

Brand Strategy

Empowering AI Leadership

Contents

- 3 Introduction
- 4 Examples
- 5 Responsibilities
- 7 Oversight
- 8 Agenda
- 10 Resources
- 10 Endnotes
- 11 Appendix



Introduction

Nurturing trusted brands will be a vital requirement for firms wishing to use artificial intelligence (AI).

In the age of AI, the opportunity to strengthen a brand is huge. AI enables companies to offer services and products built on deep, personalized relationships. The benefit of operating as if “by magic” will create strongly loved brands – it’s not by accident that strong AI players such as Google are measured among the world’s most valuable brands. Moreover, a host of AI-powered tools are being created to enable marketing teams to better develop, support and monitor branding initiatives. Using AI as a force for social good, if part of a consistent pattern of supporting public well-being and ethical behaviour, will be one way in which firms deploying the technology can build goodwill.

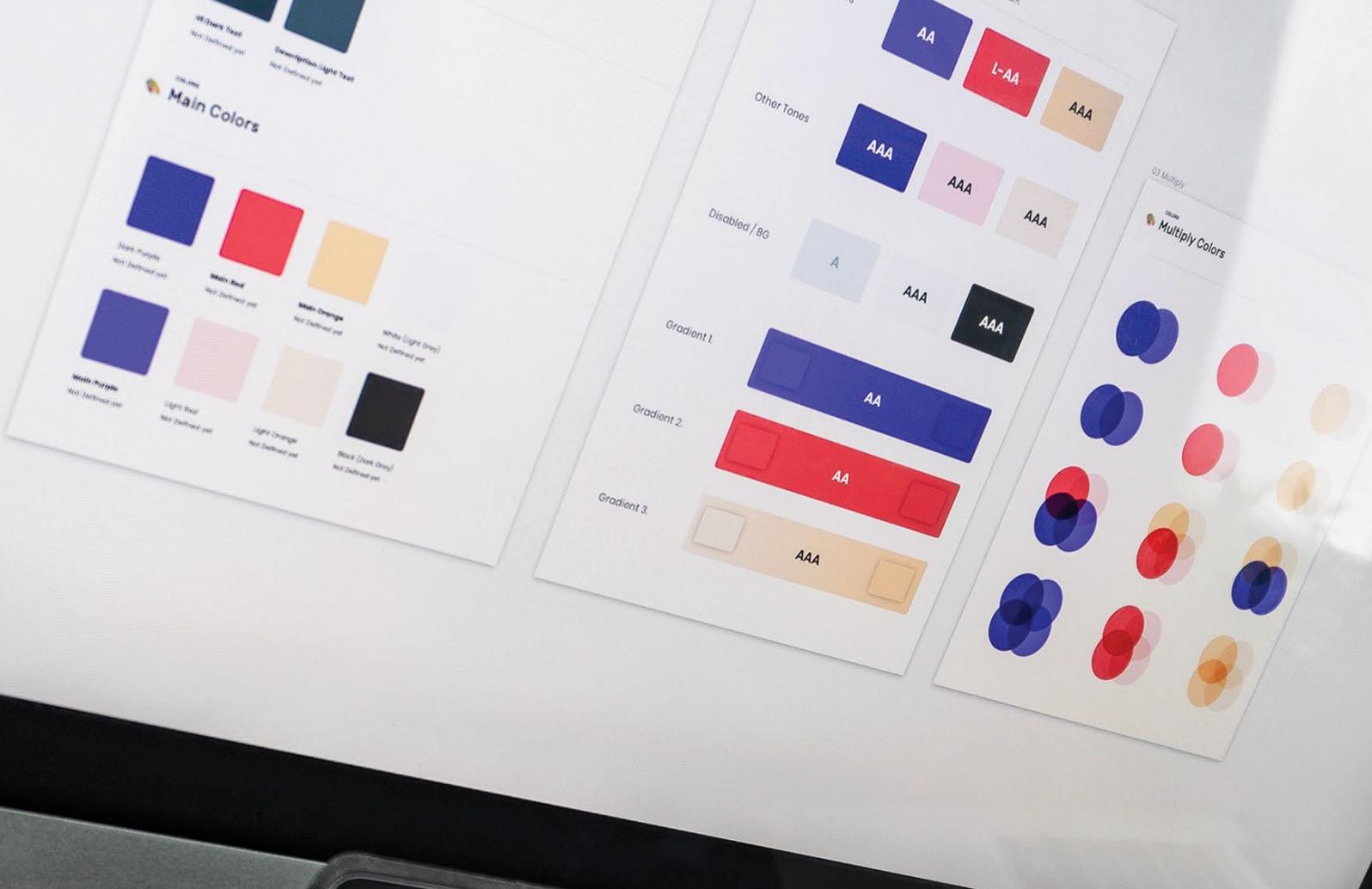
But if AI offers an unparalleled opportunity to build an entirely new order of customer relationship, it also creates great risks that could destroy brands at terrifying speed. Should the AI malfunction and, for example, put human lives at risk or be seen to be used unethically, then the reaction may be severe. Issues that are not necessarily about AI – customer data privacy, data breaches and ethical management – will be thrown in to even sharper contrast by the technology. A growing host of media, regulators and campaign groups will be willing to step in and take public positions.

