

# Webinar | Building an AI-Enabled Organization - 2024/11/18 13:45 EST - Transcript

## Transcript

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**Matt Clement:** Good afternoon everybody and welcome to today's webinar on creating an AI enabled organization. my name is Levit, executive vice president here at Madden Media. And again, we're really glad to have all of you. And, we're going to have some fun today, as much as you can on a really deep topic like this. but I certainly want to make this worth your while. And I think we've got some really good information lined up for you. Before we get into that though, want to ask a quick pre-weinar poll question for all of you. that we're going to have you do this poll question.

**Matt Clement:** you can access the poll the bottom right side there's those little shapes triangle square circle but what we want to ask you all is how regularly are you using AI in your daytoday life and by day-to-day life this can be both professionally and personally so there's a few options there you'll see in the poll I'm a daily power user once or twice a week monthly barely at all or lord I've never used AI hope that nobody answers that one, but there might be a few and hopefully we convert you by the end of the day. So, if you will be sure to go ahead and jump into that poll and we'll share the results here also just so there will be a Q&A following the webinar. So, if you'd like to ask some questions, we're going to pick up those Q&A questions from the chat.

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**Matt Clement:** So feel free to put any questions that you have there we will cover all of that at the end of today's webinar. So waste not want let's jump into it everybody and talk about building a future with artificial intelligence. one thing that's going to be a little bit different about today than a lot of the artificial intelligence or AI webinars sessions that you've been in, a lot of that has focused on, how to use chat GBT and how you can use it to, write a funny email write a song or any of that sort of thing.

**Matt Clement:** And we are going to have some examples of that kind of higher use case examples. But really what we're going to be focusing on is more about how to make sense of this from an enterprise level. How to really set up your organization to be in the best position possible to take advantage of all of these platforms and tools that we're seeing. Now to kick this off, we really need to do this first, which is to define what is work? How do we define work? If you go online, Google search work and define it. science would give you something like this. So science would basically say, look, work is, the force you put against an object and that object goes a certain amount of distance and so on and so forth.

**Matt Clement:** Why the lawn mower has no shirt on, I don't know. I didn't draw that for the record, but that's how science would define work, which is great, but it's maybe not so much of use to us in the business world, Or the DMO world. Popular culture defined it, too. some combination of what we see here. And really at the end of the day it was work equals I go somewhere for a certain amount of time I put in some effort that's work right so that's popular culture for you but the best definition of work that I've come

across is that work equals output or another way to put it in the business world would be enterprise value created output is ultimately influenced by three different variables.

**Matt Clement:** you could say output is equal to the volume of work you can do in a given amount of times leverage. And we'll talk about leverage here in just a minute. But all things considered, you only have three variables when we're talking about output our organizations or we personally can put out there and that's volume, leverage, and time. So, if you're DMO, how do you measure output would be again if we're thinking about enterprise value created for us in our world, it's a little different, right? We don't have cash registers in our business. we're not selling anything generally speaking directly. So, it's our volume of activities we have. So, these are the marketing campaigns we do. it's the convention sales work we're doing, the partnerships we create times Leverage is anything that increases that volume.

**Matt Clement:** So this is, data that you might be buying or maybe you're buying an intelligence platform like Madden Voyage or Zardico or Tourism Economics and their Symphony platform. It's also how much staff skill you have or the number of staff that you have. Those are all leverage points that can increase volume. And then of course time is pretty self-explanatory. In our business, value created generally is going to be things like tax collection, economic impact, how many visitors we bring in or even placemaking activities. So, how do we increase output? the traditional way of doing this is pretty obvious in most cases and that is something like hiring more staff or we uptrain our existing staff. Maybe we hire third parties to supplement or do the work for us. That's where folks like Madden, right?

**Matt Clement:** maybe we invest more money in research and data increasing our amount of leverage. We expand partnerships. So you can see all of that. There is a common thread to all of this though and that is that most if not all of these either require more time or more money. And that's something that the typical DMO or business is short of generally speaking. So what is the answer here? it's sort of right here in front of us. So, if you remember back in the day like being on the schoolyard and the teeter totter, right? and it was all about, using a leverage point to push your friend up and down, And then they'd push you up and down. and so that is the answer, believe it or not. And this is what I mean by that. So, if we think about the diagrams that you see in front of you here, there's two examples of this.

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**Matt Clement:** So if you want to increase your output, yes, you could have more volume, We could have more staff, we could work longer days, that sort of thing. And then we could increase our output. But if you look at this example, you can see the leverage that vertical horizontal bar rather, is kind of a little bit different. And if you're looking at this, I bet you can guess which of these two examples are going to give you more output, right? It's the green one on the right. because that leverage is scooted out there a little bit, our volume ends up being producing more output. it's not a onetoone because of that we're introducing there. And our leverage for today and what we're talking about today is artificial intelligence Literally AI is the ultimate leverage creator. It's a force multiplier.

**Matt Clement:** So, it's capable of making individuals truly, and I am not kidding, seem superhuman. and we're going to talk about some of the ways that it's able to do that, and it's going to really be transformative in terms of what our organizations are capable of doing all without proportionally increasing our costs. There's really never been anything like this. And it's definitely something that if it's not obvious by now, it's not going to be a fad. It's not going to be something that passes by and we let it go. This is here to stay and if anything, it's ramping up and we'll continue to do so. But don't worry, we're

going to get you all set up today to be able to take full advantage of this. Here's a bonus for you. If anybody ever asks you, maybe it's your board, maybe local stakeholders, if you're not the CEO of your organization, then you can explain this to your CEO residents and anybody else.

