

Transcript

December 3, 2024, 2:14PM

● **Mariana Peneva | Institute for Real Growth** started transcription

M **Mariana Peneva | Institute for Real Growth** 2:16
Hello.

LA **Lucio, Antonio (CMCAO)** 2:17
Hi, how are you?

M **Mariana Peneva | Institute for Real Growth** 2:19
Hello, I'm good, I'm good.
Good to see you, Antonio.
How are you?
How have you been?

LA **Lucio, Antonio (CMCAO)** 2:23
Very well.
I'm here in New York City.
It's kind of cold this morning, but other than that everything is good.

M **Mariana Peneva | Institute for Real Growth** 2:30
OK.
Well, thank you so much for your time.
I know we have about 45 minutes or so for this.
So you know why we're talking, right?
Or should I explain a little bit the context?

LA **Lucio, Antonio (CMCAO)** 2:42
It it it see my relationship with Mark is such that he just says I need your help for this
and I will always say yes.
And then.
And then you guys are are there to explain what what I'm saying yes to.

M Mariana Peneva | Institute for Real Growth 2:57

Perfect. OK.

Well basically this is related to the to the latest study that we started, which is a collaboration between IRG and Google and the studies all around how CM OS are actually change agents for driving more humanized growth.

So we call it humanized growth in the era of AI, and in a very typical IRG way. What we're doing is we are.

Our goal is to identify practical insights, lessons learned.

Early best practices.

For how CM OS are actually helping the business drive more growth through AI, but also what are the what are the C-Suite partnerships that this requires?

So on one hand, it's it's the world, but also the how on how do you really do that within the within the organization. So in the next 45 minutes, I would really like just to tap into your experience, your expertise, your opinion on the topic.

And again I'm recording it, but it's just for my notes, so we won't quote you unless Mark asks you specifically.

We say that then can we show that?

LA Lucio, Antonio (CMCAO) 4:01

I.

I.

I.

I follow a policy that whatever I say, I'm I'm ready for it to be published so.

M Mariana Peneva | Institute for Real Growth 4:07

OK.

That's wonderful. OK. So I don't know if you have any questions or if I should start with my questions.

LA Lucio, Antonio (CMCAO) 4:13

Go, go, go, go for it. Budiana.

M Mariana Peneva | Institute for Real Growth 4:15

OK.

So the first one is very broad and it's really how has marketing in HP been leveraging AI to drive growth.

So really the marketing function.

So what are some of the things that you've started? Things that work, things that didn't work very broadly?

LA Lucio, Antonio (CMCAO) 4:31

Yeah. So the.

Let's separate AI from Gen. AI.

M Mariana Peneva | Institute for Real Growth 4:44

Mm hmm.

LA Lucio, Antonio (CMCAO) 4:44

Because the terms are use.

In, in, indiscriminately and and and they're very different marketing functions around the world have been using AI for a very long time.

So at HP for example.

We.

Sourced and buy all our media.

That's machine to machine buying.

That's AI driven and that has been the case since programmatic was invented over a decade ago. So.

That.

That that those have been utilizations of of of, of AI within our HP site direct to consumer side.

Everything that has to do with recommendations.

Suggestions based on previous purchase patterns?

Again, that's been leveraging AI for for a very long for a very long time.

And the term is just.

The world is coming to terms that that is AI.

We've we've called it many, many, many other ways.

So the whole concept of.

Artificial intelligence.

Has been.

Utilized not just us, but all. All the big.
Ecommerce sites have been leveraging AI for a long time.
So whether you're talking.
Amazon, whether you're talking even some of the streaming.
Sites like Netflix.
And Max.
As on prime, they've been they've been leveraging.
AI and and and AI for customization for a very long time.
That's not, that's not new.
Everything that we've been doing on performance marketing.
Account based marketing or ABM. All that is powered by artificial intelligence. The
ability to identify clusters and service service. Those clusters with the right message.
At the right time within the within the journey.
We've been doing that for for a very long time.
What? What? What has changed is everything that comes along with Gen. AI with
that generative AI, the ability to have conversations, the ability to.
Interact, interact with the with the machine.
So far, like, I mean, we've done research in it so far.
70% of the utilization of Gen. AI in the workforce is for.
Let's call it a more effective way of searching.
Or you get you get better or more comprehensive answers and the 2nd utilization is
summarizing and synthesizing.
So I want to summarize all my emails or I want to summarize all the the last five
studies that we've done on on printing or on value added services.
Those are the two main uses. So in other words, the focus.
Of Gen.
AI so far for most of the businesses around the world, is on productivity, meaning
doing.

