their real-time distribution across multiple digital platforms. Marketers could post organically or launch paid ads, as well as activate paid search.

This technology empowered marketers to effectively harness insights from microtrends. It reacted within minutes by engaging in digital conversations with contextually generated messages, delivering impactful campaigns, all within one platform.

The Mastercard Digital Engine not only embodied an innovative approach but also stood as a unique media omnichannel purchasing application. This streamlined process notably reduced campaign activation times, while improving engagements and call-to-action behavior.

The tool provided efficiency for internal marketing teams, like media, B2B, sponsorships, and consumer marketing, and external partners like tourism boards and cobranded partners. In addition, the tool made media budgets more effective and provided actionable intelligence for strategies by incorporating AI throughout the marketing process. The brand has a video that shows how this works.
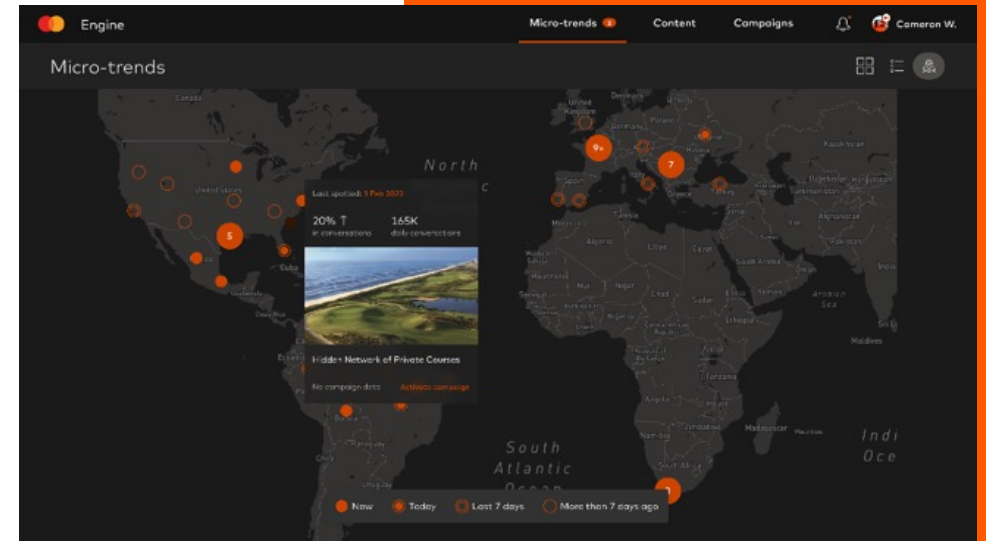
5 RESULTS

Overall, the AI tool has been a resounding success, delivering additional media value across multiple media objectives in 48 markets globally. One notable example is the cross-border travel social media reach campaign in Georgia, which promoted winter tourism in the Middle East and Germany. The campaign outperformed CPM benchmarks by 90%, generating thousands of dollars in additional media value.

Additionally, it achieved a 7x engagement rate compared to benchmarks, demonstrating the effectiveness and efficiency of the Mastercard Digital Engine in delivering impactful campaigns that drive real results.

The Mastercard Digital Engine won the Internationalist Awards Grand Prix for Innovative Digital Solutions in 2023.

TAKEAWAY:

By using AI to understand trends in real time, brands, agencies, and marketers can find the active engagement signals that indicate the best time, place, and message needed to reach target consumers. This kind of hyper-attuned listening creates more relevant marketing campaigns, reduces media costs, and improves performance.
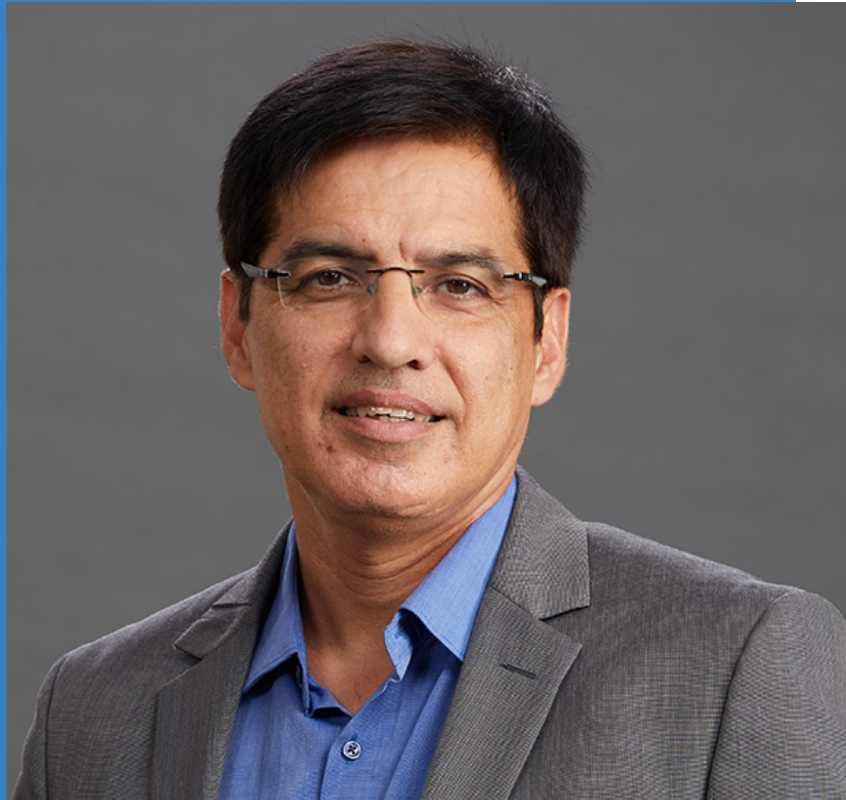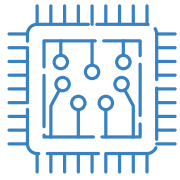
Infosys

