Jessica Hreha

Head of Marketing AI Strategy & Transformation at Jasper (US)

Beyond AI Experimentation: How to Lead the Marketing
Transformation Like a Bad*ss

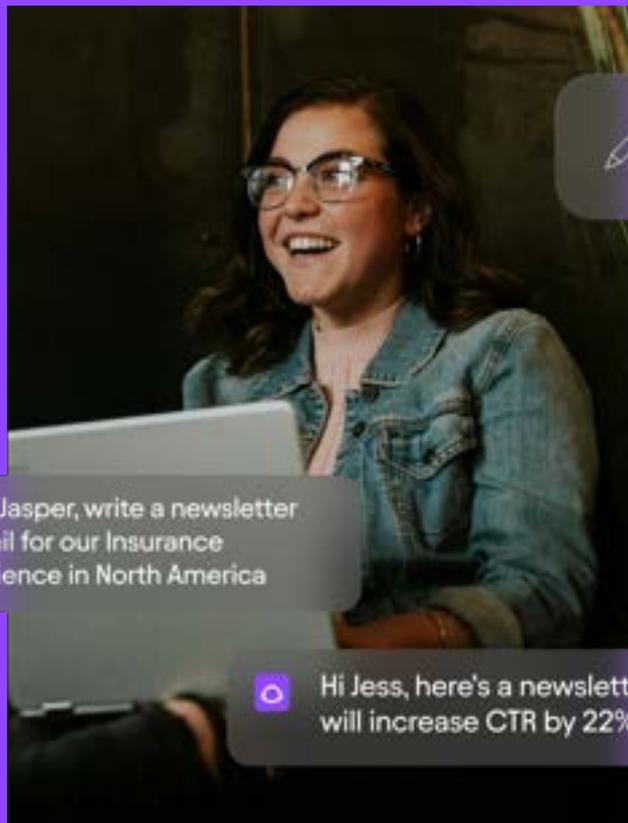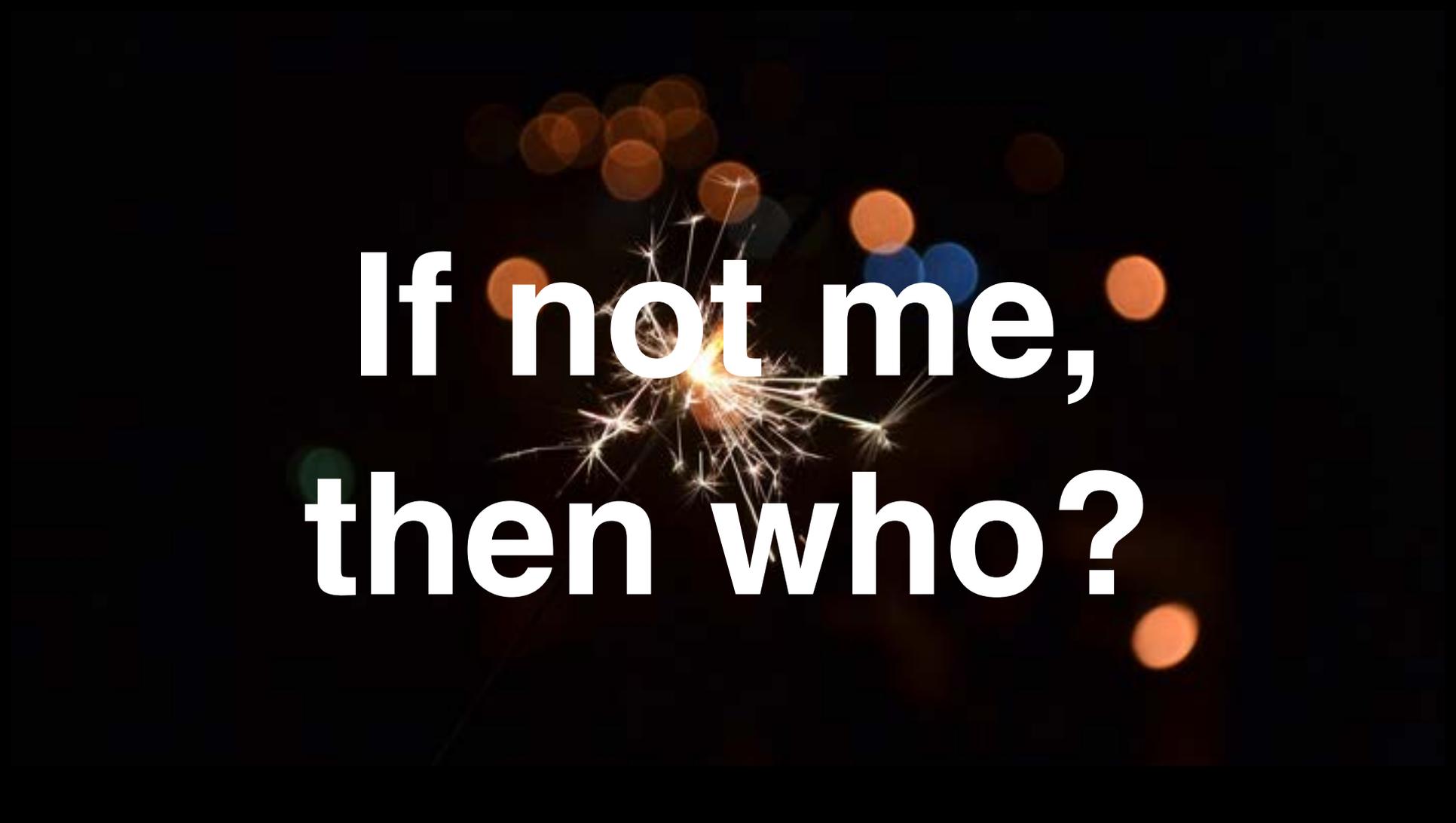Time: 14:20 - 14:50

NAI

NATIVE
ADVERTISING
DAYS 24

If not me, then who?

Experience creates understanding.