M **Mariana Peneva | Institute for Real Growth** 8:41
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 8:42
Things faster if you will, spending less time in the tedious.

Only about a third only about 30% of the use of AI is being devoted to.
Creation.

M **Mariana Peneva | Institute for Real Growth** 9:05
Yeah.

LA **Lucio, Antonio (CMCAO)** 9:06
The the the the ability to do.
Deeper and more meaningful world work and that for me is.
Really, the big opportunity for for Gen. AI?

M **Mariana Peneva | Institute for Real Growth** 9:24
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 9:24
My ability to tap into new sources, broader sources of information, and be able to
create new.
Experiences.

M **Mariana Peneva | Institute for Real Growth** 9:37
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 9:39
For, for for my customers.
In a in, in a, in a in a.
Faster and more affordable sort of way, so the the.
In HP.
The the uses are reflective of those trends that we've analyzed globally.
Most of the utilization that my team is doing today has to do with synthetic synthesis
and analysis, so the research team, the comms team when they're, you know,
analyzing a bunch of.
Analyst report on our quarterly earnings and and to be able to synthesize synthesis
mostly positive, mostly negative. The top commentaries were this for the most
disruptive where this force the more that got more commentary were this for.

M **Mariana Peneva | Institute for Real Growth** 10:41
Mm hmm. Mm hmm mm hmm.

LA **Lucio, Antonio (CMCAO)** 10:42
That's.

That's the that and also.

We're beginning to leverage it more broadly for for general communication. So I'll give you a.

Silly example. I needed to get my team I have about.

1400 marketers around the world I need needed to get them to begin to use copilot more effectively so that they could summarize and do their emails faster. So the note that I sent was written by by, by copilot, for example.

So it was very nice and very. And then at the end I said if you if if you're questioning the ability of this particular tool.

Was sent by Antonio using copilot.

M **Mariana Peneva | Institute for Real Growth** 11:40
Oh.

LA **Lucio, Antonio (CMCAO)** 11:40
So those the I think we're at the we are at the very early stages.

I mean more advanced stages on the on on the utilization of AI more broadly.

Earlier stages on the Gen. AI, most of the utilization of Gen. AI are for productivity tasks.

M **Mariana Peneva | Institute for Real Growth** 12:02
Yeah.

LA **Lucio, Antonio (CMCAO)** 12:04
Our sales force, for example, our sales force.

Is is leveraging Gen. AI to summarize.

All the emails that they get a day, they are using it to summarize all the.

Call reports that they have to do on on a given day, and they're using it also to streamline.

Sales proposals.

So so that again, all all of it is is very productivity driven.

The flip of that is every one of our sales force teams that is leveraging the tools will tell you that.

She or he now has more time to spend in front of the customer, not just sending the stuff that they used to buy, but actually do a bit more consultative selling, getting to understand the customer's needs better. So that then you can create new new.

Business opportunity.

Mariana, in a way, is.

You know.

I have a a a doctor in San Francisco who typical San Francisco.

He's very much into technology, so I ask him just the same question that you're asking me and what he was saying is.

You know, Antonio, I started this career to be able to help people and spend time with patients.

M **Mariana Peneva | Institute for Real Growth** 13:49

Hmm.

LA **Lucio, Antonio (CMCAO)** 13:50

My career as it evolve became 80% at 80% administrative and 20% care.

M **Mariana Peneva | Institute for Real Growth** 14:00

Yeah.

LA **Lucio, Antonio (CMCAO)** 14:00

So what he was saying is if I am able to flip that to just 5050 said I'm I don't to do 8020 if I am able to switch that.

M **Mariana Peneva | Institute for Real Growth** 14:09

Yeah, yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 14:12

To 5050.

My life will be more fulfilling and I would be able to provide to you, Antonio, my

patient more instead of seeing you for 10 minutes, I can spend half an hour.

That's a gigantic, gigantic deal.

So the example of my doctor, you can apply it to the sales force as well.

It is the same approach. Instead of spending you know 80% just going through charts assessing.

What was the thing that he bought last year and and what are what are probably some of the pockets of opportunities that now now you, you you can have that?

More readily available.

M **Mariana Peneva | Institute for Real Growth** 14:56

Yeah.

LA **Lucio, Antonio (CMCAO)** 14:57

In in, in, in, in in customer friendly formats so that I can then say OK Mariana.

Yeah, last year we you bought from us all this type of stuff.

How are things going?

What are you?

What are you leveraging AI4? How can we?

M **Mariana Peneva | Institute for Real Growth** 15:11

Yeah.

LA **Lucio, Antonio (CMCAO)** 15:15

Let me give you some ideas as to what we've done with other customers.