This means that the capacity of a firm to operate in the world of AI is going to be dependent on building, and sustaining, deep public trust. AI-powered propositions depend on often highly sensitive personal data, and stakeholders will be increasingly discerning about whom they share such data with and what the company is using the data for. Having a deeply trusted brand will become a clear differentiator – without sustainable trust it will be hard to persuade either customers or other partners in the value chain to want to share data with the firm.

The board, as the custodian of a company’s long-term ethical approach to business and the overseer of strategy, has a critical agenda-setting and oversight role in this area.

To balance the rewards and the risks, companies need to nurture their brands by:

- **Investing in and testing new tools to manage brands:** AI is the force behind a new generation of tools to help companies monitor and grow their brands. Examples include employing image recognition to ensure appropriate logo use on a global basis or using natural language processing (NLP) to track social media conversations and sentiment about the brand in real time.
- **Having an absolute focus on building public trust:** This requires that high ethical standards be set, communicated and monitored. Watching for changes in external expectations is crucial: The horizontal nature of AI technologies (e.g. NLP or image recognition) means that issues will quickly cross sectoral barriers within an industry. Behaving well, and being seen to behave well, will require willingness to respond to mistakes with a degree of transparency and humility. In certain crisis situations, board members may need to help set the approach.
- **AI for social good:** There are many ways to use AI tools and resources to deliver better outcomes for the wider social good, including education, environment, health and hunger, equality and inclusion, and crisis response. Companies with strong AI capabilities can partner with NGOs and humanitarian organizations to lend their expertise in developing AI-based projects with a focus on social good.



Examples

US Open Tennis used machine learning to analyse social media activity around brands associated with the 2017 US Open. This enabled them to determine the value generated by each sponsor, placement and network. It found more than \$3 million of total media value and more than 18 million engagements – with Mercedes-Benz and Emirates receiving the most value.¹

A large technology company piloted a chatbot that aimed to experiment with learning through conversations. Targeted at 18–24-year-old Americans, the bot was designed to engage with people on social media platforms. However, the bot was fed discriminatory, socially inappropriate and offensive conversational data by online users, which it then learned to respond with. The chatbot was quickly taken offline and the experiment shut down – a swift response that probably limited longer-term brand damage.

It was recently revealed that **a large retail technology company** had to shelve an automated CV screening system when it became clear that applicants were discriminated against due to historic gender biases within the training data. This posed a clear risk to the company’s brand and social standing. But in quickly removing the system from use the company was able to avoid longer-term brand damage.

Microsoft's AI for Earth programme offers grants providing access for environmental sustainability projects to the company's AI tools and services. This is part of Microsoft’s AI for Good suite – a growing \$115 million, five-year commitment to work to unlock solutions to some of society’s biggest challenges using AI. Investment in corporate social responsibility benefits brands through positive public associations and increases market penetration of AI tools and know-how.²

Responsibilities

While the G20/OECD Principles of Corporate Governance do not specify technology in the list of responsibilities, boards cannot carry out their oversight duties without considering how their company's use of AI, and management of its consequences, will affect the company brand.