MAKING DEEPER BRAND INVOLVEMENT POSSIBLE

SUMIT VIRMANI

CHIEF MARKETING OFFICER,
INFOSYS

"Our association with tennis has already won numerous awards for Infosys across marketing and technology forums. A number of academic case studies have been created about it, including from INSEAD, Wharton, and IMD. Infosys was also recently recognized as one of the Most Influential Brands in the World of Sports Tech by the STA Group. This campaign is a testament to the capabilities of Infosys Topaz — our AI-first offerings suite — to bring to life agile experiential innovations in less than 30 days."

Sumit Virmani

GLOBAL CMO GROWTH COUNCIL

INFOSYS

1 BACKGROUND

Infosys is a global leader in next-generation digital services and consulting that enables clients in more than 56 countries to navigate digital transformation.

Since 2015, through highly successful collaborations with the Association of Tennis Professionals, Roland-Garros, Australian Open, and the International Tennis Hall of Fame, the company has shown how Infosys technology, specifically AI and analytics, can be used to reimagine the game for a billion fans the world over.

With this strong tennis association, and as a natural evolution of the company's brand journey in tandem with their commitment to the sport, they brought on tennis icon Rafael Nadal as their ambassador for the brand's digital innovation.

2 CHALLENGE

Infosys was set to make a splash at Australian Open 2024 with their new Ambassador of Digital Innovation...and then he got injured. They needed to quickly find a way to use Nadal to create the excitement and engagement they needed, without his direct involvement.

3 INSIGHT
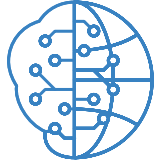
Tennis is followed by a billion fans worldwide, and Rafael Nadal has a cumulative social media followership of over 50 million people across Twitter, Instagram, and Facebook.

The company knew that tennis fans enthusiastically embraced the digital experience; their online activations in tennis had earned close to 200 million engagements on Infosys Match Centers alone, with over 500,000 "phygital" engagments at their virtual- and augmented-reality-powered Tennis Fan Zones. The potential reach of the Generative AI campaign to these fans, through an AI-powered experience, seemed full of possibilities.

4 ACTION

The company launched #RAFAFOREVER, an AI-first experience, to bring this legendary player to life in a way that was even bigger than in real life. Their Generative AI effort gave millions of fans the opportunity to create a unique artwork of Nadal and share it with the world.

This monumental effort was developed in collaboration with Rafael Nadal's team, the internal team shaping the Infosys tennis platform, and the company's partner Charles Elena, with support from the Australian Open, and built with Infosys Topaz™, the company's AI-first offerings suite.

Infosys Responsible AI Guardrails were implemented with multilayer mechanisms for prompt blocks and to filter at the level of image generation with high-grade cyber-security practices to keep the platform secure. The team used Stable Diffusion for speed of image generation, ease of deployment of models locally through the development and test phase, and for control mechanisms such as ControlNet.

The company ensured that the tech was able to tackle the simultaneous generation of 10,000 images with a mix of autoscaling infrastructure along a sophisticated cloud architecture.

#RAFAFOREVER was endorsed and promoted by Rafael Nadal, the ATP Tour, Roland-Garros, and the International Tennis Hall of Fame, and commended by Top Voices on LinkedIn.

INFOSYS

5 RESULTS

In less than three weeks from launch, fans generated 18,000 unique pieces of art, earning the brand over 100 million impressions and an enthusiastically positive sentiment from the tennis and sports tech community.

This highly successful collaboration with the Association of Tennis Professionals, the Australian Open, and the International Tennis Hall of Fame demonstrated how AI can transform the business of sports with greater fan involvement.

This innovative effort earned significant early media coverage that favorably impacted reach, engagement, and potential revenue. And while the campaign is new, early metrics point to a promising impact on reach, engagement and revenue.

New guardrails and learnings from developing the platform, especially in the areas of performance and scalability of AI, and responsible AI-by-design, are now being embraced across other brand solutions, using Generative AI models that Infosys is building for themselves and their clients.