**Matt Clement:** What we just talked about is exactly why using AI is not optional because it is such an effective and powerful leverage creator, force multiplier, and generally a transformational tool that there's absolutely no way we can justify not using this in our day. literally it would be akin to saying we're going to take away websites, email, and the smartphone. nobody would agree to that. And as we go forward, it's going to be very obvious that we can't agree to not using AI as well and all of the platforms and benefits that are out there. It is important that everybody have a pretty good working idea of what AI is. Now, it's not new, right? We all heard of Chat GPT.

**Matt Clement:** Most of everybody on the call here have used Chat GPT or maybe Google Gemini, Microsoft Copilot, or any of the other dozens of platforms that have proliferated over the last year and a half or two. but a lot of times we don't necessarily know what's going on. And so this article from McKenzie that you see on your screen is a great spot to go find out a little bit more about what AI is and what it's not. You can also of course go right to chat GPT. A favorite trick of mine is to have it explain something as if I'm five. it works really well sometimes when I'm trying to grasp a complicated topic, especially if it's late at night. I like to just kind of describe AI as a prediction machine. So if you think about AI is this box and in that box we have stuffed all of our knowledge as a species into it through the internet into this box.

**Matt Clement:** And so what it does is it uses our input. So whatever we type into chat GPT, it takes that input and it predicts what answer we want using the information that it's been trained on, the information that it contains. and so essentially it's simple in that what it's doing looks like magic. It looks like it could turn into the Terminator. but as of right now today, It's just really taking some really cool technology behind it to allow us to interact with it in a natural way and then predicting the answer. it also leads us to some problems sometimes which we won't so much get into today but if you want to know more about that and some other just basics with AI feel free to jump over to our website at Madden.

**Matt Clement:** you can check out the 12 Laws of AI blog or if you'd like the PowerPoint deck. you got my email address right there on your screen. Feel free to shoot me an email and I'll shoot you the 12 Laws of AI deck. We've actually just updated it not too long ago. As you can imagine, in the year and a half or so since we originally put that blog out and put this particular presentation out, things have changed and are continuing to change. But if you'd like this, feel free to hit us up. We'll get it to you. So let's get into the heart of what we've been talking about or what we're all here for today and that is building an AI enabled organization. when we have discussions about artificial intelligence most of the time we are very focused on things like chat bots for our website or how to use it how some of our vendors are using it to better target audiences that sort of thing.

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**Matt Clement:** A lot of it is focused more on the customer experience or outward facing in general, but really an AI enabled organization is going to have sort of a three-legged stool of core pillars. And today we're really going to be focusing on the other two which are more inward facing. and that is AI governance, ethics and strategy and then operational excellence using AI. So, in other words, how are we really taking advantage of it internally? and this is really going to be super critical that we nail those two

things down before we can really and truly take full advantage or really be fully informed on how best to deploy those outward facing tools that I know all of you are hearing lots about, probably getting a lot of phone calls about.

**Matt Clement:** So, what I want to do is hopefully set up you and your organization to be better ready to handle those conversations that I'm sure you're probably already having to some degree. So, let's start with governance, ethics, and strategy. I know this is like a barn burner title here. I'm going to do my best to keep this entertaining as I can for you. I promise you there's some really good information in here though that you're and you're gonna need to make sure that your organization is ready for this new world that we're quickly running into. First and things first, you have to have an AI strategic roadmap. I would argue or not argue, I would guess that if not all of you have probably gone through marketing planning process in the last year or two or three.

**Matt Clement:** it's no different with AI. Just as you wouldn't want to spend your marketing dollars blindly or just kind of guessing or without any sort of overarching strategy, it's the same thing with artificial intelligence. You're going to want a roadmap for a few reasons. You're going to need to be able to explain how AI is aligned to your organization's core values. is going to be super important when you're communicating to your board, looking to invest in these tools. So, you really need to be able to explain and have it, clear to everyone how this aligns with core values. You're going to want to be sure that you're creating a space where experimentation and learning are encouraged, especially with a younger generation.

**Matt Clement:** your young professionals that are in late 20s, even their early 30s, they don't like using artificial intelligence. It sounds weird, but they're really really nervous about AI platforms. There's a lot of fear out there about job replacement or displacement whether or not it's cheating to use these platforms. Some of this is being really propagated by our public school systems and large and I have a 16-year-old daughter who's a junior in high school and they're not allowed to use any AI platforms generally speaking which is really wrongheaded because we need to be able to teach our kids and these young professionals how to use these platforms certainly in an ethical way. we want them to use it to create not necessarily to cheat.

**Matt Clement:** but it's going to be important to have as a part of your strategic road map how you're going to create that space. Same thing about having clarity in its role. making sure that it's clear that the goal is augmentation, not replacement. You're going to want to have some thought about, what data protection and privacy, you have in place. certainly we're still in this kind of a weird time where we're not sure how data that goes in, things that we might put into these platforms, how it's treated or where it goes or who has access to it in the future. So there's still some questions preventing mitigating bias in your organization or how AI is used.