Many responsibilities that apply to other modules pertain to brand and reputational management:

To act in good faith, with due diligence and care, boards should be fully informed about plans for applying AI in their strategy, AI's alignment with core values and ethical standards, the risks associated with their AI strategy, and regulations affecting the use of AI. Directors should have access to accurate, relevant and timely information.

To oversee corporate strategy, major plans of actions, risk management and budgets and business plans, boards should review and guide management's vision, goals, actions and expenditure on AI, their support for innovation and use of new AI resources, management's awareness and plans for legal compliance and ameliorating AI risk, and competitors' use of and plans for AI.

To oversee corporate performance, expenditures and acquisitions, boards should review and guide AI's alignment with strategy, shareholder values, ethics, performance and risk indicators, implementation of AI plans, the effectiveness of AI to accelerate processes and improve productivity, major investments in AI systems and talent, and acquisitions.

To carry out these responsibilities, boards should also review and guide these brand-specific concerns:

Act in good faith, with due diligence and care.

As it relates to AI, board members should make good faith efforts to be fully informed about:

- The importance of brand trust: without it, customers and business partners could be unwilling to share the often-sensitive information that AI systems rely upon to be effective
- The use of AI for social good and its potential impact on the company brand
- The risk of AI negatively impacting the company brand if AI delivers a poor customer experience or causes harm to person or property
- The risk of a public scandal if the company is accused of using AI unethically or irresponsibly
- The use of AI to help create, measure and monitor brand development
- News about companies suffering damage to their brand due to wayward AI systems

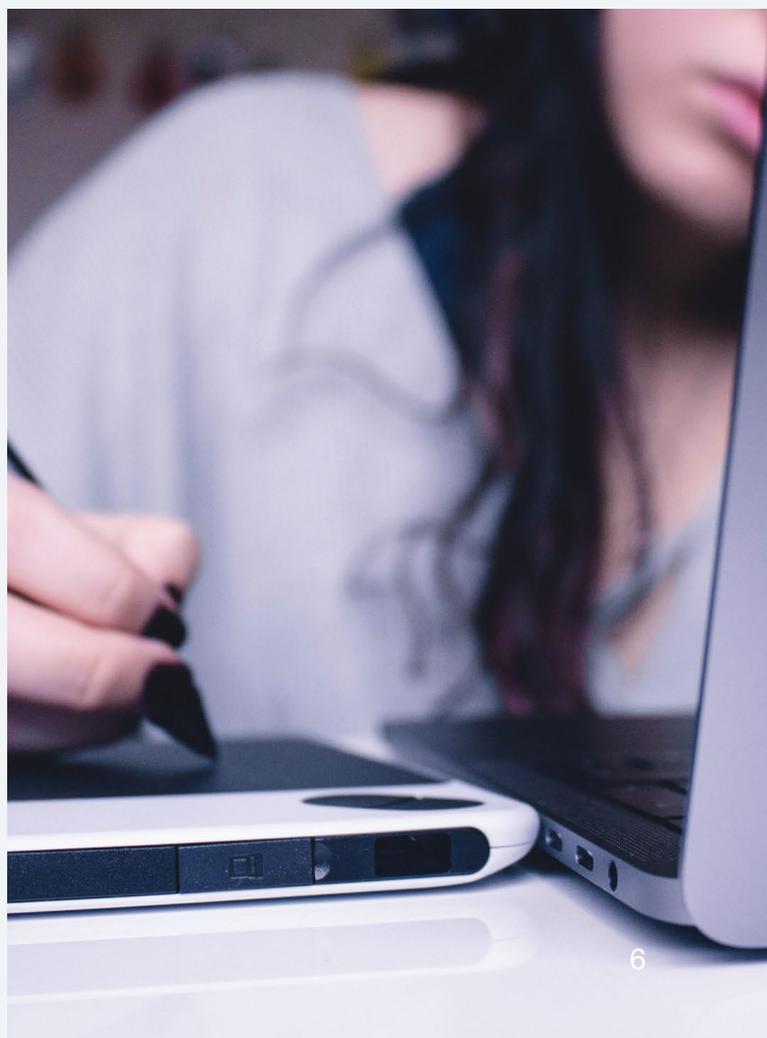
Oversee corporate strategy, major plans of action, risk management, and budgets and business plans.