Where are you on the AI adoption curve?
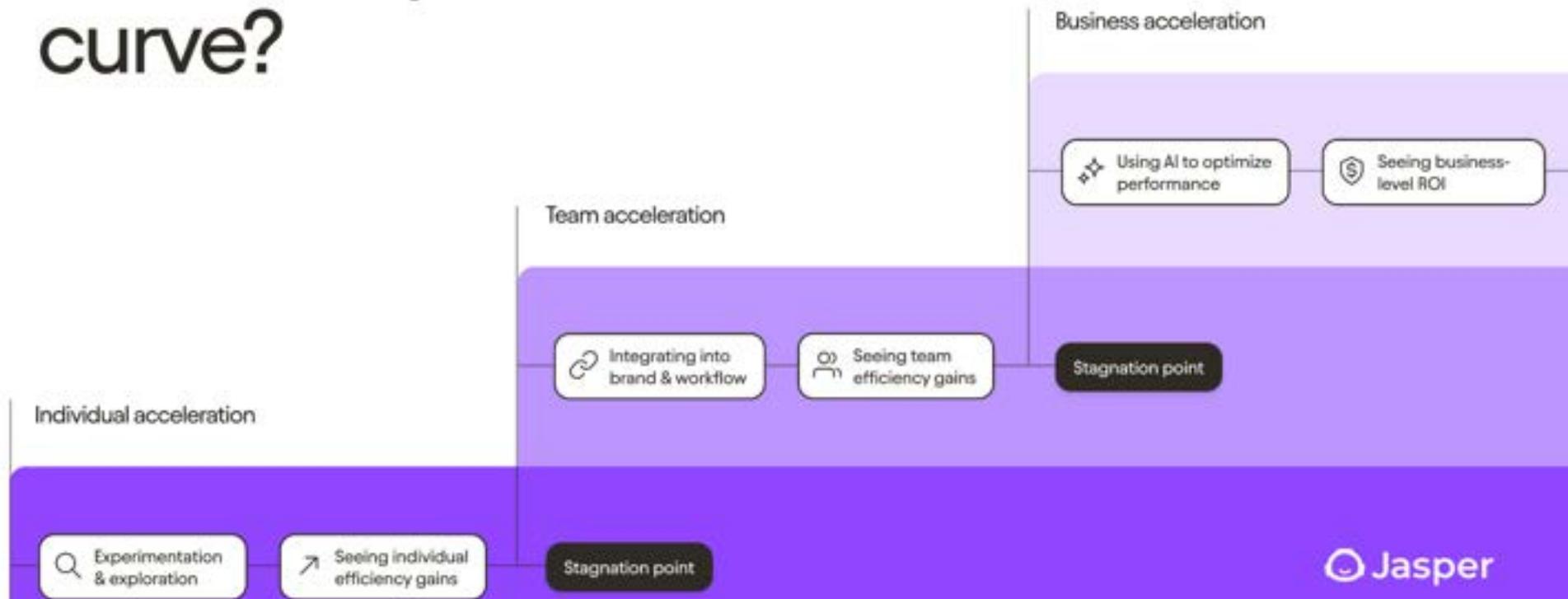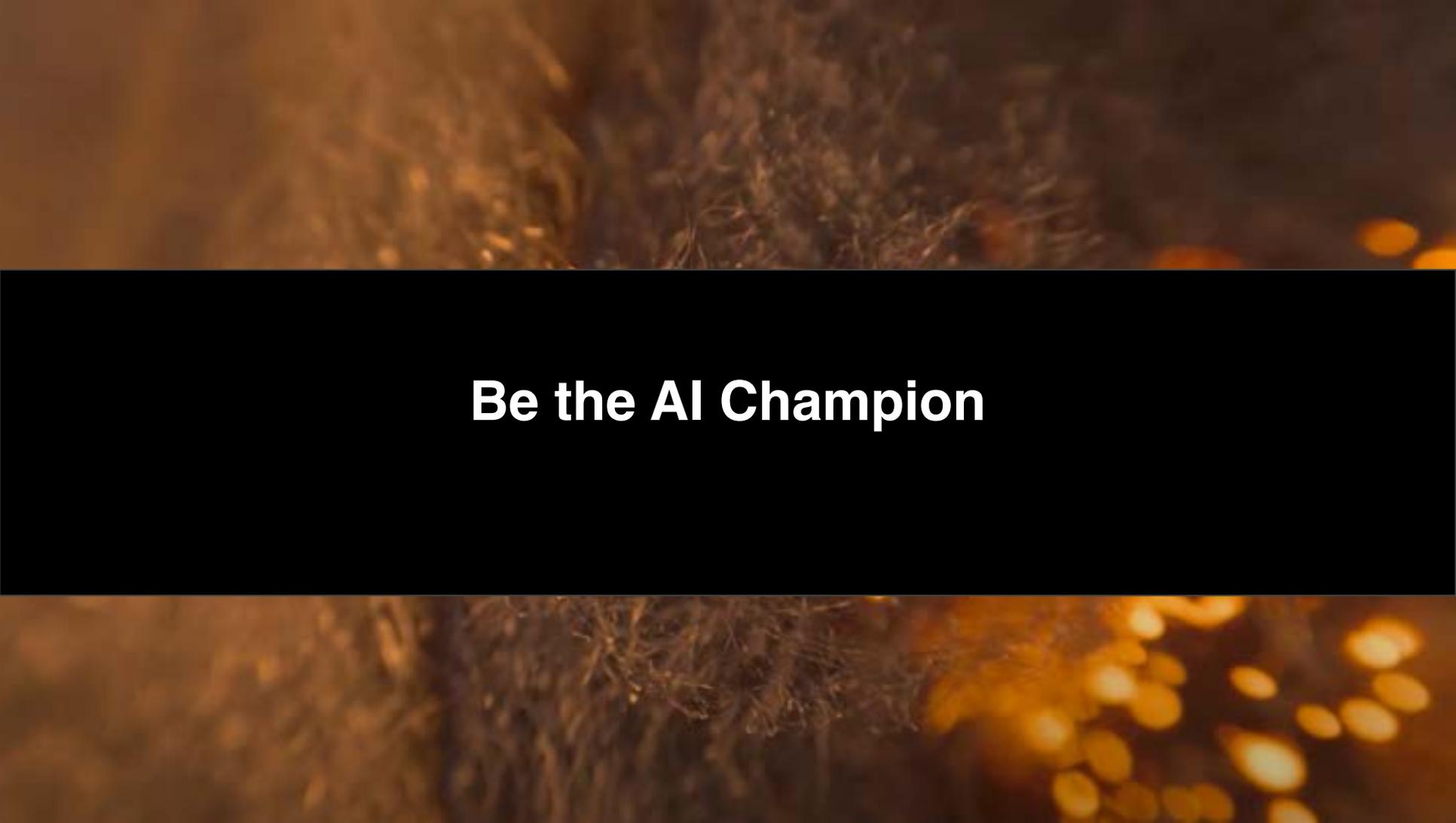
Business acceleration