TAKEAWAY:

When put in the hands of consumers, Generative AI can enable enable them to actively participate in the creation of your brand. Giving people the ability to share their passion by easily generating their own unique digital images creates a level of involvement that was not possible to achieve before.

KURT HUNZEKER

EXECUTIVE VICE PRESIDENT,
COMMERCIAL OPERATIONS, NLL

INCREASING THE VALUE OF ENGAGEMENT

"Our initial deep dive into Generative AI is influencing every aspect of our future marketing strategy. Instead of relying on potentially imperfect third-party data or spending significant budget on single-focus qualitative studies, the NLL now has specific and actionable insights supplied by our core fans and consumers that we can adopt immediately and experience the positive benefits without having to wait an extended period of time."

Kurt Hunzeker

1 BACKGROUND
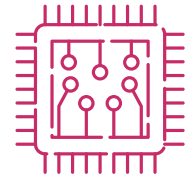
The National Lacrosse League (NLL) and its fast-paced brand of box (indoor) lacrosse is the largest professional lacrosse league in North America, with aspirations to be to be The Next Major League™, joining the ranks of the NFL, MLB, NBA, NHL, and MLS.

The League and its 15 teams surpassed one million attendees in the 2022–23 season, the first time that occurred since the 2007–08 season.

Based on the NLL's new five-year business strategy, the League projects to double indoor lacrosse participation by 2030 (to 4 million), more than double fandom by 2030 (to 179 million), and increase revenues more than 750% by 2030. These aggressive goals aligned with the NLL's refreshed executive team, led by Commissioner Brett Flood, who joined the League in September 2022.

2 CHALLENGE

The internal team realized that they needed to ramp up engagement and capture more actionable data with a more focused and long-term effort, with the goal of 1) Growing the Game through participation and 2) Increasing Fandom by transacting with consumers.

3 INSIGHT
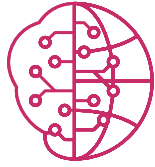
Like other pro sports leagues in their respective early years, the NLL tended to operate on a year-to-year basis. Short-term fixes were prescribed versus strategic investments that could sustain revenues and drive business potential.

The league understood that the emergence of AI — from "old school" machine learning to today's generative capabilities — could expedite the NLL's growth potential and help it achieve its lofty aspirations more efficiently than what was possible only a few years ago.

First-time attendees to NLL games frequently report memorable experiences. But given the League's lack of resources (both capital and human), consistently engaging consumers on ways to improve the NLL fan experience had not been elevated to critical consideration.

Existing NLL consumers had to be the first segment of the League's new AI efforts. The League knew that if it actively listened to and engaged with core fan segments, it would empower high-value consumers to help drive future growth.

The starting point needed to be the overall lack of actionable data the League had collected from available resources, including third-party data warehouses, ticketing partners, and broadcast partners. The absence of available data did not diminish the need for the NLL to escape its long-standing static trend line and instead strive for significant business growth across all its core verticals.

In March 2023, the NLL's new head of commercial operations began a thorough audit of the League, the holistic lacrosse marketplace, the North American pro sports landscape, and its marketing capabilities.

The League's small but extraordinarily passionate staff and key stakeholders from its 15 teams — board of governors, chief business officers, and/or team presidents — provided quantitative survey results and qualitative 1:1 feedback.

The initial brand positioning project uncovered major areas of opportunity for the NLL to adopt immediately:

1) Control the Narrative
2) Assert their Leadership Position
3) Project their Influence

Differentiating the NLL from other pro sports properties — with a heavy emphasis on other pro lacrosse leagues and national governing bodies — was the narrative the League needed to deploy. This brand positioning project served as the foundation to the next phase of the business-building analysis: the development of a new, five-year strategic plan.

4 ACTION

The NLL's initial foray into AI focused on improving its core consumers' user experience across all NLL digital touchpoints, most notably its own website.

The League partnered with Satisfi Labs, one of the earliest companies to harness the power of AI to deliver meaningful insights for its partners. Some of Satisfi's early adopters included Macy's, the United States Tennis Association, and Major League Baseball.

The beta version of the NLL AI chatbot from Satisfi launched on NLL.com in January 2024 after six months of internal development work, to best maximize Satisfi's capabilities with the NLL's existing digital infrastructure.

NLL teams on the NLL digital network (nine total) seamlessly incorporated Satisfi's chatbot, powered by Generative AI and contextual natural language processing. Each team could customize the *Need Help? Have a Question?* button with team logos or sponsor brands. In addition, the chatbot's character could be customized to add more engagement potential for the AI tool.

Currently, the NLL and its teams using Satisfi leverage in-venue announcements to steer fans attending games to interact with a virtual army of customer service representatives.

The league has begun planning additional marketing amplifications to boost the Generative AI-powered technology's use in advance of the 2024–25 season.