AI brand management topics that boards should review and guide may include:

- Management's plans to:
 - increase the brand's reputation for trustworthiness
 - use AI as a tool to develop, measure and monitor brand development and evolution
 - use AI to enhance the customer experience and offer new or enhanced products or services
 - use AI for social good
- Management's major actions and policies to:
 - minimize the risk of poor customer experiences that could harm the brand. Risks to the customer experience include poor conversational agents, inaccurate AI predictions, flawed decisions made by AI systems and robots, and misguided human interactions with AI systems
 - minimize the risk of employees damaging the brand by disregarding ethical and responsible AI practices. This includes preventing biased or discriminatory AI decisions, avoiding safety issues, and managing significant job displacement through automation by ensuring that good AI practices such as transparency, explainability and accountability are followed
- Testing for new scenarios that might emerge from the deployment of AI – as an example, how would the firm manage the response to an AI-powered video of the firm's CEO?

Oversee corporate performance, expenditures and acquisitions.

- Follow consumer and customer perception of the brand especially in relation to trust and likelihood-to-recommend metrics
- Ensure that ethical and responsible AI practices are being followed and any potential brand risks are identified
- Prepare a PR crisis response plan should the company be seen to be negatively using AI – and use the exercise to test whether the company is indeed operating in an appropriate fashion
- Check whether any acquisitions could potentially risk the company brand due to a poor AI-driven customer experience or a lack of responsible AI practices





Oversight

This section includes three tools to help directors oversee management's engagement with the brand's AI aspects.

The knowledge assessment tool helps board members rate whether they possess, or have access to, the knowledge required independently to judge management's knowledge and leadership of AI and brand strategy.

View the Knowledge Assessment tool in Appendix 1.

The performance review tool consists of questions boards can ask management about their knowledge of AI and competitive strategy and the progress and performance of their actions. It offers the SCEPTIC framework to help directors assess the answers they receive.

View the Performance Review tool in Appendix 2

The guidance tool offers possible suggestions for further action in an "If, then" format.

View the Guidance tool in Appendix 3.

Agenda

The following suggestions can help the individual who prepares the board discussion and sets its agenda on ethics and artificial intelligence:

Before leading the first meeting

- **Prepare yourself:** Ensure you are familiar with what it means to develop a trusted brand and the potential opportunities and risks from AI to that trusted company brand. Identify the most urgent issues for the board to address. The Resources section lists further reading about potential brand development, risks and opportunities. Speak to executives, in particular the senior IT, data science and brand executives, about potential risks to the customer experience and about upcoming AI ethics questions that will need to be considered.
- **Gauge board member interest in AI and brand management:** Speak to other board members. Learn what importance they place on AI and brand strategy and what concerns they have. Identify the board members who are most interested in rapidly moving forward on addressing AI and brand issues, and those who have concerns or who lack interest (and clarify whether this is based on other issues such as an educational gap).
- **Set goals:** Think ahead about the desired outcomes from the board discussion.

Set the initial agenda item: building and protecting brand trust.

Agenda items may comprise:

- **Discuss:** Review the perceived importance of trust for building and protecting brand value in the age of AI. Review the risks and opportunities to the company brand through the use of AI within the company. The risk conversation should not only draw upon internal aspects and issues but also consider important market examples (see the Resources section) for a fuller perspective. Opportunities include the use of AI for social good and the ability to better manage, measure and monitor the brand development.
- **Compare:** Clarify how trust is being measured and the ways in which this might be strengthened or improved given the potential questions posed by the use of AI. Clarify what internal controls there are to manage risks that have been exposed, as well as considering what opportunities might positively affect the measurement.
- **Delegate:** Check that the chief marketing officer, or similar front-line brand owner, has sufficient expert, educational support in place to be ready on AI-related issues that arise. However, ultimately ensuring that the necessary public trust is built and maintained will be a chief executive responsibility.
- **Engage:** Decide how the board will participate in the brand monitoring process.

