

Transcript

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

M **Mariana Peneva | Institute for Real Growth** 0:05

Well, the very first one is quite broad and it's about the marketing function.

So how has marketing been leveraging AI in ZSPRID to drive growth?

So what are some of the things that you've tried?

What are the objectives? What worked?

What didn't work?

Basically, marketing initiatives empowered by AI, that's the question.

JS **Jiunn Shih** 0:26

Well, look, I I I think the first step for us is to to really as a marketing organization is to really understand what are the different AI tools.

So there is an education and upscaling perspective and and starting to test out and trying to map out how can those tools address some of our specific marketing needs, right? So and I think broadly there are a few.

Areas, right?

I mean, are there?

Are there tools that can help us either automate or or or lower the cost of of some of the the the the activities that we have within the marketing organization? For example generating content right, generating assets.

Are there ways where AI can help us provide better insights?

You know better.

Is there ways that AI can help us, you know, make better decisions?

And and the one that we haven't done yet, we haven't.

We were still really just navigating through is is.

How can AI truly make it help us be more personalized and enhance the customer journey, right?

So I think more more for for, for me and for us at zsprid, I think we've been we have a few use cases just around the insights area.

I think we have.

You know we have leverage it different tools.

For example, we just, we just revised our demand spaces.

Through some AI.

Through the leverage of AI, so previously you know the previous version of our demand spaces was the traditional one with questionnaires and an interviewing consumers. This one leveraging AI, we were able to map through for example what people are searching for, what people are looking for in terms.

Of different demand spaces for healthy foods, including fruits. So that is one thing. And then in terms of, yeah, that's something that we are, you know, looking into.

M

Mariana Peneva | Institute for Real Growth 2:31

Yeah.

So the revised demand demand spaces, I think it sounds super interesting.

How did that happen?

Like was it?

How long did it take and who did you work with?

I'm just a bit curious to understand a little bit more on on that right.

JS

Jiunn Shih 2:49

We worked with.

We worked with an agency called Kilt Quilt AI.

So last time our last version of the match spaces was back in 2017 and and we felt that ever since COVID happened in 20 and all ever since COVID that that has actually been quite a bit of a shift in terms of how people make Cho.

In terms of fruits and and other, you know healthy food segments.

And and when we were considering how are we going to refresh the demand spaces, then we've looked at traditional methods with traditional market research agencies.

And we felt that this solution for quote AI was super interesting and it gave us.

Not only more flexibility because it was much faster at a slightly lower cost, but actually it was so much more thorough and I think it opened up.

Much of A great perspective in understanding those various immense spaces that we we felt it was, we were very, very pleased with the with the outcome and now for us to refresh it if we need to refresh it, you know in a couple of years or at least.

Test it directionally, any of the spaces is growing or not is much faster as well.

M **Mariana Peneva | Institute for Real Growth** 4:15

I can imagine. Wow. OK.

That's a really interesting one. And have you already used AI to generate some assets because you also mentioned it can lower, let's say it can make it more efficient when it comes to automation of content development.

JS **Jiunn Shih** 4:30

So yeah, so we'll, we'll not. So so we have, we're doing a proof of concept.

Around can we leverage AI to generate?

Images of our QE brothers in different poses, faster and cheaper, right?

So we are we have partner in.

I wanna I wanna ask for your forgiveness.

I forgot the name of the agency that we're doing this and we've done a small proof of concept and it looks great.

The images look amazing.

And they generate in a much faster pace. The only thing is we can't do it with our own prompt.

You still have to go through the agency, but their response time and cost to generate, you know, our QE brothers characters in our mascots.

Or in different activities is much faster and cheaper.

So that is something that we are.

We are just testing it out and seeing that it works, so that, for example, all of our.

QE broadly images for social media content in the future could be done via.

AI generation.

M **Mariana Peneva | Institute for Real Growth** 5:44

Yeah. OK. Nice. And some really great examples. Thank you.

So if you think about making all of this happen so this marketing AI initiatives.

JS **Jiunn Shih** 5:56

Mm hmm.