**Matt Clement:** And then finally really facilitating a cultural shift towards using these platforms and really making it clear from the foundation up that using these platforms is going to be just as critical to our survival as an industry is to the survival of your organization as having laptop computers the internet access to smartphones, email all these things that we've seen innovations that we've seen come down the pipe. We have to really make sure that we are seeing these platforms as not something that's a party trick or a novelty or maybe it's just a chatbot on the website but really something that is integrated into our day-to-day lives as professionals and in our organizations. So how do we go about building a strategic roadmap for artificial intelligence for AI platforms?

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**Matt Clement:** here at Madden, many of you have worked with us on strategy and you know that we're a big fan of a particular framework called And so play to win is a fantastic framework. We're going to get into the details here in a minute, but it really starts with this idea of a winning aspiration. And in this case, the winning aspiration is defining how you want to see AI used to increase the output in your organization.

**Matt Clement:** you want to make sure that you have a very clear goal for how you're going to leverage these artificial intelligence platforms across all of your operations. Underneath that winning aspiration, you'll have KBOs or key business objectives. This is another thing that if you've worked with us in the past, we're a big fan of KBOs, and these are the strategic initiatives. This is where you really kind of start to figure out how to divvy up the work that's going to be necessary. to achieve that winning aspiration. And then of course at the bottom of the pyramid is where you get into the specific tactics, projects, and actions that you're going to undertake. And don't worry, I'm going to give you an example of what all of this looks like here in just one minute. But let's go through the play win framework. It's deceptively simple So it's really just answering five questions.

**Matt Clement:** So, one of course we just talked about the winning aspiration, defining a clear goal on how you're going to use where will we play? And this is going to be identifying areas of focus where AI can create the most value for your organization. And we're going to talk a little bit about this from an internal standpoint here. in a bit we will talk about doing an audit for your staff where you might be able to find what we would consider to be opportunities to increase headc counts virtually. so FTEES full-time equivalents if you're a smaller organization then it might be all about that or your capabilities but it's really going to be figuring out where are we going to focus on in terms of getting the most value out of AI platforms. How will we win?

**Matt Clement:** So once we have got the first two questions answered, now we can start to create our key business objectives, our KBOs that are going to help us drive adoption in a very structured way. What capabilities do we need? So one of the things I always advocate for is make sure what your strategy is before you go to the market to start buying tools. it's kind of like when I go to Best Buy without a plan and I always end up buying something or two things or three things that I didn't know that I needed or didn't know I wanted until I walked in. it's going to be important that we answer those top three questions. because that's going to tell you what you need to invest in as an organization to really take advantage of opportunities out there, these platforms that are out there.

**Matt Clement:** as you know, they are proliferating very quickly and you can get overwhelmed pretty quick and probably even overspend if you're not careful. but if you're really clear about those first three questions, you're going to be able to confidently go out into the marketplace and choose the tools and the platforms that you truly need and ignore the ones you don't. And then management systems. So, we're going to talk about some of these here in just a minute where we're really talking here about the policies. do you have an HR policy? quick question for all of you. How many of you who have an HR handbook have a specific policy for AI usage? from giving this particular presentation and having conversations all over the country, I can tell you on average very few of us do. And so, that's something that we have to make sure that we're addressing.

**Matt Clement:** has to be in there, So, that is how to create a road map. Let's talk about first before we talk about a couple of other things, here's what you're trying to get to. This is what a one-page strategic road map looks like. And of course, if you want some help with this, feel free to reach out to me and we'd be

happy to get a call. scheduled and we can go through this and talk a little bit about how to go through this process. but you see the winning aspiration there on the left and then across the screen are all of our KBOs and then at the bottom half of that you can see all the actions, tactics and the KPIs we're going to create in support of those initiatives.

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**Matt Clement:** So, it sounds like it could get really complicated and hard, but believe it or not, most of the time you can fit it on a one pager just like this. And so, you can see here we have four KBOs. We want to create guiding principles that will help us how we're going to use AI in an ethical, smart way. We have a KBO for figuring out how we can optimize our operations, another one for amplifying our marketing efforts, and then finally one that will enhance our decision-making capabilities, which is also as a bit of a data nerd myself, probably the one I'm the most excited about with regard to what these tools can do for us. So, let's talk about guiding principles because this is actually really important.

**Matt Clement:** It's also worth noting that this is a really cool opportunity to actually interactively use these tools we've been talking about whether it's Gemini or chatpt this is a really good opportunity to use these tools as a part of this process so by that here's what I would recommend to you as you're thinking about putting together some guiding principles first things first you can get your team together. And what I would suggest is, if you have a whiteboard or you have a wall and you have some sticky notes, identify some words or phrases associated with your organization's overall principles. Maybe they're related to your vision statement and mission statement, but you want to have some words and phrases that are associated with those overall principles.

**Matt Clement:** and then you want to from there start to identify some words or phrases where AI would be a part of that. So if you look on the right hand side, you can see that I've given you some examples of what I mean. Now these categories are categories I created and you're feel free to add or use different categories or use these if I think these do work fairly well. So we have efficiency and leverage, innovation and creativity, ethics and governance and then destination marketing value. And so within each of those what I have here is just some examples of words or phrases that would identify sort of what sort of guiding principles we want for each of those categories. So what do you do from here? first a word of advice.