Using AI to optimize performance

Seeing business-level ROI

Team acceleration

Integrating into brand & workflow

Seeing team efficiency gains

Stagnation point

Individual acceleration

Experimentation & exploration

Seeing individual efficiency gains

Stagnation point

Jasper

Be the AI Champion

CHANGE MANAGEMENT

"Because the guiding coalition includes members who are not part of senior management, it tends to operate outside of the normal hierarchy by definition.

This can be awkward, but it is clearly necessary. If the existing hierarchy were working well, there would be no need for a major transformation.

But since the current system is not working, reform generally demands activity outside of formal boundaries, expectations, and protocol."

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The Role of AI Champions within an AI Council

- **Build a shared vision for AI adoption**

  Champions should articulate a clear and compelling vision for AI implementation that aligns with organizational goals.

- **Communicate the need for change**

  Effectively convey the urgency and benefits of embracing AI to stakeholders, addressing potential concerns.

- **Lead by example**

  Champion should demonstrate commitment to AI adoption through their own actions and behavior, inspiring others to follow.

- **Provide training and support**

  Ensure adequate resources and training are available to upskill employees and facilitate smooth AI integration.

- **Address concerns and resistance**

  Proactively identify and address potential resistance, providing reassurance and support to overcome barriers.

- **Create AI Usage Guidelines**

  AI Council Champions should create AI usage guidelines to ensure alignment with corporate policies related to brand, security, privacy, risk and ethics.

- **Identify use cases and lead pilots**

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Build a team of AI enthusiasts   1

Connect with others who share your interest in AI and are eager to learn & experiment

Establish the foundation   2

Organize your AI group, give it a name, and start working towards your goals

Secure executive sponsorship   3

Present your plans to gain support and structure from leadership

Define responsible AI guidelines   4

Determine which tools and use cases are appropriate, and iterate as needed

Provide AI literacy & inspiration   5

Help your team embrace AI and stay eager to adopt new tools as they emerge

Marketing AI Journey

7 steps to start & scale with a marketing AI council

Pilot new use cases   6

Identify, plan, educate, test, and share results for pilot AI projects

Scale & expand   7

Organize events, workshops & initiatives to integrate AI across your marketing organization

1. Build a Team of AI Enthusiasts

Look for the hand raisers
Look for respected individuals with authority, charisma, and leadership skills at various organizational levels.

Engage colleagues early
Involve Council members from the start to build commitment, gather insights, and leverage their influence.

Include diverse perspectives and expertise
Ensure the Council represents different functions, experiences, and viewpoints to address change holistically.

Empower and support the team
Provide resources, training, and authority to enable the Council to drive change effectively.

A driven, cross-functional team with diverse perspectives and influence can champion change and overcome resistance to adoption.

2. Establish the Foundation

Initiate and Organize

Create a sense of purpose and urgency.

Give your team a name based on the culture of your own organization.

How often will you meet?

What is your focus?

Develop Your Charter

Define a clear and compelling vision for AI adoption, aligning it with the organization's overall strategic objectives.

What is your purpose?

How will you accomplish it?

Prioritize and Execute

Prioritize developing AI guidelines, use cases, leadership involvement and awareness, and just keep going.

Taking a strategic, phased approach to AI adoption with strong leadership support can transform an organization into an AI-driven enterprise.

Marketing AI Council Charter

Who we are

A **cross-functional** team dedicated to **educating and empowering** VMware marketers to use **GenAI** tools responsibly and effectively.

Our Purpose

Tools

Evaluate, pilot and onboard one or more genAI tools for VMware marketers and our agencies.

Governance

Continually evolve our guidance for using genAI tools for marketing ethically and responsibly.

Education

Train and enable the use of approved tools; stay current on developing technology; develop and communicate best practices.

vmware®

Our Core Values

The beliefs that drive our actions as a council

AI literacy is foundational to the safe, effective and ethical use of generative AI.

Organizations have a responsibility to reskill their workers to succeed in the age of genAI.

Responsible, successful use of AI depends on widespread training and access to tools.

Productivity gains from genAI usage must benefit workers as well as their businesses.

Time saved should be redirected toward more strategic, creative, and satisfying work—and personal time.

We show others how to leverage genAI for the greater good.

Our advocacy and enablement can extend beyond the workplace, to our personal causes and community engagements.

We empower marketing to lead the way within VMware, and VMware to position itself externally as a genAI leader.

vmware®

3. Secure an Executive Sponsor

● **Access to Key Decision-Makers**

Presented in multiple marketing leadership team meetings, providing direct visibility and influence with key decision-makers.

● **Cross-Functional Collaboration**

Connected with CTO and CIO, enabling collaboration with the corporate AI Council and aligning with broader AI initiatives.

● **Increased Awareness and Buy-In**

Held a fireside chat with CMO in a global enablement session and slated to speak at the global marketing town hall, raising awareness and gaining buy-in from a wider audience within the marketing organization.

● **Executive Visibility**

Pilot mentioned by the CEO at a company-wide town hall, providing executive endorsement and visibility to the entire organization.

● **Direct Mentorship and Guidance**

Fireside chat with the CMO scheduled, enabling direct mentorship and guidance from a key executive sponsor.

● **Amplified Reach and Influence**

Other marketing leaders sought involvement, amplifying the reach and influence of the AI initiative across the organization.

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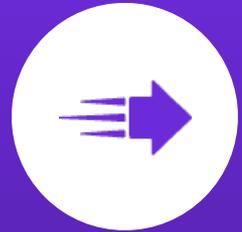# An Executive Sponsor Can Propel Your Initiative

Gain legitimacy, funding, and resources

Rally support from IT, security, and executives

Be a visible champion across your organization

Influence cultural shift

Only 22% of orgs have genAI policies - and only 21% have AI ethics policies or responsible AI principles.