M **Mariana Peneva | Institute for Real Growth** 5:57

Who are the most important C-Suite partnerships for you?

So who are the people that you really collaborate with to make it all work?

JS **Jiunn Shih** 6:07

Yeah. No, I mean the, the, the normal, the, the most obvious one is obviously the Chief digital Officer or Chief Technology Officer or Chief Information Officer.

However, different companies call them different names. You know your CIO or CEO or CTO, I think that is that is the obvious partnership and and one of the areas in terms of why that partnership happens is obviously data, right is how do we.

Ingest different data sources into our own organizational data, like right into one. Data link right?

I think that is obviously an important partnership that we have to work together with the with our Chief digital officer.

Team, but the other one is also is the continuous investment around.

Protection, right?

I mean cybersecurity, you know, making sure that we are, you know, investing and we are.

We are really, you know, making it very, very transparent and clear with our digital team.

What we're doing so that they can factor that into the levels of protection.

That are necessary.

So making sure that we're very transparent on our activities for them, very clear for them, so that they can factor into their decisions in terms of how to protect us from hackers.

So I think that's a typical the most obvious partnership, but I would say that the, the other partnership that needs to strengthen is I think.

M **Mariana Peneva | Institute for Real Growth** 7:30

Yeah.

JS **Jiunn Shih** 7:39

AI is a tool, so I I I'm I'm still at the you know, I I think we need to understand I think has a potential to be to unlock tremendous you know capabilities for marketers. But we need to understand it and as a tool as a new tool.

It will require building different capabilities in our team.

So I think the other partnership that needs to happen is how would HR team or Chief HR officer, Chief People Officer, right?

Knees should also have that in their agenda in terms of identifying, you know, what are the capabilities that needs to happen as well as mindset, right?

You know, it's gonna require a much more of an adaptive mindset in this new era.

M **Mariana Peneva | Institute for Real Growth** 8:26

It's also a very interesting topic capability building.

So have you already started something on capability building or is it more in the planning?

JS **Jiunn Shih** 8:35

We haven't done it that organization.

Otherwise, we've had some conversations to say, hey, hey OS marketers, we're saying that this is coming.

We are, you know, working through it in terms of really just, you know, doing more, trying to understand the use cases. As I said, map the tools and link them to how can it solve some of our needs. But we haven't done it more structurally, but we are. Having that conversation to say, what does that mean? Because AI is not going to fetch just marketing as a.

As a as a function, right a is monsu has the potential to affect all of the areas of the business, so we need to have a more structural program. How to lift the capability of organization so we're not there yet, but it is absolutely a conversation that started.

M **Mariana Peneva | Institute for Real Growth** 9:25

Yeah. Yeah. OK.

And what about the CEO?

So what about? How do you get that one on board?

And if you can tell me.

JS **Jiunn Shih** 9:32

It's a good question, yeah.

Yeah, it is.

It is.

It is important, right?

It's I I would.

I would say there's two levels, right?

I think there is.

There is the CEO and you know, every organization goes through.

How do you prioritize? You know your resources, right?

How much money you put a person you know, an AI is absolutely front of mind.

So what is the level of resource allocation right that the CEO?

Allows for that into into testing out and proving the case. Understanding the use cases.

I think it's important.

I think no CEO will say no to AI, but I guess that the the level of.

Resource allocation plus the level of real engagement and support across some of the key initiatives is going to be critical for for the success of how do we do incorporate AI into your business, right? Because I think every business is going to have to, we'll make slightly differe.

Choices.

Of how do you, at least in the next few years?

I mean technology.

I mean, the technology is evolving so rapidly that maybe if we have this conversation in another six months to a year will be much clearer or we will have a, we will have a very different view. At this stage, I think it's it's really about you know the.

Commitment of the CEO to say, hey, let's do it. Let's learn it. Let's prioritize, and let's put resources behind some initiatives. And by the way, as a CEO.

I'm behind you. I want.

I'm supporting you.

I will engage with these initiatives for us to work to supporting that culture of testing and learning and providing the resources I think will be critical.

M **Mariana Peneva | Institute for Real Growth** 11:26

Yeah. OK.