**Matt Clement:** You could very easily go into Jad GPT even get a little fancy "Hey, I want you to act as a destination marketing organization assistant and I want you to help me create some guiding principles." And it'll spit it right out. But I really suggest and really want to encourage all of you to make this an interactive activity with your teams and do this in person. have some human input here because it's really teaching your team how to mix a little bit of human input and then how to enhance that with our capabilities on the AI front.

**Matt Clement:** So, in other words, you could come up with a few starter phrases, put those in, explain who you are, what you're after, and then expand those lists or expand the number of inputs here or outputs you see on the screen. using those kind of seed ideas that your team came up with. So, we have our list here and these four categories. From there, now we can do this. So we have on the left our organization's core values. Remember I had mentioned you might want to it's a great idea to start off with here's what our core values are as an organization. and then we can create the resultant AI guiding principles from that. what do I mean? So I would start if you go into chat GPT you can put in your organization's core values.

**Matt Clement:** You can even have chatgpt if it's just a collection of words and phrases to create what you see on the left here and the magenta colored section. And then once you have that list and you have these sentences describing your core values, ask chatpt to combine your core values list with your lists of phrases that we just created across those categories to then create some resultant AI guiding principles. It's a great idea to have it make more than you need. Generally speaking, you probably want somewhere in the one to, not one, but probably about five.

**Matt Clement:** I think 10's probably too many, but some five is about a sweet spot. but how to create, 20, 30, 40 of these guiding principles and then again as a team work through identifying which principles that have been created seem to make the most sense and then as a team even work if you need to refine those outputs so that they really get to a point where you're happy with them. And so you can see here the examples that I have. Again, this is really powerful to have. It's going to be very important. I think if you're looking to create an HR policy on AI, this can be really important for guiding that effort as and I think this is also something that's great to be able to put in front of a board so that they can see how you're approaching something like this.

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**Matt Clement:** All right. let's talk about AI governance and determining what your governance structure might look like. I can tell you that most of us on this call will probably fit in these first two categories. Now, I've put an operational budget suggestion on the left to help identify where you might slot in. So, if you're under \$5 million budget, and again, this is usually the majority of folks in our industry, then your governance structure is really going to be relatively simple because again, if you have three people on your team or maybe 10 people on your team, you're only going to be able to do so much realistically. And so, I don't want to make you feel like you got to go out and hire a chief technology officer just to run AI. I know that's not realistic.

**Matt Clement:** So, if you're in this category under \$5 million, you're really looking to maximize your efficiency. you are looking at probably a very lean governance structure with, part-time roles really and you're going to be mostly focused on how you can increase leverage as much as possible, but also not reducing volume. So in other words, you don't want these platforms to become such a huge amount of work on their own that it kind of becomes counterproductive, right? You're going to focus on practical AI solutions. So you're looking at how can we most immediately affect things like marketing, operations, and visitor engagement. You're really looking at how do we maximize efficiency and creation. So if you're a small organization, you have, 15 people or less or 10 people or less.

**Matt Clement:** Some of you on this call might even be one or two person shop. the ability to use these platforms to virtually create an FTE equivalent. if you're not familiar with that term, that's full-time equivalent. So, that's a full-time person on your staff. Believe it or not, we're getting to a point where a lot of these tools can really collectively function as though you were adding a full-time person to your team, which is pretty amazing. But this is where you're going to be. Now on structures, it's a great idea even if you're a very small team to just have somebody who really is your AI champion. they're going to be the person that should be reading up and kind of staying engaged on what's going on in the AI world. what platforms are out there or how do we get the most out of the platforms we're using. This is not something where it's going to be 20our a week job or anything.

**Matt Clement:** It's maybe just spending 30 minutes a week going and looking and browsing about what's new in chat GPT or Gemini or what new platforms are out there. A great tool and I wish I had a listing for you here but the everyday AI podcast I think it's everything AI podcast. it's easy to find on Spotify is a great resource. It's a multi- I think they come out a few days every week with news and information about AI platforms. That is a great way to just in 20 or 30 minutes catch up on all things going on in the AI world. You might have an advisory committee with flexible meetings. so this might be where you get together as a team and just say okay here's how we're using this. Let's review our road map.

**Matt Clement:** it's not something I think that you're going to probably have meetings, on the calendar every month. It probably is going to be as ad as needed. You might look at outsourcing an AI consultant, but again, I know that can be, a little bit cost inefficient for some of you. So, I'm not saying you have to go do this, but it can help for especially if you're kind of on the higher end of this budget range and really needing a jump start. then you might consider that. And then ultimately, you're going to be really focused on the affordable AI tools. And that's the good news here is that Chat Gubt, Copil Gemini, Notebook LM, which is one I've really fallen in love with here lately, these tools typically cost about 20 bucks a month per person. so they're very affordable. The next budget range is between five and 20 million. And, there's just a couple of key differences here.