5 RESULTS
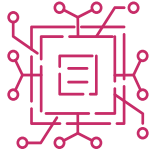
While this initial Generative AI deployment is still in its early stages, the initial results are promising:

Every week, new consumer-supplied data (in the form of their questions (called "intents") improves Satisfi Labs' knowledge base, leading to significantly more accurate insights and suggested actions for the NLL and its teams to adopt adopt in near real life.

Satisfi's interactive AI chatbot can be branded in totality (as a presenting partner) and individual intents can be "owned" by brands specific to the category the consumer is interacting with, e.g., Budweiser emblazoned on all answers dealing with F&B, party zones, college nights, and B2B networking opportunities.

This new capability has provided the NLL with highly sought-after marketing inventory, offering more targeted solutions that complement traditional, high-visibility brand exposure, like dashboard signage and broadcast commercial ad spots. A champion of earned media value, the NLL's partnership announcement with Satisfi Labs addressed the three areas of opportunity uncovered in the Brand Positioning Project.

Due to this first wave of Generative AI-powered success, the NLL is considering other business verticals where AI solutions could either accelerate, amplify, or strengthen business potential, including content creation, marketing asset development, consumer data pool infrastructure improvements, expansion market impact projections, and in-game broadcast integrations.

TAKEAWAY:

Mindfully developing a first-party data strategy by harnessing the power of Generative AI, using interactive digital elements such as chatbots, can provide your company with a self-perpetuating loop of insights and actions. Growing your knowledge base organically will create new opportunities that can be adopted in near real time.

NESTLÉ HOT POCKETS
GENERATING AMAZING BRAND IMAGES

BRYAN WADDELL

SENIOR BRAND
MANAGER,
HOT POCKETS

TOM DAVIE

BRAND IDENTITY
AND DESIGN,
NESTLÉ

"In harnessing the power of Generative AI, we didn't just redefine our brand communications; we unleashed a tidal wave of creativity and efficiency. By embracing the speed of now and the ingenuity of technology, we captured the essence of Gen Z and set new standards for dynamic brand representation. This case exemplifies how the fusion of human insight with the capabilities of Generative AI can propel brands into the future, saving time, resources, and unlocking unprecedented levels of visual dynamism."

Bryan Waddell

1 BACKGROUND
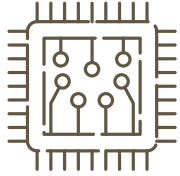
Hot Pockets is a leader in frozen snacking with a 10% share and is an essential brand within the Nestlé USA portfolio. Since 2020, the Hot Pockets brand strategy has evolved to embrace its cultural relevance and better connect with the brand's core target, the teen eater.

2 CHALLENGE

To unlock a cost-effective, visually dynamic approach to revising the brand's Communication Standards. They were looking to bring the teen eater to life in a way that represents Gen Z and allowed cross-functional, brand, and external partners to understand this new positioning. To do this required moving beyond the existing guidelines, which did not accurately reflect the brand's culture.

3 INSIGHT
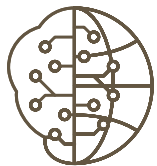
The team realized that to create the appropriate images for their quick-moving target they had to work at the speed of now. CMI, brand marketing, brand strategy, and design worked to iterate images in real time, bringing to life the demand moments of Refueling and Power Lunches in the most dynamic way.

The brand set two parameters for prompting their Generative AI:

- **A USER PROFILE:** Flavor with a capital F, something easy to make, actually satisfying his hunger, and his mom.
- **GUARDRAILS:** Bold, witty, boyish, confident, center-staged, unphased, saucy.

4 ACTION

In partnership with the brand's strategic design agency, prompt engineering and iterative image generation were developed to capture the energy of the Hot Pockets brand. As a means of adding relevance, excitement and brand experience, AI imagery was generated and integrated throughout the existing 128-page Communication Standards Guide, literally infusing it with the hottest digital images of the moment.
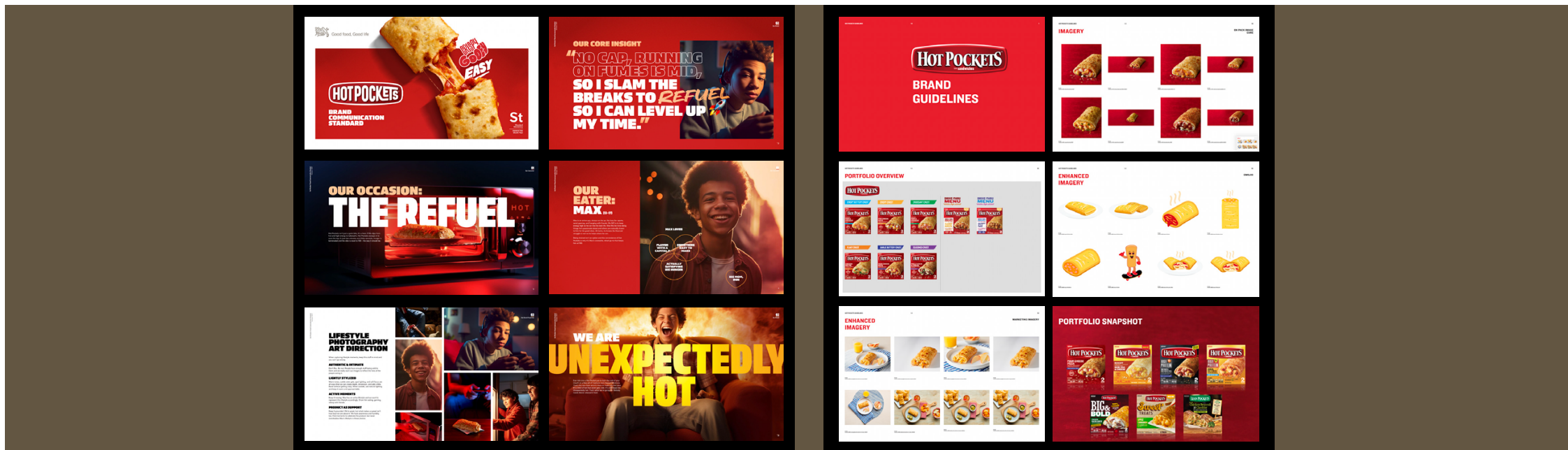
5 RESULTS
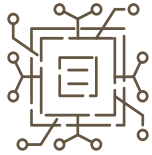
The images created by AI were beyond what they had expected, encompassing all of the guardrails they set.