So it changes, it changes the dynamic of of of the conversation and and by the way.

M **Mariana Peneva | Institute for Real Growth** 15:21

Yeah.

LA **Lucio, Antonio (CMCAO)** 15:30

You know.

Less today.

Again, global research and it's and my organization is a mirror of that.

M **Mariana Peneva | Institute for Real Growth** 15:45
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 15:47
Most knowledge workers, people like you and me, are spending less than 50% of the time.
In.
What they consider?
Productive and fulfilling tasks.

M **Mariana Peneva | Institute for Real Growth** 16:05
Yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 16:07
The rest the the other 50% of the time is doing a lot of administrative, managerial type of work that.
Gets.
Gets in the way.
Mariana, we conduct a every year. We call it the work relationship index.
It's a global study.
It's 12 countries.
US and Canada and North America, for European for European countries.
Then India and and Japan. And I mean it's it's a pretty 15,000 sample and all that and it is aimed at understanding people's relationship with work.
And the numbers and we've done it now two consecutive years only 2528% of people feel that they have a positive relationship with work.
For the most part, they do not feel professional fulfillment.

M **Mariana Peneva | Institute for Real Growth** 17:14
Wow.

LA **Lucio, Antonio (CMCAO)** 17:14
I'm not talking personal.
I'm talking professional fulfillment.

M **Mariana Peneva | Institute for Real Growth** 17:17

Yeah, yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 17:19

They they don't think that their leadership is putting people people 1st and the 3rd dimension driving that 28% is that they don't feel that.

M **Mariana Peneva | Institute for Real Growth** 17:20

Well.

LA **Lucio, Antonio (CMCAO)** 17:32

They're advancing in knowledge and skills, not position, knowledge and skills, so.

M **Mariana Peneva | Institute for Real Growth** 17:37

Yeah, yeah, yeah. Well.

LA **Lucio, Antonio (CMCAO)** 17:39

When, when, when, when, when you begin to do, everybody stopped everybody saying the fear of this disrupting work and the fear of all the all the doom and gloom scenarios that we're talking about.

I'm coming to terms with the fact that we have to acknowledge that work is not that great today.

We we are blessed to have it.

But work is not that great today and that that data is a living proof of that.

And it's a global thing.

M **Mariana Peneva | Institute for Real Growth** 18:15

Mm hmm mm hmm.

LA **Lucio, Antonio (CMCAO)** 18:15

And it's not great because we're not spending time the way that we think that we should be spending time because we don't feel that we're learning because we don't think that our leadership is taking care of us.

M Mariana Peneva | Institute for Real Growth 18:27
Yeah. Is this publicly available report?

LA Lucio, Antonio (CMCAO) 18:30
Yes, I get.

M Mariana Peneva | Institute for Real Growth 18:31
Oh, I would.

LA Lucio, Antonio (CMCAO) 18:32
I can send you the world relationship index.

M Mariana Peneva | Institute for Real Growth 18:35
That sounds so interesting.

LA Lucio, Antonio (CMCAO) 18:36
But by the way, and then technology has a role to play when you have the right tools, when you have the right tools, whether it is the right equipment or the right or the right software, you can actually.

M Mariana Peneva | Institute for Real Growth 18:40
Yeah, yeah.

LA Lucio, Antonio (CMCAO) 18:49
Improve.
The the work relationship index by over 11 points, which is more than more than significant when you have, you know management focus, the right level of tools, the right level of support.

M Mariana Peneva | Institute for Real Growth 18:59
Yeah, yeah.

LA Lucio, Antonio (CMCAO) 19:04
So.

Listen on. I'm not naive.
I lived through.
The social media transformation.
I worked at Meta, I know that.

M **Mariana Peneva | Institute for Real Growth** 19:17
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 19:21
Things get can get out of hand when people are extremely naive as to the possible misuses of it.
And that's fine.
But that should not stop us from actually begin to play. Experiment, understand. So that then we can create the right level of.
Checks and balances to ensure that we get the best out of this technology and we can minimize the the the negative impacts of it, but.
The whole premise that work is great and that then we're gonna have this technology that is gonna make us all obsolete.
It's not really true.
Work is not that great.

M **Mariana Peneva | Institute for Real Growth** 20:05
Mm hmm. Yeah, it's a very good insight. Yeah, yeah.
So how do you how do you personally, but also with your team? How do you stay on top of all the developments?
So how do you build the capabilities needed for for all of this?
It's a big change.

LA **Lucio, Antonio (CMCAO)** 20:22
It's very hard and and we have AI mean if you were if if we were a a small organization of 50 or 100 marketers, it's easier to just experiment and move on all that we we have a big.