78% of AI users are bringing their own AI tools to work — it's even more common at small and medium-sized companies (80%).

4. Define Responsible AI Usage Guidelines

Transparency

It's crucial that we remain transparent about our use of AI. This includes acknowledging when AI has been used to create or modify content. This can be through a blanket statement on our website or integrated into contracts with clients.

Tool Selection

Address which AI tools are approved for use in your company and which are not approved unless written approval granted by IT/security.

Accountability

Responsibility cannot be outsourced to a machine. Humans are ultimately accountable for the actions of the AI. AI is an assistant, not a replacement for good judgement. This is where you emphasize your company policy on human review.

Use Cases That Should Not Leverage AI

There are many positive use cases for AI; however, your company may decide to restrict the use for certain use cases. Insert those here based on your own standards. Limited use cases could include video imagery, performance evaluations, legal contracts, specific coding projects, etc.

Addressing Specific Issues

Bias

Privacy

Security

Ethical Considerations

Impersonation

Training Employees on Usage

All employees involved in creating content with AI should receive appropriate training.
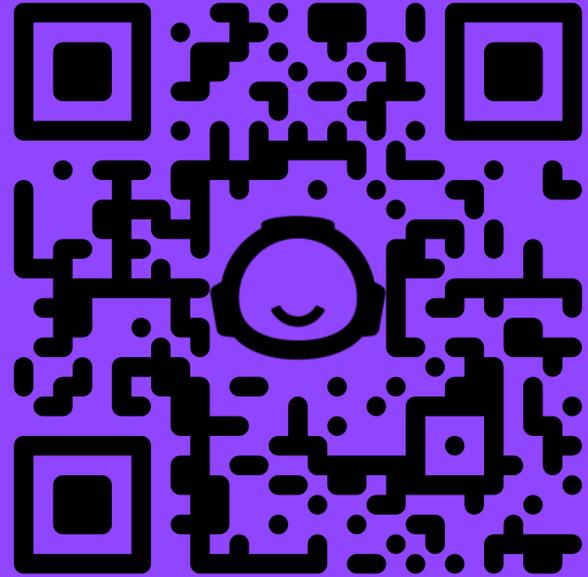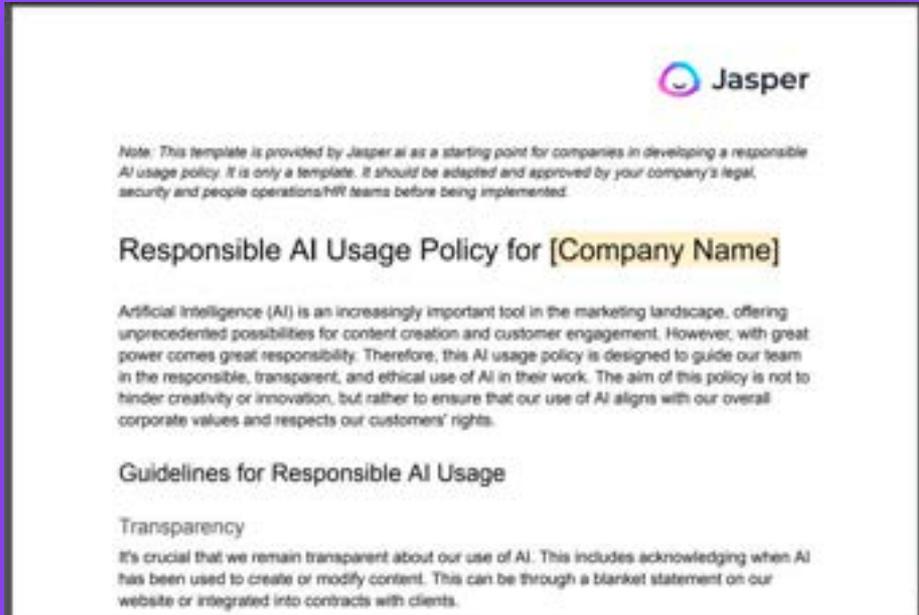
Best Practices for Implementation

Includes the steps to follow to practically implement this policy.

Acceptance

By using AI in your work, you agree to comply with this policy. Non-compliance will be taken seriously and could lead to disciplinary action or employment termination.

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AI Policy Template

Jasper

Note: This template is provided by Jasper.ai as a starting point for companies in developing a responsible AI usage policy. It is only a template. It should be adapted and approved by your company's legal, security and people operations/HR teams before being implemented.

Responsible AI Usage Policy for [Company Name]

Artificial Intelligence (AI) is an increasingly important tool in the marketing landscape, offering unprecedented possibilities for content creation and customer engagement. However, with great power comes great responsibility. Therefore, this AI usage policy is designed to guide our team in the responsible, transparent, and ethical use of AI in their work. The aim of this policy is not to hinder creativity or innovation, but rather to ensure that our use of AI aligns with our overall corporate values and respects our customers' rights.

Guidelines for Responsible AI Usage

Transparency

It's crucial that we remain transparent about our use of AI. This includes acknowledging when AI has been used to create or modify content. This can be through a blanket statement on our website or integrated into contracts with clients.
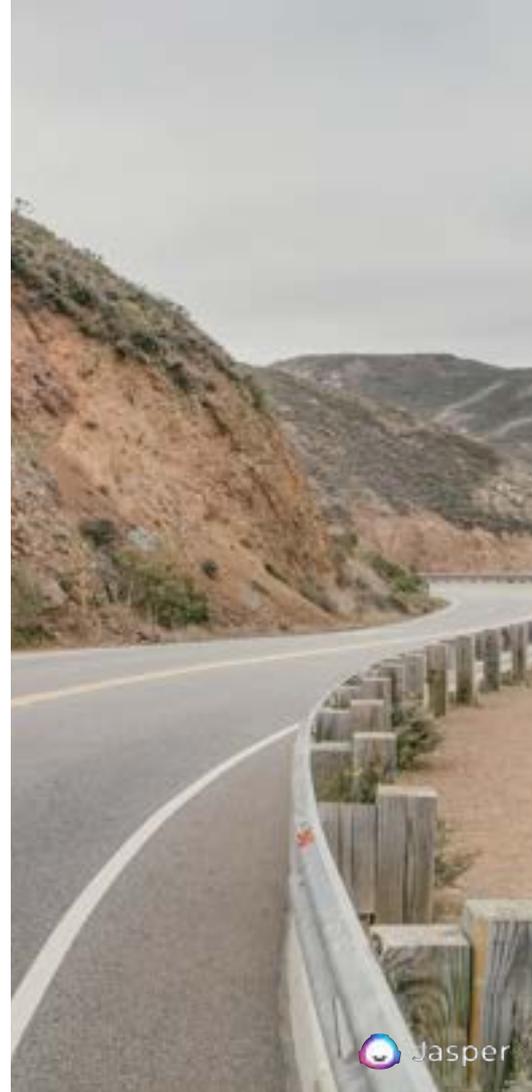
Jasper