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**Matt Clement:** One is you might have a more formalized strategy lead where they really do have, some number of hours in the week just overseeing your strategy and governance part-time and making sure that your AI roadmap is updated and reflects kind of the current trends and things and just making sure that your organization is getting the full capabilities. your governance board might at this point especially if you're investing more heavily in these tools then you might actually have and I hate saying AI governance board but a meeting with your group heads and maybe that strategy lead to just again review what you're doing with to share any issues that you might be having concerns that sort of thing opportunities at that point it really does I think start to make

**Matt Clement:** sense that as a team you're meeting and discussing this if only for an hour every few months. And then on suggested areas of focus, this is where because you do have maybe a little bit more budget and a little bit more capability, it makes a lot of sense and I'm not saying the small demo shouldn't do this, but to really start to consider AI training and upskilling. So, there is certainly no shortage of opportunities to get better at using these platforms. Some of them are free. It's just a matter of putting the time in going to YouTube. there's lots and lots of channels out there that can teach you anything you want to know about any of these platforms. And then there's also some professional development courses that are a little bit more high level.

**Matt Clement:** and most of the time, and these are, coming from, your Harvard business online type outfits, professional training out, they're really pretty cost-effective. I mean, in most cases, you're looking at maybe \$1,500 for the course. So, to put that in perspective, that's maybe the cost of attending a couple of conferences every year. So, not necessarily cheap, but pretty cost-effective. your investment in AI tools may get a little bit more sophisticated.

**Matt Clement:** And at this point it's very likely that you're using tools like Datify, Madden Voyage, Tourism Economics and their Symphony Platform or Zardico. And it can really start to make sense to want to use AI tools that you have access to better leverage that research and data. And we're going to give you some



examples here in just a little bit about what I mean by that. So the last one I won't spend a ton of time on. This is over 20 million. And as you can see, this is where it gets more complicated. so thankfully, like I said, most of you here probably not having to worry too much about this. but yeah, you can see as your budget goes up and the size of your organization goes up and the needs that you have go up, the complexity scales right along with it with regards to these platforms.

**Matt Clement:** So, what to consider for an HR policy? first things first is to have one. it is so important to have an HR policy in your HR handbook. it really should and probably can and should be your first initiative that you undertake as a part of your strategic roadmap. those guiding principles that we used are going to be the backbone of your policy and are maybe going to be in the policy itself as well. ideally this policy will communicate your governance structure, how you're handling this. It's going to provide guard rails for how to use AI or how it should not be used. it's going to include things like data privacy and how you're handling the data that goes in or what kinds of data that you're putting into it.

**Matt Clement:** and where applicable legal compliance. Again, I don't know that this is something that your average small to medium sized demo has to worry about as much, but depending on how you're using this in the creative space, it might be worth just consulting someone to see if there are any legal blind spots you need to be aware of. And then of course, how transparency will be transparency with your board, with the public, and how AI tools are being used. But above all else, the number one thing that's more important than anything else is just Encouragement to use these platforms in an ethical way, in a smart way. because again, we have a bit of an issue in terms of adoption with the younger generations with this. So making sure they understand that there people are being encouraged to use these platforms is absolutely critical.

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**Matt Clement:** here at Madden, it's actually the first bullet point in our policy is that you are encouraged to use AI platforms. And we do that again because it is absolutely critical to our competitiveness in the marketplace that we have a team that can take advantage of these tools. As you're going through this process, what you're going to find in managing AI and AI platforms is that you're going to need some sort of a method for figuring out how you're doing. Not just planning it, but really being able to constantly go back around and make sure that you're taking advantage kind of staying up on things with regards to AI.

**Matt Clement:** And what we find here at Madden is that this circular change management model is really good because this process of adapting to the capabilities that AI offers. You're not going to be ever in a situation where it's like we started here and we finally got to here and we're done. because of how fast things are changing and developing. You're going to find that it is constantly evolving. And so therefore, circular change management model makes a ton of sense. The first step in that is really assessment. and you're going to do this assessment when you're thinking about your AI roadmap. And you'll also think about it again when we do a DARE assessment. We're going to talk about what a DARE assessment here is in just a minute. but assess is the first thing obviously and then planning.

**Matt Clement:** So now this is where we start to build our strategic road map. now we have our guiding principles. We have a winning aspiration. So we generally know what we're trying to get accomplished with these AI platforms. Implement pretty self-explanatory here. so we talked about if you're under \$5 million, you're probably implementing processes that are going to be tied to things like operational efficiency and new creative capabilities you might not have had before and then evaluate.

**Matt Clement:** So, it's important that as a part of your KBO process that you are tracking some KPIs that can give you some sense if you're accomplishing what you're after with your winning aspiration. One of my favorites again is the idea of FTEES. So, if you look at something like how much time you're saving in a given week, that's a completely viable way of going about it. but in any case, having some sort of way to evaluate is going to be important and then optimizing based on what you see and what those KPIs are telling you. and then you go right back to number one again. And this is something that you're probably going to be doing, I would say, on an annual basis, every year making your way around this circle is going to be the right cadence for most organizations.

**Matt Clement:** let's talk about the fun part here which is AI and operational excellence and how to really get the most of it out of this internally. Now that we have our governance set up, we have a good HR policy, we have a roadmap, we know what we're trying to do, we know what our winning aspiration is, this is where the rubber meets the road. So remember we talked about as a force multiplier that increases leverage. Now it does this in two general ways. One is as pain relief. So in other words, how can we save time by reducing or eliminating the low value work that we have to do? This is the stuff that none of us like to do, It's like nobody likes to edit a blog that somebody else wrote. we don't like doing 500, standardized emails. We don't like writing grant proposals.