M **Mariana Peneva | Institute for Real Growth** 20:24
Yeah.

LA Lucio, Antonio (CMCAO) 20:39
Global organization. And so we we tend to go.
Test Andrew Scale solutions first.

M Mariana Peneva | Institute for Real Growth 20:53
Mm hmm mm hmm.

LA Lucio, Antonio (CMCAO) 20:54
So.
And my most important partnership right now is with the head of technology.
At HP to ensure and what we are trying to do is to make sure that the the
marketing team at HP becomes the use case.

M Mariana Peneva | Institute for Real Growth 21:18
Mm hmm mm hmm mm.

LA Lucio, Antonio (CMCAO) 21:18
So that.
The utilization of all of our tools and all of our equipment and we can take that.
To our customers and said, look, this is the way that we're doing it in cons, this is the
way that we're doing it in marketing. This is the way that we're doing it in sales.
As HP, but as far as as keeping up we're we're going for tried and true.
So we're leveraging Microsoft, which is a partner of ours.

M Mariana Peneva | Institute for Real Growth 21:48
Mm hmm.

LA Lucio, Antonio (CMCAO) 21:48
Has high scaled safe solutions, so we will we will, we will go with that and that's just.
One example.
We are.
We are leveraging on the creation side of it to our partnerships with Accenture Song
as well as Oliver the It's basically an AI driven agency.
We're using the tools from Adobe.

M Mariana Peneva | Institute for Real Growth 22:15

Mm hmm.

Yeah.

LA Lucio, Antonio (CMCAO) 22:18

For for for creation.

So that's we are not the first mover when it comes to the fringe.

Utilizations of startups because of our scale, we will go to tried and true.

M Mariana Peneva | Institute for Real Growth 22:27

Mm hmm.

LA Lucio, Antonio (CMCAO) 22:35

Partners first because it has to work from day one and it has to work globally.

M Mariana Peneva | Institute for Real Growth 22:39

I love you.

LA Lucio, Antonio (CMCAO) 22:41

It doesn't.

M Mariana Peneva | Institute for Real Growth 22:42

Yeah.

LA Lucio, Antonio (CMCAO) 22:42

It by the way, that's Mariana, that's.

What is the that is a very important shift.

So when I when I arrived last January, the marketing organization was doing.

M Mariana Peneva | Institute for Real Growth 22:56

Yeah.

LA Lucio, Antonio (CMCAO) 23:06

6161 different pilots leveraging different aspects of Gen. AI.

M **Mariana Peneva | Institute for Real Growth** 23:11

OK. Yeah.

Yeah.

LA **Lucio, Antonio (CMCAO)** 23:16

With different startups with and again, it was kind of like.

It's very cool story. Oh, HP is.

Doing 61.

Pilots with different AI to improve the customization and to create new assets and.

The truth of the matter is that a lot of those that none of those really saw the the light of day, they were not aligned with the overall transformation of the company.

They were kind of marketing experiments with marketing agents out there.

M **Mariana Peneva | Institute for Real Growth** 23:56

Yeah.

LA **Lucio, Antonio (CMCAO)** 23:57

And that's one of the things that.

That we had to change, we believe and I believe in holistic and systemic change.

And in order to do that, you know the number one partnership needs to be with the transfer, the Digital Transformation Office, which is responsible for all all our AI technologies and for us to begin to leverage some of the.

You know globally.

Safe scale solutions so that they could scale and you can deliver the right level of of benefits sooner.

So that that's kind of that.

Was that? That was a big that was a big learning, a big learning for us.

M **Mariana Peneva | Institute for Real Growth** 24:40

Mm hmm mm hmm.

Yeah. And the Digital Transformation Office, they report into the head of tech.

That's my assumption or not?

LA Lucio, Antonio (CMCAO) 24:51
To achieve technology officer, yes.

M Mariana Peneva | Institute for Real Growth 24:54
Yeah, yeah, yeah.
So what are the other like?
How did you, I mean?
They had that set up.
Then you came in and you were like 61 pilots is not OK.
So how did the how did you convince them that it has to be holistic?
It has to be simplified.
How did you build that relationship?
How did you win the trust?

LA Lucio, Antonio (CMCAO) 25:12
I mean.
The.
The CMO has four jobs.
Very simple jobs which which which are.
To craft a vision that is in line with the overall business strategy.
To align that vision across the leadership team.

M Mariana Peneva | Institute for Real Growth 25:38
Look.