"

"The best guidelines aren't restrictive; they're empowering. Spell out how AI tools can be used safely and effectively in your organization. For every "Don't do [xyz]"...offer up an approved alternative: "DO do [xyz]."

MICHELLE MOORE
FORMER BRAND MANAGER AND MARKETING AI COUNCIL LEADER, VMWARE

#1 barrier to adopting AI is lack of education and training.

64% of respondents say their employers have no internal AI-focused education or training.

2023 State of Marketing AI, Marketing AI Institute

5. Provide AI Literacy and Inspiration

Educate Employees

Provide training programs to equip teams with a deep understanding of AI concepts and the skills to effectively utilize AI tools in their work.

Promote Experimentation

Encourage employees to safely experiment by providing access to tools, resources and guidelines and discuss learning and successes often.

Create Community

Foster a collaborative environment to share examples of what's working, not working, and other results from within your organization.

By educating, empowering, and motivating employees around AI, companies can cultivate an innovative culture ready to adopt cutting-edge technology.

Sample AI Enablement Sessions

Global Learning KPI:
Intro to AI for Marketers

Global Enablement:
Fireside chat with
CMO + vendor leader

Global
Enablement: Legal,
Ethics and AI, Oh
My!

Vendor
Certification

Global
Enablement:
Fireside Chat with
AI Luminary

Global
Enablement:
Spotlight on AI
Systems and Use
Cases

Vendor
Pathways

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> "AI literacy views artificial intelligence as a thought partner, not as a tool. By collaborating with AI, we tap into a collective intelligence that transforms how we work with language and ideas, expanding our capabilities beyond what we can achieve alone."
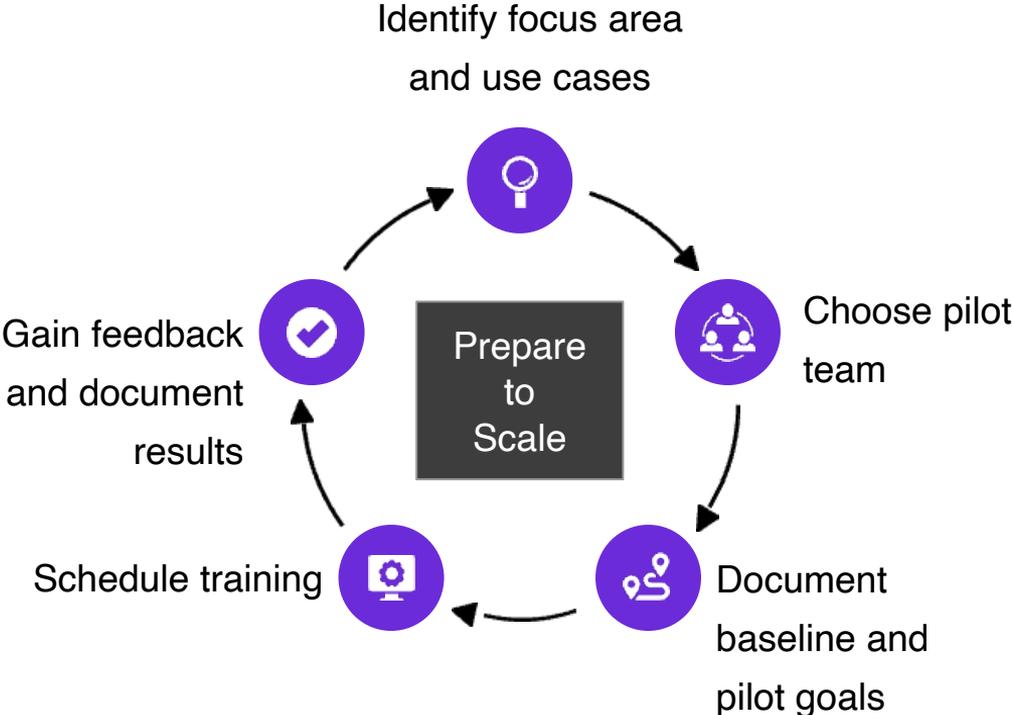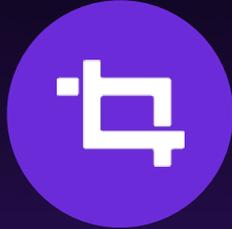
KITTY MCCHESNEY

INSTRUCTOR, AI FOR WRITING, SECTION

Jasper

6. Pilot New Use Cases

Identify focus area and use cases

Choose pilot team

Document baseline and pilot goals

Schedule training

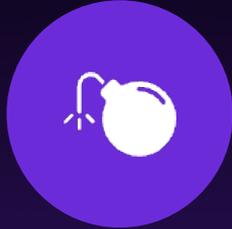Gain feedback and document results

Prepare to Scale

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Choose a Focus Area & Define Use Cases

Start small with focused use cases

Begin with a limited set of specific use cases rather than attempting to apply genAI to every process at once.

Prioritize high-impact, low-complexity use cases

Select use cases that can provide significant benefits while requiring relatively simple integrations and workflows.

Keep it simple, for now

Complex integrations with existing systems should be postponed until the foundational genAI capabilities are established.

By focusing on a manageable scope initially, organizations can gain experience and demonstrate value before expanding their genAI initiatives.