And if we look at the broader organization and you already mentioned that AI is gonna impact not just marketing, but the whole organization, if you or your team been involved in some organization wide initiatives.

JS **Jiunn Shih** 11:35

Yes.

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

So something that goes beyond marketing or not yet?

JS **Jiunn Shih** 11:44

And the only organization that wide initiative that we've done is actually just the use of copilot across the organization.

M **Mariana Peneva | Institute for Real Growth** 11:50

OK.

JS **Jiunn Shih** 11:52

So we are rolling out Co pilots and and as an example, we are supporting the, the, the the team to to see and map out and really.

And really assess for how much compiler is really helping you know people and how.

What are people using copilot for?

That is one.

That is one initiative, but before that, I think in terms of All think the big initiative that we've done as an as an as A/C suite, you know, supporting across organizations having really around data, right is really around building, ingesting data into a database, you know, ensuring that.

M **Mariana Peneva | Institute for Real Growth** 12:29

Yeah, yeah.

JS **Jiunn Shih** 12:31

Pipes internal pipelines will set up and ready to just in supporting and then once that's done, starting to do the, you know, using that data to analytics and that sort that has been the original, the original company wide initiative and then now the other thing that we're doing.

Is just supporting our team through the roll out of the copilot.

M **Mariana Peneva | Institute for Real Growth** 12:59

OK. And if you think broadly about the SIDAI transformation, what it is that you think marketing can bring to it?

What is marketing? Helping with or bringing to the table?

JS **Jiunn Shih** 13:16

I think that's I think that AI think the use of of of AI think we still need to balance. The technology AI.

With.

With the empathy and the creativity and the understanding of culture and understanding of the business model.

Right. I mean, I I at this stage and I again in one or two years technology technology might.

That I might have a different view, but at this stage AI is an amplifier you know should be used.

It should be an amplifier of what you do really well as a business, right?

You should either amplify or make it more efficient.

What your business model?

What you do, you know how you do it. And I think the role of marketing doesn't change in terms of that which is bringing that being that external, you know, window to the world in terms of bringing this is what the consumers and customers need.

This is how the category or the culture and the context is shifting right and and I think you and bringing you know of of all of the functionality is the function that brings that creativity and you know and the the heart to the to the business right and.

So I took the magic to the business.

So I think you know, I think marketing still will have that role to balance out that conversation. So it doesn't become.

Technology like conversation, it becomes how do we leverage these things?

How do we leverage this technology to do our what we do as a business better? I think that's.

M **Mariana Peneva | Institute for Real Growth** 15:02

Yeah, yeah, yeah.

JS Jiunn Shih 15:05
All the in the marketing team.

M Mariana Peneva | Institute for Real Growth 15:07
Yeah, well, of course. For us the the humanized growth approach is very important.
So that tension that you mentioned between you know, technology and human, it's very relevant also for us.
So if we take, let's say the demand space project.

JS Jiunn Shih 15:23
Yes.

M Mariana Peneva | Institute for Real Growth 15:24
How did you ensure to keep the human side in it?
How did you make sure that it's a balance?

JS Jiunn Shih 15:31
For me, the user in the end of the day, the user, the AI was an algorithm that helped us interpret and sweep through all of the data, because behind the data it was humans.
You know, going through Instagram and looking at photos of avocado toast or whatever it was human going on Google and search, what do I eat if I want to, you know, improve.

M Mariana Peneva | Institute for Real Growth 15:50
Yeah.

JS Jiunn Shih 15:57
Xy or Z right?
I mean behind though that data it was people.
Right behind that data, it was human beings with their interest, searching for specific needs, right?
And they're looking at specific things, right?
So I I I I never treated data points as data, I mean data points are just indications of

different activities, behaviours and actions of different human beings, right?

So let's never forget that, right?

AI is just a way again, to my point around AI being.

A technology that can either amplify or make things more efficiently that that technologies allow us to look even more thoroughly than what you could get from questionnaires with 1112 thousand people.

You know, it allows you to look more thoroughly at their actual behaviours, right?