Set follow-up agenda items

These can include:

- **Access to information:** Discuss with fellow board members what information they wish to have so that they can stay current with brand status and potential issues. You may, for example, want access to broader research on consumer views on data trust issues.
- **Employee safeguards:** Discuss what steps to take to ensure the board is aware of practices or scenarios that might damage the brand.
- **Review ethics programmes:** Regularly review the effectiveness of the ethics code and whether it needs to be updated. Being ethical, and being seen to be so, is a critical part of brand protection.
- **Awareness of ethics issues:** Periodically review emerging and potentially impactful AI-related ethics issues at your organization, at partners on whom the company relies and across your industry. The reality of complex supply chains means that brand risks can emerge from different places.
- **Broaden board thinking:** Invite experts on data and consumer trust issues to present to the board. These could include academics or leaders from the organizations that are devoting themselves to consumer data trust issues.
- **Avoiding “ethics washing”:** Companies that use AI for altruistic purposes can be accused of using AI for good as a facade while other immoral activities continue. Discuss with fellow board members and outside experts why using AI for good requires ethical AI behaviour to build trust.

Resources

(All references as of 5/8/19)

Books

- Paula Boddington, *Towards a Code of Ethics for Artificial Intelligence*, Springer, 2017.
- Katie King, *Using Artificial Intelligence in Marketing*, Kogan Page, 2019.

Reports and articles

- Rich Hutchinson, Dominic Field et al., “The Future of Marketing Is Here. Don’t Blink”, Boston Consulting Group, 30 November 2018.
- Michael Chui, Martin Harrysson, James Manyika et al., “Applying Artificial Intelligence for Social Good”, McKinsey, November 2018.
- Tim Gordon, “4 Best Practices for Minimising Risk to Your Brand from AI Adoption”, Best Practice AI Ltd, 30 January 2019.
- James Vincent, “Google and Microsoft Warn Investors that Bad AI Could Harm their Brand”, The Verge, February 2019.

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Endnotes

(All references as of 5/8/19)

1. US Open Sponsors' Edition, Ceros.com.
2. AI for Earth, Microsoft.com.

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Appendix 1: Knowledge Assessment Tool

This tool can be used by individual directors or as a board exercise. While asking the following questions, consider whether the board:

- Possesses the knowledge needed for independent judgement about AI and AI-related issues.
- Has access to this knowledge from inside their company, other sources, or through free access to experts.

The tool also suggests related modules for additional analysis.

External environment	Area of knowledge	Knowledge/Access to knowledge (more than sufficient, sufficient, insufficient)	Related modules
How AI is changing brands in your industry and markets			
Emergence of new business models	<ul style="list-style-type: none"> • Opportunities to use AI to enhance the customer experience, including more personalized offerings and customer service chatbots • Opportunities to use AI to enhance or introduce new products and services • Opportunities to use AI for social good • Risks of brand damage due to poor ethical and irresponsible AI practices by your organization or its partners 		• Operating Model
Changes in customer expectations and behavior	<ul style="list-style-type: none"> • How changing customer expectations and preferences towards data privacy and the use of AI affect brand trust and value 		• Customer
Ecosystem partners with AI-based capabilities	<ul style="list-style-type: none"> • Understand different brand and trust measurement and monitoring tools and approaches • Be familiar with emerging best practice and propositions from start-ups and agencies for using these tools • Understand partner and joint venture opportunities with tool providers 		
Other questions	<ul style="list-style-type: none"> • What information is received on these topics from internal and external sources? • Does the board have access to timely, free advice from qualified advisers on brand management, AI and data privacy? 		
How the debate on data and AI issues is influencing public perception			
Media and public opinion	<ul style="list-style-type: none"> • The broad media and public attitude towards companies' use of AI. How is this enhancing or diminishing companies' brand reputation? • Impacts from AI that are seen to be negatively impacting company brands • Trends and dynamics that could impact on corporate brand reputation in the future • Lessons to be learned from brand reputational risks and opportunities from AI and data privacy management in different geographies, sectors and technologies 		
Regulators and political actors	<ul style="list-style-type: none"> • The regulators and other agenda-setters who are defining how AI can be used legally, ethically and responsibly: the top items on their agenda, and the questions they are asking players from other sectors (e.g. tech giants). This is likely to be indicative of what the future regulation holds in our sector • The potential regulatory or legislative change that could affect trust and brand equity 		• Customer
Other questions	<ul style="list-style-type: none"> • How competitors and leading AI companies are successfully promoting the use of AI to enhance their brands • How competitors and leading AI companies are managing fairness, data guardianship, explicability and other AI responsibilities to maximize their brand trust • Good practice for engaging in the public debate on using AI. For example, AI for social good 		