LA Lucio, Antonio (CMCAO) 25:39
To have the right level of of capabilities in terms of people.
Systems and budgets, and then the removal of roadblocks, which is when you know
when they're, when there are problems, you gotta step in and and and help clean up.
In those four jobs, the execution is not it.
That's what your team is supposed to be doing. So the only way to drive through
transformation.

M **Mariana Peneva | Institute for Real Growth** 26:12
Yeah.

LA **Lucio, Antonio (CMCAO)** 26:19
In a.

In a scaled company is.

By having the CMO building very strong partnerships with the other members of the ELT and that means in our in our world.

It it it means 3 three ways CFO, Chief Transformation Officer and the business unit leaders.

Which are the the the the big drivers?

And that's where I spend most of my time.

M **Mariana Peneva | Institute for Real Growth** 26:50
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 26:51

The the so the conversation with the Chief transformation officer at the time was, did you know that I have 61 pilots and he and he told me don't get me started with the 61 pilots of marketing.

And I went like tell me about it, because I mean, everything looks like.

Best thing since sliced bread? He said.

Well, most of this is with small experimental partners that cannot scale and may not be safe within our firewalls, and I said.

Perfect. Thank you very much.

We're going to change this and we are going to, we're going to do this together so. That was it.

And we we both.

Then we both spoke to both of our organizations and decided that this was going to be an HP transformation project of which marketing was apart as opposed to a marketing transformation.

Or marketing transformation pilot, if you will.

M **Mariana Peneva | Institute for Real Growth** 28:00

Yeah, yeah, yeah, yeah, very yeah.
Makes sense?

LA **Lucio, Antonio (CMCAO)** 28:03

So that and by the way.
The way that you begin to work like.
It's not our competency as marketers, you know, it's not selecting which is the best tool for.

M **Mariana Peneva | Institute for Real Growth** 28:22

Yeah.

LA **Lucio, Antonio (CMCAO)** 28:23

It's not our core competency.
Our, our our core competency is is build brand and drive the business. We should rely on experts within a space that it's emerging to actually guide us and help us.

M **Mariana Peneva | Institute for Real Growth** 28:37

Mm hmm. Absolutely. Yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 28:38

Actually, you know, Antonio, if you really want a scale solution for account based marketing, you need to go with this and this and this tool that you can leverage at least in your top ten geographies.
For me to begin to do the research myself, as we were doing, I'm contacting people and all that.

M **Mariana Peneva | Institute for Real Growth** 28:54

Yeah.

LA **Lucio, Antonio (CMCAO)** 28:57

It's a duplication of efforts.
It is not effective.
It is not efficient, and importantly it doesn't scale.

M **Mariana Peneva | Institute for Real Growth** 29:08
Yeah, yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 29:09
So.

In in my, in our approach, the concept of.

Holistic and systemic change is.

It's very important. So it's not about solving this particular problem that I have now or capturing this little opportunity that I have now by leveraging this new Gen. AI tool.

M **Mariana Peneva | Institute for Real Growth** 29:24
Yeah.

LA **Lucio, Antonio (CMCAO)** 29:33

It is about how can I build the brand and the business across the world with them by leveraging the best available tools through tools.

Holistically and system wise.

And that's a it it it again.

It's a it is.

This approach is significantly more consistent with the culture of HP, which is also very important as well.

Well.

M **Mariana Peneva | Institute for Real Growth** 30:10
Mm hmm. Mm hmm mm hmm.

So what do you see as the?

Sort of.

What are the core competencies that marketing as a discipline is bringing to the whole AI transformation and adoption and the whole topic?

LA **Lucio, Antonio (CMCAO)** 30:26

Marketing has the potential.

Marketing is not necessarily totally driving it yet.

M **Mariana Peneva | Institute for Real Growth** 30:34
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 30:36
The the ability of provide.
Custom.
Ized client or consumer client in the case of B2B, we are mostly AB2B company.
Is amazing.
And that's a role where we can actually play.

M **Mariana Peneva | Institute for Real Growth** 31:04
Yeah.

LA **Lucio, Antonio (CMCAO)** 31:05
A.
A.
A guiding light to the to the rest of the organization.
The leveraging of.
Faster.
Insights to optimize creative within the decision journey.
And be able to measure those results.
Those are areas that we can and should.
Should also.
Lead and the third part is.
Understanding that.
There are always these are going to allow us more time to do better work, I think.
I believe that creativity will have a renaissance.

M **Mariana Peneva | Institute for Real Growth** 31:57
Yeah.

LA **Lucio, Antonio (CMCAO)** 31:58
The the moment that we all have more time.

M **Mariana Peneva | Institute for Real Growth** 32:03

Yeah.

LA **Lucio, Antonio (CMCAO)** 32:03

To to spend thinking about how are we going to build our brand.