And in a way that is faster and cheaper.

So amplify as well as making it more efficient. That for me is what the technology is.

M **Mariana Peneva | Institute for Real Growth** 17:04

OK.

And what are some of them? If we think long term?

What do you think? Are some of the biggest opportunities that are emerging when it comes to using AI in order to drive more business growth?

I mean, yeah, no, I mean, we started the conversation with automation.

JS **Jiunn Shih** 17:18

So for me, yes, Sir.

M **Mariana Peneva | Institute for Real Growth** 17:23

Better insights you said personalization, which you are yet to apply.

What else is there down the line? If you think about it?

JS **Jiunn Shih** 17:32

So I mean for for me there is.

I think across the across the the organization there is I think AI has a tremendous potential.

To make our teams make every individual much more effective in in what they do and eliminate, or at least reduce significantly very repetitive tasks, and also one of the things that we're testing for example, organization wise is you know before you know we had to.

M **Mariana Peneva | Institute for Real Growth** 17:52

Mm hmm.

Yeah, yeah.

JS **Jiunn Shih** 18:04

Go through the approval of our expenses, right and AI can help us.

Do you know eliminate or reduce significant?

Make it a lot more efficient.

The approval of those expenses, right?

So that's something that we are testing organizationally wide. I think for me, I also lead the area of innovation in R&D and we are really, really looking into.

Leveraging AI to accelerate our breeding program.

How we develop new varieties of Kiwi fruit there is incredible potential there and now that we have mapped the genomics, the genomes of Kiwi fruit all right. So that is it. Open up tremendous opportunity to accelerate the breeding program.

But back to the back to marketing, right.

I think the next.

The next.

Next horizon, I will always say is is really understanding how can AI drive better, more personalization in terms of how we engage with consumers.

M **Mariana Peneva | Institute for Real Growth** 19:11

Yeah.

JS **Jiunn Shih** 19:14

How can we optimize the campaigns right and the different activities that we do?

How can AI also help us generate the content in a much more?

Automated and more effective manner for those different journeys.

Right. I think that's that remains something incredibly exciting and I think we need to understand how that it was and I think it will evolve and it will evolve to a way that it will be very.

Useful for for for marketers in the future.

M **Mariana Peneva | Institute for Real Growth** 19:50

So I know we're talking about marketing, but I'm really curious about the innovation opportunity with basically the the Kiyo food variety.

JS **Jiunn Shih** 19:55
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M **Mariana Peneva | Institute for Real Growth** 19:58

So why do you need to create new varieties?

Is it for the taste or is it also for the resistance of the food or I'm just it really it's so interesting so.

JS **Jiunn Shih** 20:05

Yeah.

So so when I when I talked about the.

When I talked about the demand spaces were part one of the main reasons we do the demand spaces work is you develop the concepts for new product innovation for the future, right?

Right. So it generates, you know, the demand spaces?

You know what is the? What are the white spaces between white?

You know that in terms of demand spaces, what queue for can play a role? But then what is the type of queue for? And typically when we do that breathing.

There are really three areas of traits that we need 3 clusters of traits of the Kiwi fruit.

The characteristics that we have to factor in. One is the obvious one, which is the consumer, right?

So what is the flavour? Size, colour?

Health, you know, health benefits, you know, the health content of Kiwi fruit.

So we do that and depending on what is the concept for which demand space, you know some of these things might be different right then there is this the 2nd, which is to the supply chain. You know, things like storage, you know how long they store, how well.

Do they travel right?

You know, how can you grow it in different growing regions around the world?

So then there is that.

Supply chain aspect.

Is the actual on watchers the actual productivity?

You know how much you know per ton tons per hectare how resistant it is to pass the resistance.

You know, how does it grow in in different climates?

So then there is the on orchard.

There is a supply chain and then there is the consumer traits.

So that's how we look at the the development of new varieties based on concepts that comes from the demand.

It's.

M **Mariana Peneva | Institute for Real Growth** 22:01

Oh, it's such a project can have such a so much impact on the whole industry.

JS **Jiunn Shih** 22:08

Yeah, yeah, yeah.