By avoiding hours of research, many design sessions, and a large-scale photo shoot, Hot Pockets was able to complete their brand communication standard one month earlier than would have been possible with traditional methods and photography.

The photo shoot and re-touching cost savings alone were $100,000, with weeks of time saved in pre-production, talent, props, styling, and usage agreements.

The team now has a red-hot foundational tool for external agency alignment and developing the brand's strategic vision, all neatly contained in one newly invigorating Communication Standards book.

TAKEAWAY:

Taking advantage of Generative AI's ability to visualize images without restraint can be one of the quickest and most effective ways to imagine or reimagine branding, advertising, and other visual representations for your target audience. You can not only work at the speed of "now" with AI, but you can make it happen for a fraction of the price.
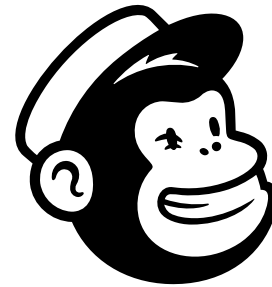
INTUIT mailchimp

CREATING A CAMPAIGN IN RECORD TIME

MICHELLE TAITE
CHIEF MARKETING OFFICER,
INTUIT MAILCHIMP

JEREMY JONES
GLOBAL HEAD OF
CREATIVE, WINK,
INTUIT MAILCHIMP

"I've seen first-hand how building familiarity with AI can offer compounding benefits for a marketing team. Wink, the in-house agency at Intuit Mailchimp, used a combination of Generative AI and human expertise to collaborate more constructively, to quickly optimize, and to thoughtfully localize our message for various markets. The campaign was probably the most extensive we have ever undertaken in terms of the amount of assets, but it took less time than any other campaign because of the use of AI."

Michelle Taite

INTUIT MAILCHIMP

1 BACKGROUND
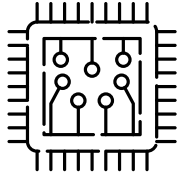
Intuit Mailchimp is the #1 AI-powered email marketing and automation platform, and is part of the Intuit Business Suite of Products, along with QuickBooks. Marketers and small businesses use the platform to grow their business by engaging existing customers and attracting new ones.

Personalized marketing messaging is the key to obtaining new customers. But the company found that three out of four marketers are overwhelmed by the different personalization options available today. Their fear of messing up outweighed their fear of missing out, so they end up sending the same generic message to everyone. Mailchimp's strategic approach was to show marketers what happens when they do nothing. By not personalizing their messaging, they're inadvertently creating a monster: a literal tangled-up mass of customers.

2 CHALLENGE
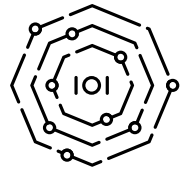
The brand knew that they needed to communicate the customers' problem (and their product as the solution), and that they had to do it with and nuance...in 30 seconds or less.

3 INSIGHT
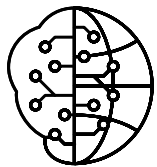
After speaking to their audience it was clear these marketers were unaware of the huge problem they were creating for themselves. By not personalizing their marketing, they were essentially creating a web of customers who were at different stages of the buying journey. So their problem became Mailchimp's challenge. Mailchimp needed to figure out a way to visualize the chaos these marketers were creating, and to show them what they couldn't see, in a way that would get their attention — and remember Mailchimp for it.

4 ACTION

The brand's in-house creative team came up with the word "clustomers" to describe this mess. They knew pretty quickly that they had the building blocks of a great idea, but they needed to make sure they were all seeing it the same way. The creative team needed to make their vision shareable to sell it, so, they turned to prototyping with an AI-powered image generator.