**Matt Clement:** So there's lots of opportunity here to relieve some of that pain and get some of the time back. And this can be really really a big gamecher when we start talking about if you have a KPI of increasing maybe your FTEES equivalent on staff by one just the amount of staff time that can be saved with using tools to do things like grammar checking a blog or ideulating on keywords for SEO the hours really pile up fast and before you know it you've got

**Matt Clement:** 40 hours that you've saved across your team. It happens really quickly. And once you hit that 40 hours, there you go. You just created a full-time equivalent. but then you also have game creators. And this is what's I think really exciting, which is what can we do with these tools to actually gain new abilities that we didn't have before, either as an individual professional or as an organization. And this can be across a bunch of different categories.

01:05:00

**Matt Clement:** things like enhancing our decision-making abilities or increasing our capacity for new projects or increasing our marketing performance. So, I mentioned the DARE method earlier and the DARE method is something that I came across from a gentleman named Ogus Aar and he wrote this great article, practical guide for marketers who want to use Gen AI. This was in Harvard Business Review magazine back last December and I say this all the time and I'll say it again here. HBR is worth its weight and gold. If you're not a subscriber to Harvard Business Review, I really highly suggest and encourage it. I do not get paid by HBR. They don't know I exist, I'm pretty sure. but I still wholeheartedly endorse that magazine is a great resource for learning and staying on top of topics like this one. So, Mr.

**Matt Clement:** car introduced the DARE method with regards to using AI and getting them the DARE method is four different steps. It is to decompose roles, analyze tasks, realize transformative opportunities and then evaluate iteratively. So you can see this fits in very nicely with what we've been talking about. And you can do that a couple of different ways. On the right hand side, you'll see here that I've just put together a handydandy grid of how to look at possible opportunities. so anything from high impact, low risk. These are things like using website chat bots or enhancing your learning abilities,

ideation, strategy building, all those things. over into classic pain relievers like using Grammarly, to edit your writing or to generate keywords, that sort of thing.

**Matt Clement:** But if we want to focus for just a minute on the first two steps, decomposing roles and analyze tasks, this might be one of the most powerful things that you can do as an organization. So as a way to go about understanding where your opportunities might lie for both yourself but also for your team, it is a great idea to take an evaluation role by person by person in your organization. So you can see here we've got our person here who's a marketing manager. they're mid-career experience. They've been in digital marketing tourism for five years. They're using the following system. So you can see they're using a CRM, they're using Google Analytics, Canva, etc. And then you can also see and this is optional but if you can do it, it's powerful is to have psychological drivers.

**Matt Clement:** So this might be something best for them to do on their own or if you're someone's supervisor, you maybe do it in conjunction with them, but what are the psychological drivers? So for our example person here, they're creative, goal oriented, data driven, techsavvy, they value innovation. And then you have reach. So who are they actually interacting with on any given day? Once you put that together, the next step is to create a task inventory. And it's important to note that if you're going to do this as a supervisor, to be gentle and encouraging and to remind people, this is not to get you in trouble. this is to find opportunities where we can help you get some time back or even figure out what we can do to give you some new capabilities. So, you can see this is our person and just kind of an example of how they're spending all the hours they have in a given week.

**Matt Clement:** And so you see a lot of things here that probably for some of you look very familiar, And from that we can put all of this into chat GPT. I do want to say that if you're using chat GPT and you're doing a kind of more complex tasks like this, you need to be using the paid version, the free version will give you some results back, but they're not going to be really at the level that you want. so whether it's Gemini, or ChatBT, which I would probably at this point still recommend Chatubt, you're going to want the paid version to do kind of higher level tasks like this. So, we could put in just everything you see at the top and everything you see on the left on the task inventory and then ask it to create us a list of potential pain relievers and game creators and it'll happily do it.

**Matt Clement:** and so you can combine this with what if it's you and your direct report doing this together, you guys can come up with this pretty quickly. And so pain relievers, obvious things, drafting routine emails and communications, summarizing meeting notes, speeding up the editing process, drafting outlines for blogs, that sort of thing. Then down below are the really exciting things and that's going to be your gang creators. So again this is where you're really looking for things that this person might not have had either the time for the capabilities to do previously. So it goes really well handinhand with pain relievers because now you have this extra time and this is where you really start to do some exciting stuff.

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**Matt Clement:** one thing that's not on this list that I think a marketing manager this might want to be able to do is Not many marketing managers necessarily want to be data analysts, but when they realize how easy it is to use some of these tools to do that kind of work, they really rapidly are happy to jump in and start doing it because it makes them better at their jobs. And everybody, generally speaking, wants to be better at their jobs. So, let's look at some of these game creators. because I do think there's a few things here. Some of it might be stuff that you've seen or you're already aware of. but if not, these are the things I

really feel like you're going to want to be making sure that you and your team are taking advantage of. And the first and I think the most exciting thing about AI platforms is what it enables us to do with learning.

**Matt Clement:** it has changed the game with how we as a species can learn. so if I were to ask any of you to read all of the content on this screen, watch that video, read this article, and then come back to me and tell me how all of this material relates to your organization or what key concepts from all of this material could be used in your day-to-day operations or how it could help you build a strategic marketing plan or how you could combine all of this to do that work.