Internal response	Area of knowledge	Knowledge/Access to knowledge (more than sufficient, sufficient, insufficient)	Related modules
Using AI to strengthen brand			
Enhancing brand value and trust with AI	<ul style="list-style-type: none"> • Management prioritization of the development of a trusted brand in a world focused on AI and data privacy • Management's use or planned use of AI to enhance the customer experience • Management's use or planned use of AI to enhance or introduce new products and services powered by AI • Management's use or planned use of AI for social good • Whether management understand the opportunities and risks to the company brand through ethical and responsible use of AI • Management's lessons learned from other companies' use of AI to develop their brands 		<ul style="list-style-type: none"> • Ethics • Governance • Operating Model • Risk • Technology
Investment in AI for social good	<ul style="list-style-type: none"> • How management is targeting AI to support the company's wider aspirations for a better world • How management is ensuring that AI for social good is used to support other ambitions such as recruitment and retention of vital talent • Management's overall effort to ensure AI is used ethically and responsibly 		<ul style="list-style-type: none"> • Governance • People and Culture
Brand monitoring with AI	<ul style="list-style-type: none"> • Management's use of the latest AI tools and techniques to help promote, monitor and measure brand value 		<ul style="list-style-type: none"> • Customer
Implementation of brand risk mitigation			
Monitoring	<ul style="list-style-type: none"> • Management's implementation of a brand and customer sentiment monitoring strategy. For example, tools to measure customer sentiment and also social media trends that might affect the company's reputation • Clarity on ownership and distribution of reports from these monitoring services 		<ul style="list-style-type: none"> • Brand • Ethics • People and Culture • Risk • Technology
Mitigation	<ul style="list-style-type: none"> • State of management's crisis plans to manage and minimize brand reputational risk should legal, ethical and customer product or experience issues associated with AI arise • What management has learned from the crisis management planning process 		<ul style="list-style-type: none"> • Ethics • Risk
Forecasting	<ul style="list-style-type: none"> • Management's capacity to monitor the state of public debate on AI and data privacy • How the company plans to interact with key opinion-formers in the AI and data privacy debate 		<ul style="list-style-type: none"> • Ethics • Risk
For companies impacting EU citizens	<ul style="list-style-type: none"> • Management plans for compliance with GDPR and other relevant regulations 		<ul style="list-style-type: none"> • Risk

Appendix 2: Performance Review Tool

This tool can be used by board directors to pose questions to management and evaluate their answers. It follows the same broad topics as the Knowledge assessment tool.

Judge the answers received by management by using the SCEPTIC framework. The tool also suggests related modules for additional analysis.

The SCEPTIC framework:

Specificity: Are the answers precise and do they show depth of knowledge?

Candour: Do the answers cover up issues, exaggerate benefits or steer towards one course of action?

Evidence: Are there data, KPIs and other support to back the opinion?
Is the evidence unbiased, complete and sound?

Planning: Are answers drawn from an effective internal process?

Thoroughness: Are the answers based on a rigorous search for information from diverse sources?

Involvement: Are the answers based on real-world experience?

Consistency: Are the answers logical and free from contradictions and gaps?