The images created needed a lot of revisions to refine the idea. Talking about what the AI-generated images got wrong was equally as valuable as talking about what they got right. Whether the team was adding props to demonstrate the customers' shopping habits or adjusting the characters themselves to better reflect their diverse audiences, each detail was debated until the team could all coalesce around a visual that accurately reflected clustomers.

AI empowered the team to move quickly during this ideation phase because it allowed them to show versus tell. They narrowed down concepts in a single meeting, instead of of at the five-plus discussions spread across several weeks that were needed in the past. Prompting together allowed the internal teams to have important conversations earlier. And by discussing intricate depictions rather than loose sketches, the team felt more comfortable committing to the idea.

They then took their clustomer prototype into production, giving everyone a blueprint for how to bring it to life across their entire marketing ecosystem including social, OLV, TV, display, YouTube, print, and OOH.

To create the clustomer, they had to figure out a way to create a moving ball of humans, who could still function independently of each other. Additionally, the actors inside the clustomer needed to deliver lines while contorted in odd positions. They crafted this approach using physical and digital techniques, and AI modeling.

To build the AI-prototyped clustomer they needed a structure that could hold up to 20 people, so they constructed a 12-foot by 8-foot orb, then cast a mix of gymnasts, contortionists, and aerialists to occupy the structure. Then they choreographed everyone's movements to make the clustomer look like a living, breathing thing trapped in a business's workspace. Almost all of the clustomer movements on the orb were accomplished in real time. Only the initial rolling action of the clustomer had to be done in post.
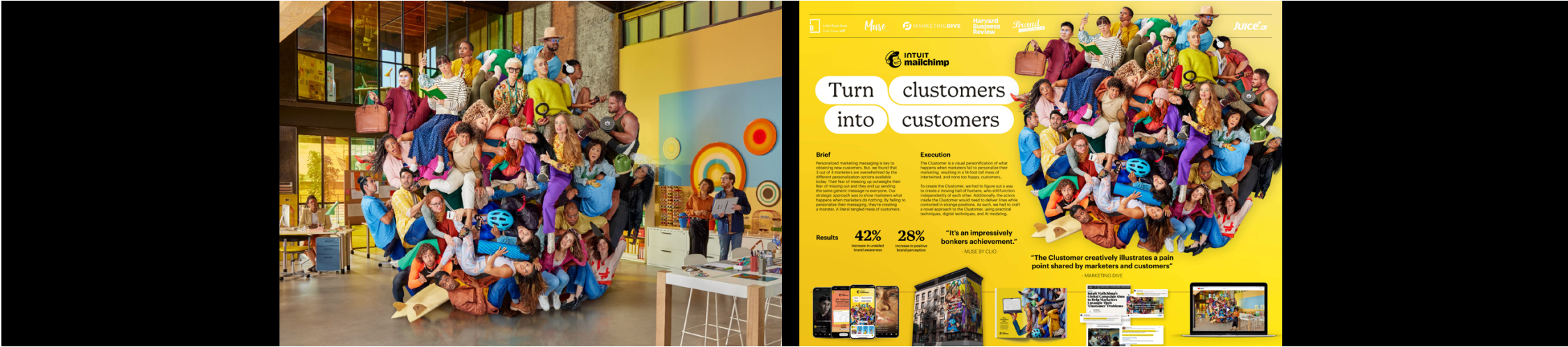
5 RESULTS
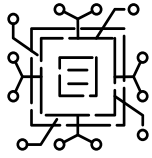
The clustomer advertisements were a huge hit with marketers, attracting attention and praise in major marketing publications, and across LinkedIn, where Mailchimp's audience lives.The work was very well received:

"THIS IS A+ CREATIVE. WELL-BRANDED, ATTENTION-GRABBING, AND ALIGNED TO A CUSTOMER NEED."

- The B2B Institute

"THE CLUSTOMER CREATIVELY ILLUSTRATES A PAIN POINT SHARED BY MARKETERS AND CUSTOMERS."

- Marketing Dive

"IT'S AN IMPRESSIVELY BONKERS ACHIEVEMENT, INTENDED TO ILLUSTRATE HOW THE EMAIL SOLUTIONS PROVIDER CAN HELP COMPANIES PERSONALIZE AND FINE-TUNE THEIR MARKETING MESSAGES."

- Muse by Clio

Performance-wise, the clustomer marketing helped increase unaided brand awareness by 42% and positive brand perception by 28%. It also scored in the top 5% of all Ipsos ads ever tested. The efforts were also recognized at the One Show Awards for Best B2B Communications.

TAKEAWAY:

If you need to bring a campaign to life, and do it fast, Generative AI is the ultimate generative and collaborative tool. Using prompts and your imagination, groups can quickly visualize, revise, share, and sell-in ideas and concepts. Generative AI can help you elevate your ideation and iteration process to reach new levels of achievement.