**Matt Clement:** That would be quite a task, right? This is all pretty dense material. It would take you a long time to read it, long time to get the notes, review, a lot of time to try to mash these things together. But using AI platforms, it becomes a heck of a lot easier. And it looks something like this. So you could go in and say, "Hey, I want you to give me a breakdown of key concepts and themes from each of the materials included in this image." So in other words, even if you don't own these books, you could get some of the basics. quick thing I will tell you, and this is what I do. with regards to material like this and really wanting to get the most out of something like this, I like to use a platform called Blinkist. It's an app whether you're using Android or iPhone. And it does summaries of books. Almost every book you can think of is probably on Blinkist.

**Matt Clement:** And in about 15 to 20 minutes, it'll give you a summary, either narrated, so you can listen to it or you can read it of that book's key themes and concepts. It's not necessarily a replacement for actually reading these books, but what I do is I use Blinkist to evaluate which books I think might be worth the purchase and my time. And then I go and I buy the book and I try to read all of them as much as possible. but also I use a free platform or a free tool called that's C A L I B R E. Caliber. So, you can actually go into your Kindle library. You'll want to look up Kindle Content Library. So, all the books you've bought off a Kindle are there. And you can go in and actually download all of your Kindle books.

**Matt Clement:** when you download it, it will be in a Amazon format that AI can't read. That's where you go in, you use Kindle to transform all of those books you have into text files. Then you can now upload those into a custom GPT. And by the way, if you don't know how to do a custom GPT, you can find more, I think, in the 12 Laws of AI, or just email me, and we'll be happy to run you through how to do it. But you can upload all of that material and now have a really intelligent AI assistant that can pull key themes and more effectively help you to get the most out of these materials. And yes, it's legal. You own the books. you're not doing anything illegal or unethical by using the books that you bought in the best way possible.

**Matt Clement:** So, in any case, once we have that, whether you're just going to do a key theme or if you're going to just allow it to use what it can find on the internet or if you're going to do it the way I just described, regardless, now we can go through and say, let's get a key concept and theme breakdown from each book. And then let's start to look at how we can use it in our day-to-day or maybe in this particular example, how to actually build a strategic framework and marketing plan. I will say when you do this, you're not going to get a finished product. but it is fantastic for showing you angles and concepts and ideas that you might not have considered before you do this. I've had that happen many times and it's a wonderful thing because you end up really synthesizing new ideas. One of the new tools that makes this even better, is called Notebook LM.

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**Matt Clement:** This is a Google platform and I think it's really outdoing chatbot when it comes to being a research same key concept. will need if you're going to upload source material from books that you own off of Amazon. You're going to need to transform them into text files. but you can put sources into Notebook LM and then query and make notes and really have a powerful conversation about using that material to come up with new ideas, synthesize new ideas and new strategies. And so you can see here as an example, I've said, hey, what are some key concepts in the source material from Seth Godin? So I put a couple of Seth Godin books in there. If you've never read Seth Godin, cannot recommend it enough.

**Matt Clement:** This is marketing and this is strategy are his two best. I had marketing notes from my Harvard Business School digital marketing strategy course I did over the summer. Also recommend that fantastic course. And then this play to win framework we've been talking about. And so you can see the output I get. And again more often than not when I go through these processes and start to try to query the information that I have, I really do end up finding things that make me think. And then from there, I do what humans do really well, which is to create something to think up a new strategy or a new angle on how I might try to accomplish a task. And that's where this really gets powerful in a couple of other quick things. It's very good at doing things like making unbiased reviews of data.

**Matt Clement:** in this case, we actually did a culture and values just a quick exercise where we asked everybody, we did a questionnaire about our current values and culture. And imagine too if not doing something internally, all those visitor cards that you get, visitor comment cards, maybe online or, dropped off at your visitor center. This can really be powerful for making use of that data because it can look at all of these longtailed responses and then very quickly give you these powerful summaries to help you make better sense of it So you can kind of get an idea here of what that looks like from being creative perspective. It's also powerful. I will say and of course I work in an agency.

**Matt Clement:** I'm not gonna tell you that at this day and age AI is anywhere close to replacing a creative director. It's definitely not. But, one thing that I have learned over the years is that it can be a challenge sometimes when you're at a DMO and you're working with an agency partner and you have an idea maybe for a new ad or, some photography that you want to do or maybe you're going to shoot some video and you're trying to get the wheels turning and you want to collaborate with, Madden as a for instance. it's been tough sometimes to verbalize what it is that you want and then have that be given over to be worked on by the folks that do that sort of thing for a living, creating, new imagery new video or whatever it might be.

**Matt Clement:** So, in this example, what I've done is and as you can see in a very longtailed way and very non-scientific, I explained and described this trip I did with my daughter back in January up in Fairbanks, Alaska, which by the way, if you've never been to Fairbanks, I cannot tell you enough to I please go. It's fantastic. And go in the winter time. Don't be scared. Yes, it's cold, but it's awesome. And that's when you should really see it. but I described going dog sledding with my daughter as best that I could. And then I said, "Hey, can you give me a prompt?" So, that's what we're putting into the chat box that would be appropriate for image generation in another platform called Dream Studio. And it did it for me. And what's powerful here is that it included certain characteristics that I would not have necessarily known to even think of. So, characters, details, atmosphere, purpose, and from that it created this. Now, these are not camera ready images.