External environment	Ask management	Related modules:
How AI is changing competition in your industry and markets		
Enhancing brand value and trust with AI	<ul style="list-style-type: none"> • What opportunities have we identified to use AI for enhancing the customer experience including more personalized offerings and automated customer service? • What opportunities have we identified to use AI to enhance or introduce new products and services? • What opportunities have we identified to use AI for social good? • What opportunities are our competitors pursuing? • What risks of brand damage have we identified that could be caused by poor ethical and irresponsible AI practices? 	• Operating Model
Changes in customer expectations of company data privacy and AI use	<ul style="list-style-type: none"> • How are customer expectations and preferences in relation to data privacy and AI affecting brand trust and value? • How are they changing? 	• Customer
Emergence of new brand measurement, monitoring and promotional tools	<ul style="list-style-type: none"> • What AI brand support tools are we tracking and assessing? • What metrics are being used? Why are these considered the best measures to track? • What trends do we see in this space? • What partnerships and joint ventures are we exploring? What do we have in place? 	• Ethics
Other questions	<ul style="list-style-type: none"> • What new AI advances will transform brands in our market? • Who advises us on AI? Are we satisfied with the advice? • How do we evaluate potential partners, such as suppliers, on how well they follow of responsible AI practices? 	• Technology

External environment	Ask management	Related modules:
How the debate on data and AI issues is influencing public perception		
Media and public opinion	<ul style="list-style-type: none"> • What is the broad media and public attitude towards companies' use of AI and data privacy management? How is this enhancing or diminishing companies' brand reputation? • What are the types of impact from AI that are seen to be negatively impacting company brands? • What are the trends and dynamics in data privacy and AI that could affect corporate brand reputation in the future? • Are there brand reputational risks and opportunities lessons to be learned from how AI and data privacy is managed in different geographies, sectors and technologies? 	<ul style="list-style-type: none"> • Customer
Regulators and political actors	<ul style="list-style-type: none"> • Who are the regulators and other agenda-setters who are defining how AI can be used legally, ethically and responsibly in the jurisdictions in which we operate? • Do we understand the top items on their agenda? • Do we understand what regulators are asking players from other sectors (e.g. tech giants) as this might be indicative of future regulation within our industry? • Do we understand the potential regulatory or legislative changes that could affect trust and brand equity? What is the risk to our brand? 	
Other questions	<ul style="list-style-type: none"> • How are other players – especially our competitors – approaching the public debate on AI? Are they involved with the regulators? Think tanks? • Have we struck the right alliances – including with our competitors – to bring our point of view to the discussion? 	<ul style="list-style-type: none"> • Ethics

Internal Response	Ask management	Related modules:
Using AI to strengthen the brand		
Enhancing brand value and trust with AI	<ul style="list-style-type: none"> • How are we prioritizing the development of a trusted brand in an increasingly AI and data privacy-centric world? • How are we using AI to enhance the customer experience? • How are we using AI to enhance or introduce new and services? • How are we using or do we plan to use AI for social good? • What are the opportunities and risks to the company brand through poor ethical and irresponsible uses of AI? • What lessons have we learned from other companies' use of AI to develop or enhance their brand value? • What ethical and responsible AI principles are we following to drive brand value? • Have we aligned our management practices and processes to sustain the ethical base on which trust is built? • Are we aware of any privacy practices and AI uses by our company that can run afoul of customer expectations and practices? 	<ul style="list-style-type: none"> • Ethics • Governance • Operating model • Risk • Technology
Investment in AI for good	<ul style="list-style-type: none"> • Are we using AI to support the company's wider aspirations for a better world? • How is our work in AI for social good brought to bear on our recruitment and retention efforts? Is it helping us to attract and retain talent? • How well known is our work in AI for social good? Should we do more to make it better known? • What might put us at risk of being accused of "ethics washing"? What are we doing to avoid that risk by consistently applying our ethics principles to our AI work? 	<ul style="list-style-type: none"> • Governance • People and culture
Brand monitoring with AI	<ul style="list-style-type: none"> • Are we using the latest AI tools and techniques to help promote and measure brand development activities? • Do we have a widely understood way of measuring – and therefore managing – this? 	<ul style="list-style-type: none"> • Customer • People and Culture