Example: Start Small and Expand

1:1 and 1:many on-brand, templated, sales outreach

VO scriptwriting for 15, 30 and 60s spots with context (product, audience, tone, CTA)

API: Breaking news summary generator

API: Account research and email creation in Salesforce

Jasper

Local News

New Jersey to Receive $30M in Johnson and Johnson Settlement

Jun 13, 2024

Photo: Justin Sullivan / Getty Images News / Getty Images

New Jersey is set to receive over $30 million from a nationwide settlement with Johnson & Johnson (J&J) over allegations related to the marketing of its talc-based baby powder and body powder products. The settlement resolves claims from more than 40 states, including New Jersey, that J&J deceptively marketed its products as safe despite knowing about an increased risk of ovarian cancer for women who used the products on their genitals.

The pharmaceutical giant, based in New Brunswick, has agreed to pay the settlement in four annual installments of approximately $7.53 million each, beginning in July. The total settlement amount across all states is $700 million.

"The company blatantly promoted the products as safe and pure while possessing internal information about a carcinogen and while ignoring mounting external evidence about possible health effects," said New Jersey Attorney General Matthew Platkin. "This is an egregious betrayal of consumer trust that never should have happened."

Artificial Intelligence
Genuine Results

Shift to higher value marketing activities

vmware®

8-10hrs
saved per webcast

Reduce marketing costs

Ⓐ Amplitude

88%
reduction in writing costs
vs. traditional writing methods

Increase leads and revenue
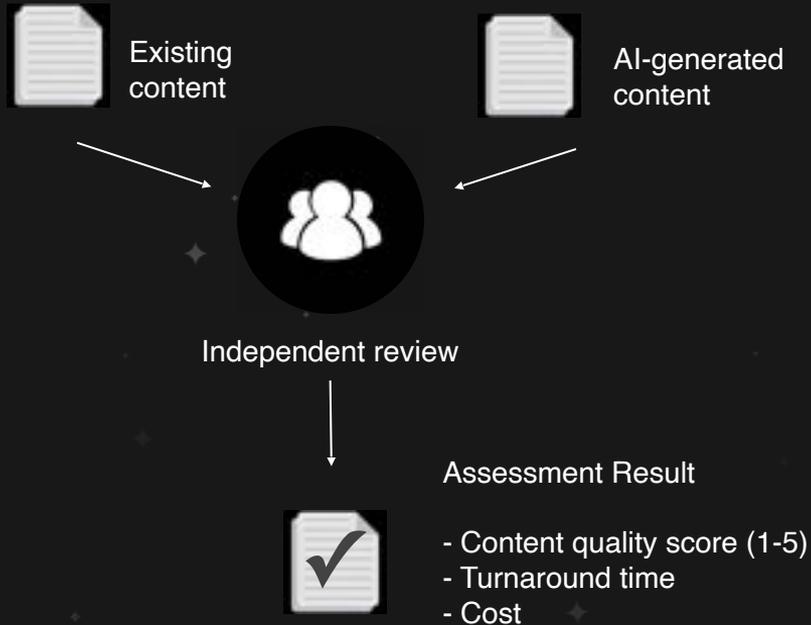
M⌒RNINGSTAR

70%
increase in qualified leads after
40% increase in content downloads

Example: Document Status Quo

	Status Quo	AI Assist	Result	Quantity/ Goal	Results
Case studies	20+ business days; $6k per project	2 business days	90% time savings, $6k per	Target 75 per year	$405k savings per year
Executive speech writing	3 hours	30 minutes	2.5 hours saved	20 per year	50 hours saved; ~$4k in work hours ($150k/yr)
Paid search copy	3 hours	1 hour	67% time savings; +8% CTR; -10% CPC		Time saved; Faster time to market; Optimized ad spend
Social kit	6 weeks; $5-8k per				

Example: Proof of Concept Quality Framework

Existing content

AI-generated content

Independent review

Assessment Result

- Content quality score (1-5)
- Turnaround time
- Cost

	V1 (Human)	V2 (Jasper)
Accuracy		
Creativity		
Relevance		
Clarity		
Compliance		
Time spent		
Cost		
Turnaround time		

7. Scale and Expand to Drive Business Results

Bring AI to Every Meeting

Encourage teams to share their AI use cases and experiences from the past week during meetings.

Tackle Barriers to Adoption

AI Champions serve an important role within their function to overcome individual barriers to adoption based on their rapport and trust with team members.

Host Events & Make it Fun!

Create demand for your AI initiatives by promoting internally in creative ways. Host different types of events to engage your community and be sure to keep it fun!
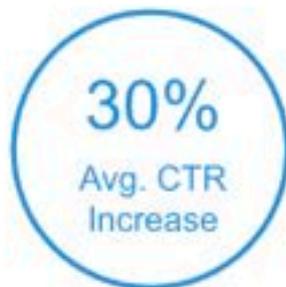
Scaling AI is about driving culture and change management. Inspiration and leadership must be supported both bottoms up and top down within an organization.

Marketing AI Council | 2H GenAI Piloting Progress

Results through 9/30

18 Pilots

30% Avg. CTR Increase

Up to **90%** Time Savings

AI Winning

Advertising, Content Marketing, Web/Digital

AI-assisted copy resonates with digital audiences

Strong increases in time to market

AI-assisted B-tests are outperforming Control so far

"We were encouraged to explore [AI] freely on our own, but we recognized that, especially for protecting our proprietary information, we did need some guardrails. So it made sense to form a company-wide generative AI committee.

It's meant to be more of an advisory board. We provide policies and guidelines, focused around being ethical, legal, and secure using generative AI.

We also recommend AI tools, vendors, and partners. We make sure that we understand the tech infrastructure and capabilities. We share our learning and develop best practices. We also support training and we make sure we communicate all that across the

SHELLIE JOHNSON
SENIOR DIRECTOR, GLOBAL
MARKETING OPERATIONS, SAGE

Jasper

"Before [AI], if I had 8 hours on a project to do desk research, I might need to spend 4 hours searching for relevant info and 4 hours reading and analyzing it.

With [AI], I'm able to find relevant info faster, so I might only need to spend 1 hour searching for info and I can dedicate the remaining 7 hours to analyzing it.