**Matt Clement:** These are not images you're going to want to use on Facebook, but if you're kicking off a discussion with your agency partner about what you're looking for, this is powerful and really can make all the difference in a process to make sure that you get the results back that you want. Certainly, the number one concern when you're investing in research and data is what does any of it mean? And so, we've all been there, we've bought the shiny new data source and we're so excited and then when we get there we see this right now. If you're a data nerd like me, these images and these bar charts absolutely sing a song to me. But more than likely you're normal and probably not a data nerd like me. And so you look at this stuff and you go, "Nope, I don't know what any of that means."

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**Matt Clement:** I have to tell you, even though it was a little bit shaky, I think in the beginning, sitting here at the end of 2024, these tools, Chad GBT, especially have gotten really, really good at ripping through and creating insights of the data that's driving these charts. So, no matter what platform you're using, almost I'm pretty sure I can say that any platform you're using that we've talked about, you're going to be able to download that CSV file that powers these visuals that you see. And once you do that, you can put that into Chat PT. quick aside, please remember anything you put into JT GPT, it is a bit of a black box. So, don't put anything in there that's personally identifiable, anything that's sensitive.

**Matt Clement:** if it's not something that you consider to be publicly available knowledge it's best to either not do it or do a little bit of work to wash it out just a little bit so that it's not identifiable to you. certainly you don't want to put anything in there that's identifiable to the public. But in this case we just have some basic geolocation data and this is going to break down this chart on the bottom This is a tough one to go through. And we're just saying, "Hey, I want you to analyze these files and tell me a little bit about that data." And you can see very quickly, it's telling me what my top zip codes were. It's also because I asked if it would please include some census data. I didn't give it any census data, but because it's connected to the internet, it can pull it. And so, you can see I'm getting demographics of key areas. I'm getting some trends and observations.

**Matt Clement:** Here's a little bit more of demographic comparisons between in-state and out of state. And this is all done in a language that's pretty easy to digest. you can say, "Hey, I'm a layman. I really need you to give me this, in a certain format." Be, by all means, AI wants to make you happy. So, you can have this outputted in any format that's easy for you to digest and read. So this is powerful stuff because now anybody really can do some rudimentary data analysis. am I going to tell you that you can do it on an MIT level maybe at the level that some of our really brilliant folks on the Madden Intelligence team can do? not necessarily. Because those folks because they do have more advanced skills are going to have more advanced ways of going about querying the data and asking questions of the AI.

**Matt Clement:** So they'll still be able to do a little bit more than you can, but compared to where we've been in the past and compared to, buying these platforms, investing in this data, and then finding out at the end of the year that you didn't really use it as much as you thought, this can really be a game breaker for making sure you're getting a good return on investment. Works great in the creative space, and the branding space as well. So in this instance all I did was take some screenshots of a few different bureaus and this is a mix of ads as well as social media and then I said hey tell me a few things about this and actually what you see on the left is the prompt that AI built for me because what I did first is I said if I were going to compare the social media posts and creative units of four

**Matt Clement:** different DMOS, what sort of questions would I want to ask? And so you can tell you can see here that it's given a great list and then it's given me the results here. And this again won't replace necessarily that sort of highly experienced very smart human that does this sort of thing for a living. But it is going to give you a basic review of this, which is still big because if you're going from not thinking about this or to consider this on your own to being able to at least do it on a pretty good junior basic level, that's still a huge difference in your decision-making capabilities. And it also is great for, again, if you're going to be having a conversation with your agency partner and you want to be more involved, this is a powerful way to do it.

**Matt Clement:** Here's one of just focus group testing. So, if you didn't know that chat GPT can do focus group testing, it absolutely can. For the record, it's also really funny if you include Yoda from Star Wars in your focus group. He usually has some really funny things to say about whatever ad you have going. And that's it everybody. so, I hope that this has sparked a little bit of imagination on what you can do. I hope this has gotten you to thinking about where you're currently at. I think what I have learned over the last little while in doing this and having conversations across the country is that everybody's aware that their teams are using these platforms, but nobody's really for sure how they're using it or to what purpose. and generally speaking, it feels, I think, for a lot of people like the boat's not necessarily being rode alto together.

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**Matt Clement:**

**Matt Clement:** So, I hope today gives you some ideas of how to start down that road. Again, if you have follow-up questions or if you want to schedule an appointment to talk about an AI strategic roadmap, my email's at the top. Feel free to drop me a line. We'll be happy to do it. from here though, we're going to jump into some Q&A. So, I'm going to go ahead and shut down my screen share and...

**Matt Ormsbee:** Awesome. ...

**Matt Clement:** we will go to Q&A. I did a really bad job or...

**Matt Ormsbee:** thanks That was great. we actually don't have any A questions in the Q&A.

**Matt Clement:** a really good job.

**Matt Ormsbee:** Yeah, but I have dropped your email or...

**Matt Clement:** And I will choose to think I did a really good job.

**Matt Clement:**

**Matt Clement:** I think.

**Matt Ormsbee:** I will drop your email into the chat here. So, if anyone has any questions for Matt and you don't feel comfortable you want to protect your intellectual property, you can reach out with those questions directly to Matt. We'll also be sending around a recording of today's presentation, so keep an eye out for that. but thank you everyone for attending.

**Matt Clement:** Thanks everybody. Have a great day.

Meeting ended after 01:27:10 🙌

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