Internal Response	Ask management	Related modules:
Implementation of brand risk mitigation		
Monitoring	<ul style="list-style-type: none"> • Do we have a brand and customer sentiment monitoring strategy? For example, do we use tools to measure customer sentiment and other social media trends that could affect the company's reputation? • How are we monitoring our brand's trust levels and perceptions? Can we correlate that with our use of AI and data? With our AI for good work? • Do we have clear ownership and distribution of information from these monitoring services? 	<ul style="list-style-type: none"> • Brand • Ethics • People and culture • Risk • Technology
Mitigation	<ul style="list-style-type: none"> • Do we have a crisis plan to manage and minimize brand reputational risk should AI-driven issues – legal, ethical and customer product or experience – arise? • What has management learned from the crisis management planning process of others? • What lessons did preparation of this crisis plan deliver as to the risks, management and monitoring of the use of AI? • What role do you expect the board to take in a crisis and how do you plan to keep the board informed? 	<ul style="list-style-type: none"> • Ethics • People and culture • Risk
Forecasting	<ul style="list-style-type: none"> • What capabilities do we have to monitor the state of public debate on AI ethics and data privacy? • Which other sectors are we watching closely in case activities are a harbinger of regulation and attitudes to come? • How does the company plan to interact with key opinion-formers in the AI and data privacy debate? • Thinking five to 10 years ahead, what AI use cases will we be deploying then that should most concern us, and what can we do now to prepare datasets, design plans and develop ethical training to be ready for this? 	<ul style="list-style-type: none"> • Ethics • Risk
For companies affecting EU citizens	<ul style="list-style-type: none"> • What are management plans and programmes for compliance with GDPR and other relevant regulations? In particular, what plans do we have to comply with GDPR statutes relating to AI, such as the need for explicability of fully AI automated decisions that have legal effects on an individual (e.g. employment decisions)? 	<ul style="list-style-type: none"> • Risk

Appendix 3: Guidance Tool

Use this tool to consider responses to the knowledge assessment and performance review tools. These suggestions are a starting point for brainstorming on responses.

If the board...	Then consider...
Needs more external information	<ul style="list-style-type: none"> • Reading and subscribing to news sources and reports on data ethics and public debate on AI • Attending events on AI strategies, opportunities and emerging risks • Meeting with regulators, customers, trusted (PR, regulatory and legal) advisers and AI technology experts • Setting up fact-finding sessions with academics and experts
Needs more internal information	<ul style="list-style-type: none"> • Requesting plans for the use of AI within the organization • Requesting reports and updates from the executive team • Requesting clarity on vital internal events or issues that could create AI-related risk • Meeting with mid-level managers and teams managing AI-related processes
Needs more market information	<ul style="list-style-type: none"> • Hiring benchmarking services • Encouraging management to focus on market, regulator and public debate assessment
Needs management to focus on brand strategy and risk scenarios	<ul style="list-style-type: none"> • Meeting with thought leaders in the trust and data ethics space <ul style="list-style-type: none"> – studying AI ethics and strategy innovations by competitors and in industry, and – focusing on developing a culture and organization that supports innovation and experimentation within a strong ethical framework • Reviewing executive compensation
Needs management to better align AI activities with brand strategy	<ul style="list-style-type: none"> • Setting up strategy reviews • Encouraging management to: <ul style="list-style-type: none"> – review and reconsider KPIs and metrics, including creating new metrics
Needs management to better understand customers	<ul style="list-style-type: none"> • Encouraging management to: <ul style="list-style-type: none"> – learn more about changing customer expectations and needs through research and design thinking sessions. • See also: Customer module
Needs management to increase brand benefits from strategic AI initiatives	<ul style="list-style-type: none"> • Encouraging management to: <ul style="list-style-type: none"> – rapidly improve new AI-enabled systems and processes. • Investigate how to build the brand by using AI to improve the selling proposition
Needs management to better understand and follow through on risk, compliance and responsibilities of AI	<ul style="list-style-type: none"> • Encouraging management to: <ul style="list-style-type: none"> – work with trusted advisers and legal experts to identify brand risks, relevant legal issues, ethical concerns – develop an AI governance framework • Establishing an ethics board. Ensure that business understands the brand (i.e. business) value of getting this right • Requesting regular reports on risk and responsibility assurance. • See also: Ethics, Governance and Risk modules