I'm still spending the same amount of time, but the quality of the work improves because I can focus more on analysis instead of rushing through it."

WRITER
GLOBAL MEDIA AGENCY

Jasper

Strategy 👤+

(Humans)

Market Research

Customer Research

Brand Architecture

Product Positioning

Creative Direction

Thought Leadership

Comms Strategy

Campaign Strategy

Customer Experience

Partner Strategy

Production

(AI)

Research summaries

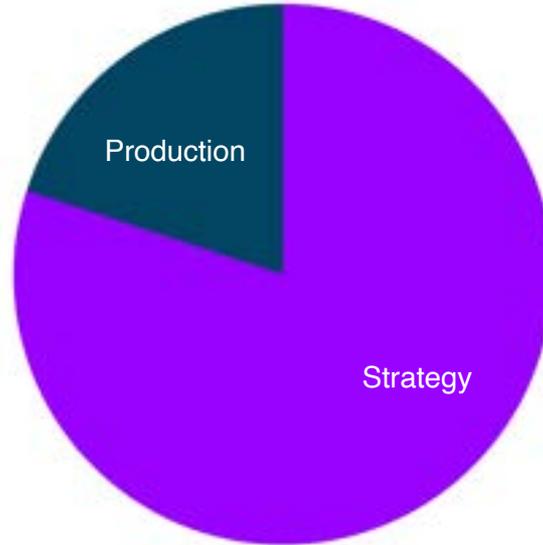SEO Content

Ad Content

Emails & nurturing

Comms content

Image editing

Long-form content

Product pages

Help documentation

Optimization

Build a team of AI enthusiasts   1

Connect with others who share your interest in AI and are eager to learn & experiment

Establish the foundation   2

Organize your AI group, give it a name, and start working towards your goals

Secure executive sponsorship   3

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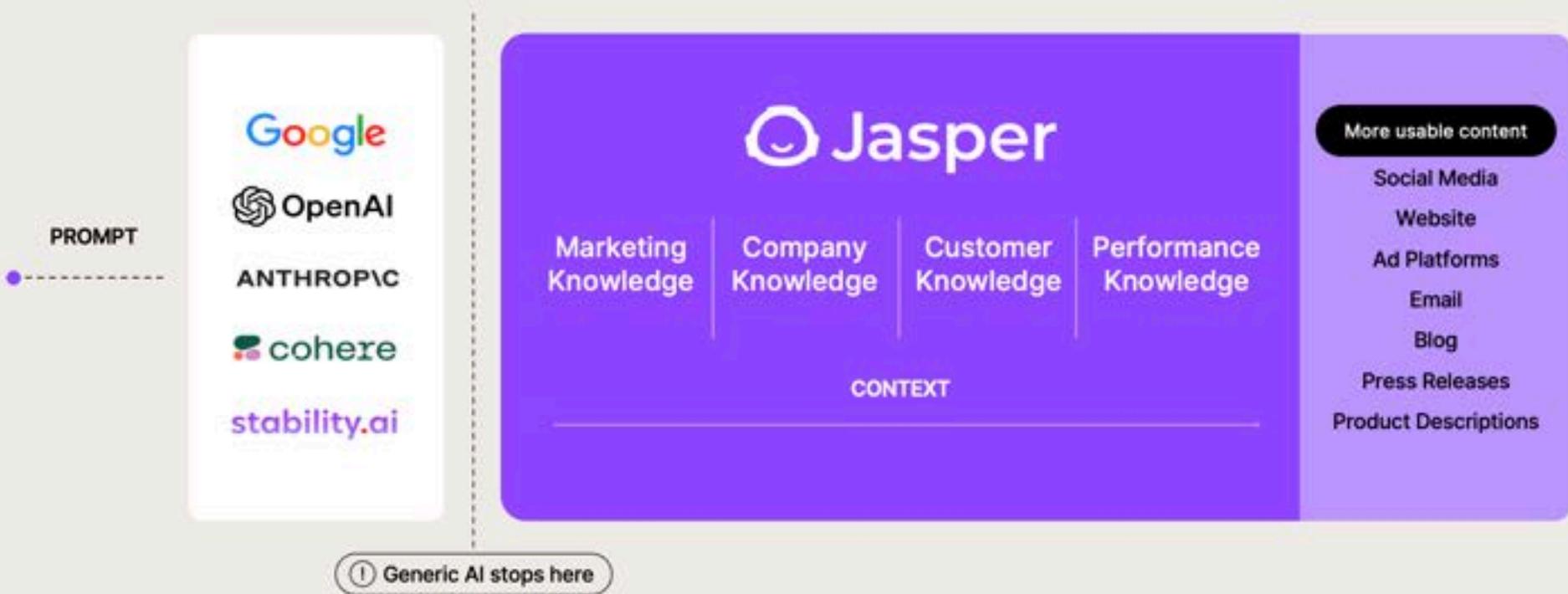
Identify, plan, educate, test, and share results for pilot AI projects

Scale & expand   7

Organize events, workshops & initiatives to integrate AI across your marketing organization

Jasper is purpose-built for marketers

PROMPT

Google
OpenAI
ANTHROP\C
cohere
stability.ai

⊙ Jasper

| Marketing Knowledge | Company Knowledge | Customer Knowledge | Performance Knowledge |

CONTEXT

More usable content

Social Media
Website
Ad Platforms
Email
Blog
Press Releases
Product Descriptions

ⓘ Generic AI stops here

🎓 Learn

Welcome, Josh!
What do you want to create?

Specify a writing task   ✨ Create

Email newsletter
highlighting this month's top stories

LinkedIn post
sharing company news

Webinar invitation
for an online marketing strategy session

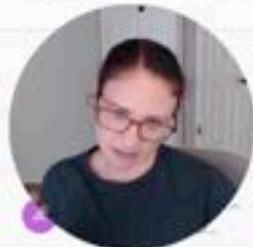**eBook introduction**
on mastering the art of baking

Take Jasper with you everywhere
Install the Jasper Chrome Extension and use Jasper everywhere you write online.