Within.

Culture and community and and and society more broadly.

So I'm.

I mean, I'm in.

I'm incredibly hopeful about that.

M **Mariana Peneva | Institute for Real Growth** 32:25

Yeah. And how do you see the whole tension?

Because we spoke about work.

But how do you see this whole tension between, you know, the human element versus the AI? And we already spoke a little bit about the fact that many people are actually scared of AI. We're gonna become obsolete, etcetera, etcetera.

But what's on the other side?

Like, how do you strike the balance?

Do you need the balance?

LA **Lucio, Antonio (CMCAO)** 32:49

The the truth of the matter is that we don't know how this is gonna play out.

That's the truth.

M **Mariana Peneva | Institute for Real Growth** 32:54

Think point.

Fair point here.

LA **Lucio, Antonio (CMCAO)** 32:56

I also can tell you that like.

All fears.

The our research prove that those people.

That are playing with Gen. AI today have a significantly more positive view of what technology will be able to do for them.

M **Mariana Peneva | Institute for Real Growth** 33:23
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 33:25
That's.
72%.

The 28% of people that are fearful are people that are not playing with it yet.

M **Mariana Peneva | Institute for Real Growth** 33:36
OK. Yeah.

LA **Lucio, Antonio (CMCAO)** 33:38
So it's like with anything in life, you got to know.

M **Mariana Peneva | Institute for Real Growth** 33:45
Yeah.

LA **Lucio, Antonio (CMCAO)** 33:45
Before, I mean because it it the the the, the this topic storyline is.
Is very powerful.
Listen, Mariana, I when I started in this business.
And you would go to an advertising agency and people were doing typesetting by hand.
So that you could print the posters and the photography and the billboards and.
The digital technology game and the fear.
Of all these people being disrupted by the way I was there when the first personal computers came into the office and all the secretaries were incredibly scared.
What?
We can only see.
The stuff that is being taken away, we are not able to see.
All the new creation that comes along with it as well.
For example, the explosion of digital.

Channels.

The moment that we went digital, no one saw.

No one saw the creation of Google.

Facebook.

LinkedIn no one saw that.

Everybody saw that.

Oh my God, we are taking.

We're we are eliminating heads on the creative department.

We're eliminating heads on the media department. Some of the traditional media on newspapers on this, this and that we we only saw that.

We didn't see all the other.

Opportunities that that came along with it.

The same thing happened with mobile technology.

Which basically allowed an entire continent of Africa to bypass the personal computer and access that the Internet by phone.

M **Mariana Peneva | Institute for Real Growth** 35:52

Yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 35:58

No one saw that.

M **Mariana Peneva | Institute for Real Growth** 36:00

Yeah.

LA **Lucio, Antonio (CMCAO)** 36:00

Everybody went like, Oh my God, what's?

I.

I believe that yes, there's there's gonna be disruption and what's going to happen, which happens always in the industrial revolution, in the digital revolution, in the mobile revolution and now is that the older tier people of my generation will be displaced and it's going to be very hard.

For them.

To get back in it, there's no question about that.

All the you know, 50 below, they will retrain themselves like we've always done.

And new opportunities will be there. The thing is we are not seeing them yet.
We always see the disruption first, which was the movement of the countryside to the factory.

M **Mariana Peneva | Institute for Real Growth** 37:02
Mm hmm.

LA **Lucio, Antonio (CMCAO)** 37:03
All, and it was horrible.
It was horrible.
Now it's a one liner.
All people move from the countryside to the city and there's been progress, you know.
Life expectancy has grown, and this and that. And so we always see and.
And we can only foresee the stuff that is being taken away.
We can never see the opportunities that are coming out and I believe that it's going to happen again.

M **Mariana Peneva | Institute for Real Growth** 37:36
Yeah, yeah, very interesting.
Yeah, I also really appreciate your optimism on the topic. And then?

LA **Lucio, Antonio (CMCAO)** 37:43
Mariana optimism is a choice.

M **Mariana Peneva | Institute for Real Growth** 37:47
Yeah.

LA **Lucio, Antonio (CMCAO)** 37:48
And this I tell my daughters, my daughters are mostly in the art.
So, Oh my God, I said to one of them.
Why don't you start playing with it?
I can and guess what.
She starts playing with it and I said.
That to write a pilot.

Has my time has been cut in half?

Now I can write 3 different options of that particular pilot. This is amazing.

Yes, there are parts of it.

You know the cable guy, the lighting guy, the all that type of stuff.

Yes, now you're using your phone to to do movie so.

M **Mariana Peneva | Institute for Real Growth** 38:31

Yep.