And that's how we developed our Ruby Red.

Ruby red, our red Kiwi fruit which we launched about three years.

M **Mariana Peneva | Institute for Real Growth** 22:15

Mm hmm.

JS **Jiunn Shih** 22:15

Not yet in Europe, but which we launched three years ago.

M **Mariana Peneva | Institute for Real Growth** 22:20

Wow, OK.

Super interesting. OK.

Yeah. So is there anything else that you wanna share with us?

But I didn't ask you about yet concretely.

On the topic of humanize, growth in the Arab AI.

JS **Jiunn Shih** 22:38

No, I I I would say I think the only other thing I'll I'll just you know go back to reemphasize, is that.

We should.

I don't see AI as changing the fundamentals of what we do as marketers.

I just want to reemphasize that right.

And we have the the power, you know to, you know, shape how people think, feel

belief and that's still an AI can help us potentially, you know amplify that.
And we have the power to actually drive different choices and different behaviors, right?
And I think AI could also help us amplify or do that more efficiently.
So I don't see that you know with this new.
Amazing technology that a marketing the fundamentals of marketing is going to be significantly different, right?
And I think we sometimes we marketers, we tend to get so attached to the tools.

M **Mariana Peneva | Institute for Real Growth** 23:31
Mm hmm.

JS **Jiunn Shih** 23:38
And the and the technology that we forget what we actually do right, which is, you know switches to understand consumers and you know develop profitable solutions and products and brands that solve the needs of people with the plant.

M **Mariana Peneva | Institute for Real Growth** 23:46
Replay.

JS **Jiunn Shih** 23:54
And I think that's that's what we need to remember always as marketers.

M **Mariana Peneva | Institute for Real Growth** 23:59
Yeah. Yeah. OK. And then maybe towards my last question, but so now for the questions that I ask you.
You know what we're looking for in this study?
You know which are the topics that we are exploring.
Is there something else that you would be hoping to get out of this study?
So if six months from now we share with you the presentation, is there a topic that you would be interested to know a little bit more about?
Scml.

JS **Jiunn Shih** 24:27
Well, I I think that you know I I think, you know, IRG has always been behind.

You know the human side of of marketing and growth.

You know, how do you humanize growth? And I think it would be one of the things that would be very interested when reading this report is how does AI help us be even more humanized rather than rather than the other way around of AI actually dehumanizing? How you.

Know how we?

Of growth. So are there other organizations and companies and brands that are leveraging AI to actually make them more?

So I think that would be the the thing that I'll be very interested in reading.

M **Mariana Peneva | Institute for Real Growth** 25:13

OK.

Yeah. Yeah. OK.

That's very helpful.

And yeah, well, so the partner, as I mentioned, the partner on this project for us is Google.

JS **Jiunn Shih** 25:17

What?

M **Mariana Peneva | Institute for Real Growth** 25:23

And they're also interested to learn directly from the interviews or to feature some of the CMO stories in their publications or events.

So are you OK if I share this transcript with them as well, or do you want to keep it?

Yeah, that would be OK.

JS **Jiunn Shih** 25:38

I'm fine.

I'm over it, but.

M **Mariana Peneva | Institute for Real Growth** 25:41

Perfect. Well, thank you so much.

It was a very insightful conversation and really exciting stuff that you're doing.

So thank you for sharing that.

And then yeah, hopefully I see you around somewhere soon.

JS Jiunn Shih 25:49
Oh, my pleasure.
Yeah, I will.
I I'm I'm planning.
I I'm planning to go to next year so hopefully.

M Mariana Peneva | Institute for Real Growth 26:00
Oh, fantastic.

JS Jiunn Shih 26:01
Hopefully we meet and some next year.

M Mariana Peneva | Institute for Real Growth 26:04
Yeah, well, that would be great.
OK.
Well, see you in summer then.

JS Jiunn Shih 26:08
Alright, you take care, Mariano.

M Mariana Peneva | Institute for Real Growth 26:10
Bye bye.

JS Jiunn Shih 26:11
Have a good day. Bye bye.

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