Install Chrome Extension

Recent content

Name	Campaign	Last modified	Status	
Pear Innovations	-	a day ago	● DRAFT	⋮
Hackathon Stories	-	May 28, 2024	● DRAFT	⋮
Customer Success Page	-	Apr 23, 2024	● DRAFT	⋮

Style Guide

Style Guide allows you to set rules for your organization's term usage, grammar and punctuation.

Export Style Guide

Grammar & Punctuation   Rules

General

- [ ] Prefer active voice.
- [ ] Remove semicolons.
- [ ] Replace exclamation points with periods.
- [x] Use an Oxford (serial) comma before the last item in a series.
- [ ] Remove Oxford (serial) commas before the last item in a series.
- [ ] Use one space after a period.
- [x] Use two spaces after a period.
- [x] Use contractions where possible.

Standardize to region.   English (US) ▾

Dashes and hyphens

- [ ] Use an em-dash (—) to offset an aside.
  Example: They don't know when the next meeting is—they will ask during this call.
- [ ] Use spaces before and after the em-dash.
  ~~they will meet for lunch beforehand.~~
  ...ge of numbers or dates.
  Example: The conference date are April 20–25, 2025.

1:03

app.jasper.ai/docs/edit/d8d4a65c-02a3-4f1e-b1c8-db24487d6bc2?back=%2Ftemplates%2F82f7d357-a6cf-49ec-aa31-b4a12...

Untitled Document

Share

File | Normal text | B I U | Select a voice... | Style guide | Tools

Campaign Content - Jasper Demo

Write great B2M content with Jasper

Select a voice
Language: English (American)

Asset Type

Guide

0/100

Asset Overview ⓘ 💬 Knowledge Base

🔍 dex

yet, | byline | persona | mars | rfp | dex

DEX

☑ 📄 DEX Report - VMware

Add to Knowledge Base   Apply

Healthcare

80/100

Audience Type ⓘ

Clear inputs   Generate content →

artificial intelligence
Genuine Results

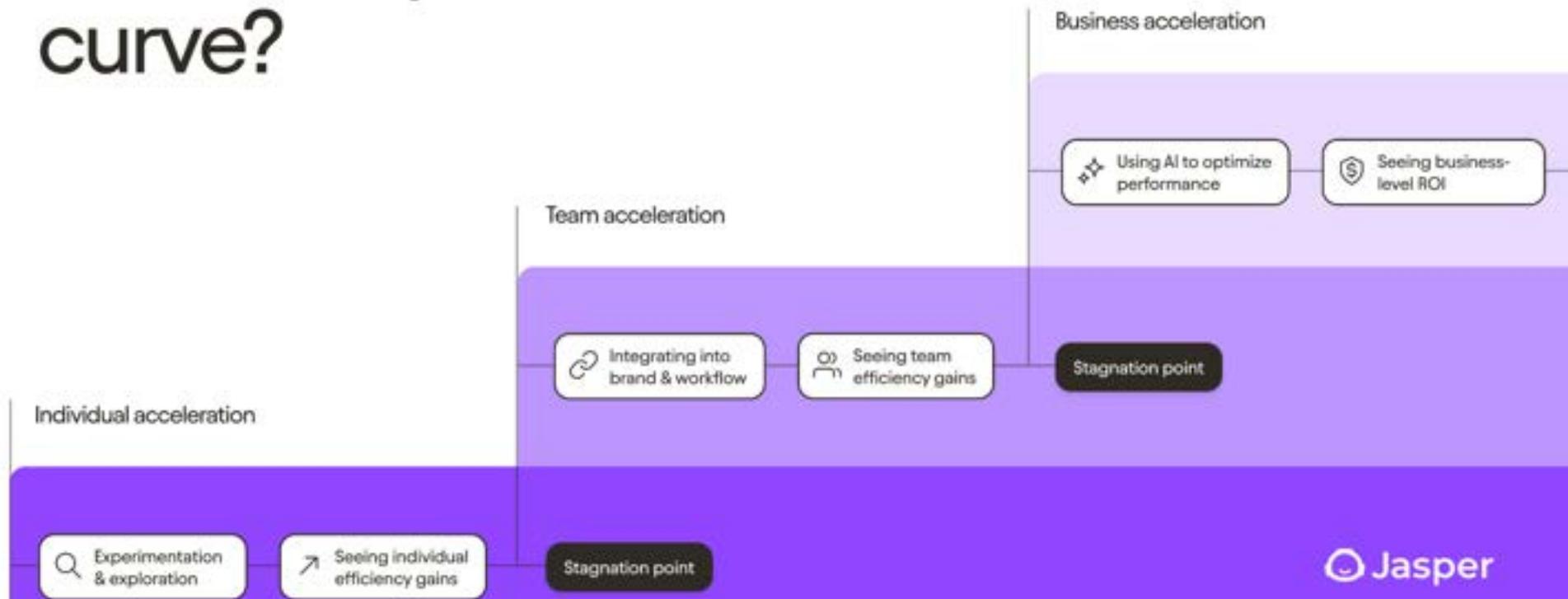| Streamlined workflows that reduce marketing cost	Efficiency that frees up time for strategy	Improved performance and effectiveness
vmware by Broadcom	CUSHMAN & WAKEFIELD	S Sage
$.5M	**10k hours**	**36%**
Projected annual savings in agency fees	Time savings on 1,700 research reports per year	Increase in campaign impressions plus 23% increase in content production while saving time

Where are you on the AI adoption curve?

**Business acceleration**

Using AI to optimize performance

Seeing business-level ROI

Team acceleration

Integrating into brand & workflow

Seeing team efficiency gains

Stagnation point

Individual acceleration

Experimentation & exploration

Seeing individual efficiency gains

Stagnation point

Jasper

CMOs are looking for leadership.

steven johnson 2:03 PM

I went back to my company after Jessica's fireside chat last MAICON and got our own Marketing AI Council rolling - earned a promotion along the way.

🔥 11 👏 6 👍 2 ❤️ 3
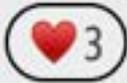
You do not have to be a data scientist or AI expert to participate in–and lead–this transformation.

You have to be willing to take action.

Mange Tak.

Jessica Hreha

Head of Marketing AI Strategy & Transformation

Jasper

Meet the AI platform made for marketers.

Jasper