SHELL
STREAMLINING CAMPAIGN CREATION AND APPROVAL

RAHUL MALHOTRA
HEAD OF GROUP
BRAND STRATEGY AND
STEWARDSHIP, SHELL

SINEM SOYDAR
HEAD OF DIGITAL
AND SOCIAL MEDIA
STRATEGY, SHELL

DEAN ARAGÓN
CEO AND VICE
CHAIRMAN,
SHELL INTERNATIONAL
BRANDS

"AI is here to stay and we've been piloting various use cases in our global marketing community over the past two years. It's already saving us millions of dollars TODAY, with a huge potential for what it can give us in the future. From a talent and people point of view, what we are seeing is that colleagues with historically repetitive/operational roles are now enabled with more hours in a day to both upskill themselves on new marketing tools (like Generative AI) but also spend those hours on higher value-work. This includes finding even MORE applications and use cases for AI!"

Rahul Malhotra

SHELL

1 BACKGROUND
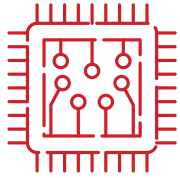
Over 125 years old and valued at over $50 billion, Shell is one of the top 23 most valuable brands in the world. During the last 7+ years the brand's value has gone up by over 75%.

Shell follows a single brand strategy, with about 3,000 empowered frontline marketers (company, licensee, dealers) and another 3,000 agency partners in about 50 markets using the trademark. With such a large user base, it is critical to protect brand standards, so all branded communications come through a central approval process called Askbrand (now over 10 years old). This is staffed by a team of offshore design experts whose turnaround time for campaign responses and approvals for campaigns (internal and external) in about 20.5 hours on average.

2 CHALLENGE

To get marketing partners to use the correct imagery in all of their marketing materials, encourage re-use instead of recreating the same images, and ensure compliance is being met, while reducing the time it takes to get approvals.

3 INSIGHT
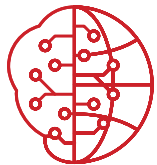
Over the decades, marketers and agencies have created thousands of campaigns with icons, illustrations, photography, videos and other imagery (internal or external use across hundreds of sub-brands under Shell). All of this is stored on the Shell Creative Hub, encouraging re-use to help save time to market, production costs, and the carbon footprint created by shooting the same kind of assets again (e.g., pack shots, generic scenery shots, illustrations, and icons). However, downloads of assets were not as high as they should have been, since many end users didn't take the time to tag them appropriately for retrieval.

As a worldwide marketer, sending branded campaigns to a central team for approval slowed down launches, especially if users didn't understand the brand standards. This led to a lot of back and forth queries, and often higher agency costs (for rework). A large part of the conversations were often on very simple things that the Askbrand design experts didn't really like engaging on dozens of times a day.

4 ACTION
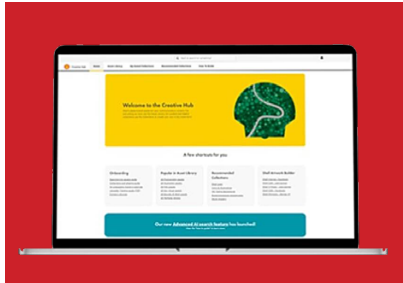
Sponsored by the brand leadership, an expert team of cross-functional experts was set up to strategically design and deliver Brand Operations 2.0. The company's in-house AI specialist team customized and designed Shell Machine Vision together with the brand SMEs. This was based on AI technology that is widely used already in manufacturing and assembly lines.

The team was also able to identify an external AI crawler that could scan through tens of thousands of images and find the exact ones that people were looking for. This was launched successfully, so the team is now working on a video crawler that will help identify footage from thousands of digitized videos, which will save a serious amount of money and reduce the carbon footprint from Shell's marketing operations.

To speed up approvals, the AI specialist team, working with the brand SMEs, trained the application to alert users to mistakes, such as a wrong font or logo. The AI was also able to fill in approval forms, eliminating even more of the design team's manual work. In just a few weeks of introducing the pilot program, the AI accuracy was higher than 90%. This early success encouraged Shell to continue to expand the scope of what AI can help them accomplish.

5 RESULTS

MULTIPLE OUTCOME METRICS HAVE BEEN MET OR EXCEEDED:

- Downloads were now up 4X percent in only 6 months after launch.

- Speed to market had gone up dramatically – people didn't need to commission production and could simply reuse what already existed.

- Costs were dramatically lower (in the millions already) due to the savings from rework (incremental downloads times average cost of asset production).

- The team won both internal and external awards for this work, which also boosted morale.

TAKEAWAY:

One of the best uses of AI is in eliminating the need for people to do boring and repetitive tasks. Automating the production of something like creative assets can save your team countless hours of wasted time and millions of dollars in production costs while reducing your carbon footprint and increasing team morale.