LA **Lucio, Antonio (CMCAO)** 38:33

There will be disruption.

There's no question about it, but there's also going to be in, I think, incredible opportunities and the democratization of.

Even more tools.

M **Mariana Peneva | Institute for Real Growth** 38:44

Yeah, yeah, absolutely.

OK.

I'm just aware of the time. Is there anything that you think it's important for us to consider?

But I didn't ask you yet.

Anything else when you think about?

LA **Lucio, Antonio (CMCAO)** 38:58

Yeah, the the.

M **Mariana Peneva | Institute for Real Growth** 38:59

To pick.

LA **Lucio, Antonio (CMCAO)** 39:11

We are personally.

I think we need to be more anchored in values than ever before.

I think critical thinking will become the most important asset for any.

Any leader?

And we need to be fully aware.

As we are developing these llms and all these amazing tools that.
Confirmation bias is a thing.

M **Mariana Peneva | Institute for Real Growth** 39:48

Yeah, yeah, that's working.

LA **Lucio, Antonio (CMCAO)** 39:49

So those are the three.

And by the way, if you want proof of confirmation bias, just looked at the all the polling of the US election.

M **Mariana Peneva | Institute for Real Growth** 39:52

Good morning.

Don't get me started on the topic.

LA **Lucio, Antonio (CMCAO)** 40:08

But listen, I am part of the marketing community.

The marketing community was complete and myself included, completely blind to where the to work to where, where people were completely blind.

M **Mariana Peneva | Institute for Real Growth** 40:16

Yeah.

LA **Lucio, Antonio (CMCAO)** 40:20

We're holier than thou.

We're talk about values.

We are more sacred.

We're talk about purpose and all that and the the the Maslow hierarchy of needs continues to be a factor and we overlook that.

M **Mariana Peneva | Institute for Real Growth** 40:35

Yeah, absolutely.

LA **Lucio, Antonio (CMCAO)** 40:36

Completely overlooked that to the point that now the entire marketing community,

because, by the way, tends to be left-leaning.
And East Coast and West Coast.
Not hardline in the middle is offended by what happened.

M **Mariana Peneva | Institute for Real Growth** 40:45

Yeah, yeah.
Yeah, yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 40:51

So.
To me, those are. I had the conversation with Richard Edelman, with the trust
barometer.

M **Mariana Peneva | Institute for Real Growth** 40:59

Yeah, yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 41:00

I said Richard until just months ago, you were still talking about sustainability and
social justice.
That's what you were talking about, and that's what your recommendations to the
corporations.
And it's like.

M **Mariana Peneva | Institute for Real Growth** 41:14

Yeah.

LA **Lucio, Antonio (CMCAO)** 41:16

Whoa, whoa, whoa, whoa, whoa. That's.

M **Mariana Peneva | Institute for Real Growth** 41:20

Yeah, yeah.

LA **Lucio, Antonio (CMCAO)** 41:21

So so again.
And as as these tools become more powerful and all that you know, critical as I said,

purpose or values critical think.
Critical thinking and beware of confirmation bias.
Our confirmation bias, I think, are are critical.
Critical learnings that we need to take forward.

M **Mariana Peneva | Institute for Real Growth** 41:48
Mm hmm mm hmm. Wonderful.

LA **Lucio, Antonio (CMCAO)** 41:49
Oh, by the way.
Marketing was created.
To be empathetic with our customers, without judgment.

M **Mariana Peneva | Institute for Real Growth** 42:03
Hmm.

LA **Lucio, Antonio (CMCAO)** 42:05
And we forgot about that.

M **Mariana Peneva | Institute for Real Growth** 42:10
That's a really interesting thought and funny, yeah.

LA **Lucio, Antonio (CMCAO)** 42:13
We forgot about that.
So all this growth through purpose and sustainability, all that we forgot that is growth ahead.
These are means to an end. These are not ends in and of themselves.
And being a, a, a strong advocate for diversity, as I have been all my life, I think we lost the plot. We started talking numbers, we lost the plot that this was a business imperative. This was not a social justice reparation issue.
And it got very confusing right after George Floyd.

M **Mariana Peneva | Institute for Real Growth** 42:53
Yeah.

LA Lucio, Antonio (CMCAO) 42:54

And and and and now we're paying for it.

M Mariana Peneva | Institute for Real Growth 42:56

Yeah, yeah, yeah.

Well, well, I wish we had more time, but I know we only have two minutes left, so.

My last question is, is there anything else that I mean, you're not by the questions I asked you. Now know what we're looking for in that study.

Is there anything else that you hope to get out of this once we have the report, when you see Mark doing the presentation?