SHELL
BRINGING DESIGN CAPABILITIES IN-HOUSE

RAHUL MALHOTRA
HEAD OF GROUP BRAND STRATEGY AND STEWARDSHIP, SHELL

SINEM SOYDAR
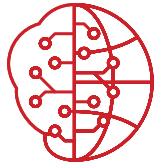HEAD OF DIGITAL AND SOCIAL MEDIA STRATEGY, SHELL

DEAN ARAGÓN
CEO AND VICE CHAIRMAN, SHELL INTERNATIONAL BRANDS

1 CHALLENGE

Empower everyone at the company and its subsidiaries to be able to create their own assets.

2 INSIGHT

Most employees did not feel capable of creating graphics on their own, even if there was a Creative Hub available with images or logos. This was even more accentuated by non-marketing functions who created a lot of these branded assets (e.g., internal communication, recruitment teams at universities or B2B marketing/technical teams worldwide).

The biggest data-driven insight was that a majority of these assets were simple "template-able" assets that did not need significant creative input.

3 ACTION

Sponsored by the brand leadership, an expert team of cross-functional experts was set up to strategically design and then deliver a solution. An external survey was done by the IT procurement team to evaluate various user-friendly design platforms like Canva and Frontify to see if they were viable solutions. After a robust debate and negotiations, a chosen platform was selected and then skinned as the Shell Artwork Builder.

Over 400 templates were created in partnership with the key user groups, and a link was included to the Shell Creative Hub where users could drag and drop imagery, logos, etc. These assets were designated as being pre-approved, saving users significant time in internal approvals, not to mention improving cost, increasing speed to market, and an associated reduction in the carbon footprint made during asset production.

SHELL

4 RESULTS

MULTIPLE OUTCOME METRICS HAVE BEEN MET OR EXCEEDED:

- Thousands of users are now using the Shell Artwork Builder, and telling their coworkers about it.
- Thousands of assets are being produced for free, taking only three minutes on average to create.
- Millions of dollars have already been saved by eliminating the need to have an agency produce every asset.
- Compliance has gone up dramatically (almost 99.9%) since the templates are locked to avoid user modification.
- Time to market has come down dramatically from weeks to sometimes a matter of minutes.
- The team won both internal and external awards for this work, increasing pride in ownership and achievement.

The team is now working on improving the Shell Artwork Builders functions to incorporate a "make your own film" function, inspired by tools like iMovie.

TAKEAWAY:

Generative AI can empower all team members to build their own creative assets. The use of AI for these tasks removes the element of human error, so all efforts stay on brand and fully compliant. The use of AI also significantly reduces time to market along with agency production costs and delays.

GLOBAL CMO GROWTH COUNCIL

THANK YOU TO ALL OF THE TEAM MEMBERS WHO CONTRIBUTED
DATA AND STORIES TO THIS COLLECTION OF CASE STUDIES.
WE'RE GRATEFUL TO PARTNER WITH THE LEADERS
IN GENERATIVE AI ACROSS THE MARKETING INDUSTRY.

GLOBAL
CMO GROWTH COUNCIL

WE WOULD LIKE TO GIVE SPECIAL THANKS TO THE FOLLOWING PEOPLE FOR SHARING THEIR STORIES AND INSIGHTS:

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Growth Council

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Brands

JEREMY JONES
Global Head
of Creative,
Wink,
Intuit Mailchimp

ANA | GLOBAL CMO GROWTH COUNCIL

THE 2024 CMO'S GUIDE

A COMPENDIUM OF CASES FROM BRANDS DRIVING BUSINESS GROWTH AND INNOVATION WITH GENERATIVE AI

This compendium was produced by the ANA at the direction of the Global CMO Growth Council. The Global CMO Growth Council is a partnership between ANA and Cannes LIONS and represents over 1,200 chief marketers worldwide.

Since its launch in 2018, the Growth Council has mobilized thousands of CMOs and industry leaders around the world to transform marketing into a force for economic growth and a force for societal good. It is recognized as a community of influential and distinguished marketing leaders addressing key issues facing CMOs, their companies, and all of the stakeholders they serve. The council's belief is that chief marketers hold a privileged responsibility to accelerate broad and bold initiatives that lead to lasting benefits for their brands, their customers, and our global society.

ADDITIONAL RESOURCES:

The Global CMO Growth Council's Official Position on Generative AI to help ensure that AI-based initiatives create value without unintended consequences that may be harmful to any of their constituents.
The GenAI Pulse Check provides initial observations from the Growth Council survey to understand how delegates are approaching GenAI.
ANA's Artificial Intelligence practice aims to empower marketers with a suite of pragmatic resources that help brands incorporate AI into their roadmaps and workflows, such as the AI Use Case Compendium for Marketing and the Generative AI in Creative and Content Generation.

GLOBAL CMO GROWTH COUNCIL

TO LEARN MORE ABOUT THE GLOBAL CMO GROWTH COUNCIL, PLEASE CONTACT US AT GLOBAL-CMO-GROWTH-COUNCIL@ANA.NET

2024 CMO's GUIDE

A Compendium of Cases from Brands Driving Business Growth & Innovation with Generative AI

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