Anything else that you think we should explore or something that you're really curious about on the topic?

LA Lucio, Antonio (CMCAO) 43:30

I wanna I I I I I wanna real assessment of facts not the tainted holier than thou.

IR.

The view of the world.

M Mariana Peneva | Institute for Real Growth 43:44

OK.

Yeah, it's a good one.

LA Lucio, Antonio (CMCAO) 43:48

I want the the facts 'cause there's always. It's sometimes feels that there's always this. Campaign for let's save the planet and listen, I am Mr. Sustainability and Mr. diversity. I have better recourse diversity than most of the people that you guys feature and Mark knows that.

But we gotta the only way. The only way that we are going to be able to do this right for business and for the world is if we're completely honest with ourselves.

M Mariana Peneva | Institute for Real Growth 44:20

Yeah.

LA Lucio, Antonio (CMCAO) 44:22

And this function within the US lost the plot when it came to the elections, we were completely.

M Mariana Peneva | Institute for Real Growth 44:28
Hmm.

LA Lucio, Antonio (CMCAO) 44:31
And now everybody's offended and blindsided.

M Mariana Peneva | Institute for Real Growth 44:32
Yeah.

LA Lucio, Antonio (CMCAO) 44:34
Where is this country going and all that type of stuff? Our job is to build the business, respecting our consumers without judgement.

M Mariana Peneva | Institute for Real Growth 44:44
Yeah.

LA Lucio, Antonio (CMCAO) 44:45
That's what we're here to do.
And if we can do that, you know, become an activist, become a politician.
Let you sit your chair to someone that can really do it.

M Mariana Peneva | Institute for Real Growth 44:58
Yeah, yeah. Really nice perspective.
Yeah. Well, thank you for that, Antonio. Yeah.

LA Lucio, Antonio (CMCAO) 45:02
Anyway, Mariana, it's been a pleasure.
Hopefully we'll see you one day in, in, in real life with Mark and the team and good luck to you on the study.

M Mariana Peneva | Institute for Real Growth 45:05
James.

Yeah, yeah.

Thank you.

And yeah, have a good day ahead. And thank you again, Antonio.

LA Lucio, Antonio (CMCAO) 45:16

Where where are you by the way?

M Mariana Peneva | Institute for Real Growth 45:18

In the Netherlands, in Amsterdam so.

LA Lucio, Antonio (CMCAO) 45:20

OK.

Very good.

M Mariana Peneva | Institute for Real Growth 45:22

For me, it's towards the end of the day.

For you, it's a bit earlier.

LA Lucio, Antonio (CMCAO) 45:25

Yeah, it's 10. It's 10:00 AM.

M Mariana Peneva | Institute for Real Growth 45:26

Yeah. Oh, and Antonio, one last question because Google is a partner on this.

LA Lucio, Antonio (CMCAO) 45:26

It's it's, it's.

M Mariana Peneva | Institute for Real Growth 45:30

Are you OK? If they also receive the transcript, or do you want to keep it confidential? The reason why?

LA Lucio, Antonio (CMCAO) 45:36

They can.

They can.

M **Mariana Peneva | Institute for Real Growth** 45:36
Yeah. OK.

LA **Lucio, Antonio (CMCAO)** 45:37
They can receive the.

M **Mariana Peneva | Institute for Real Growth** 45:37
Because they want to also read and learn.

LA **Lucio, Antonio (CMCAO)** 45:40
But I don't want this to be used broadly unless you guys check with me 'cause I've said to you some pretty provocative, provocative stuff.

M **Mariana Peneva | Institute for Real Growth** 45:44
No. Yeah, yeah, absolutely, yeah.

LA **Lucio, Antonio (CMCAO)** 45:49
So the the answer is no, I don't.

M **Mariana Peneva | Institute for Real Growth** 45:53
Is it OK? That's totally fine.

LA **Lucio, Antonio (CMCAO)** 45:53
I don't.
Again, I worked at Meta.
I don't trust technology companies very much.

M **Mariana Peneva | Institute for Real Growth** 46:00
That's OK. I'll keep all of this between us, OK?

LA **Lucio, Antonio (CMCAO)** 46:05
OK, Mariana, all the best.

M **Mariana Peneva | Institute for Real Growth** 46:05
Thank you so much.

LA **Lucio, Antonio (CMCAO)** 46:06
Take care.

M **Mariana Peneva | Institute for Real Growth** 46:06
Bye. Bye bye Tony. Bye.

LA **Lucio, Antonio (CMCAO)** 46:06
Have a good day. Bye.

● **Mariana Peneva | Institute for Real Growth** stopped transcription