

CREATIVE INTELLIGENCE

WITH JAMES INGRAM

EPISODE 12: CREATIVE INTELLIGENCE, INNOVATIVE MARKETING AND BUSINESS TRANSFORMATION

WITH GUEST KATIE KING

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James: Hello and welcome to the Creative Intelligence Podcast with me, James Ingram, host and CEO of Splashlight. This is a series of conversations exploring tools and technologies that fuel creativity and inspiration. In this episode, we'll be talking to Katie King, author of *Using Artificial Intelligence in Marketing: How to Harness AI and Maintain the Competitive Edge*. Katie is a CEO and business transformational consultant with 28 years' experience. She's advised many of the world's leading brands and business leaders, including Richard Branson, O2, Orange and more. Katie has also delivered numerous TEDx talks, is a frequent commentator on BBC television and radio and is a regular speaker on the international conference circuit. So we're really glad to have Katie. Welcome, Katie.

Katie: Thank you, James. It's great to be here.

James: Thank you. Thank you. I can feel the energy already, right, even before we get started.

Katie: Absolutely.

James: So in your book, just to kind of dive right in, in your book, *Using Artificial Intelligence in Marketing*, you kind of demonstrate how AI can be used to get rid of some mundane tasks so that the focus can be on strategy or creativity or the personal connection in marketing. I guess to kind of just kick that off, do you want to explain how you think that's a revolution that's taking place?

Katie: Absolutely. Yes, I do. So it's been described as the fourth industrial revolution or business 4.0 and I think rightly so. I think of it as the three D's. So AI can actually help us with the dirty, dull and dangerous. So in a marketing sense, we're talking about AI embedded tools that could be used for email marketing, for example, to help you assess was that subject headline in that email particularly helpful. It could be a chatbot as a member of the team. It could be a chat assistant. It could be market research being disrupted by artificial intelligence. We've got all these

different tools that are, in time, going to allow all of us to be freed up to do more of the consulting and the value ad work to clients, rather than the drudge.

James: Right. I've heard people say it's like having a thousand interns.

Katie: Exactly. Yes.

James: Yes, you go out there and do things you'd like to do, but you wouldn't ordinarily spend the money or time or effort to go and do.

Katie: Correct and it's obviously going to be cost effective. But that has implications, which I'm sure we'll come onto at some point.

James: So how are you seeing companies that are adopting this? How do you go from not using AI for these types of features and mundane tasks to doing it? How does a company start that kind of thinking?

Katie: That's a really good question. It's such a complex answer, that question, because how you adopt AI in your marketing, in your business to an extent is shaped by where you want to be as an organization. So do you want to be an innovator in your field? Is your industry sector ahead of the curve? Are competitors treading on your space and therefore you need to innovate and if that's the case, then you've got to get in early and you've got to do it. So you are considering, therefore, how do I go about implementing that and, again, if you then decide you need to do it, are you going to do it very strategically? Does AI solve some real business problems or are you going to be just jumping on the bandwagon very tactically, wasting money on certain things because everyone says you should be? So it's quite complex. There are many, many tools on the market. I mean, you think of Salesforce Einstein. There are established tools that have AI embedded into them, where today you can start to benefit and then there are others where you're taking a bit more of a risk and you're not exactly sure whether those are companies that are here to stay and established and perhaps you need to do your due diligence on those.

James: Right. So then what does this new, modern-looking either creative team or marketing team look like for a section? Let's say they're trying to pick an audience. They're trying to do their segmentation and to figure out who their audience are. What does that modern look like if they're using AI and they're using these tools?

Katie: Yes, so again, it will be a mix. It could well be a team of people who are doing SEO, voice SEO, could be doing programmatic. There could be teams of people who are content creators and they will be having their tasks reshaped. So in the same way I've been running a digital marketing agency for 10 years and many of the tasks that we did manually for five

years ago are now being done with some tools, whether that's HubSpot or whether it's Sendible or whether it's other kinds of analytics or content creation type tools. It's being effectively done for us. So I think as teams, it doesn't mean the end of people's jobs. But it does mean that we are able to use often subscription-based tools that mean we aren't doing all of the grunt work.

James: Yes because research has been key to doing great marketing for, I mean, as long as there has been marketing, right?

Katie: Absolutely. Yes.

James: You do customer surveys, get to know your target customer, get out there to them, interview them. So you're seeing this change with AI. Are you seeing that you're using AI to get to your customer in as far as how you survey them or how you understand them or is just background research or is it both?

Katie: It's a real mix. The AI tools can be used across every business function. So actually, in a marketing team, if it's proper true marketing and not just media relations, for example, that would cover the customer journey. That would cover CRM. That would cover customer experience and take, for example, TGI Fridays as a good example in the restaurant sector. You've got their chief experience officer using tools like Amperity and Hypergiant and they are, with a GDPR compliant hat on, the diner is giving TGI Fridays the approval to use its data and then they're getting personalized marketing. They're getting personalized offers sent to them. But then when they come into the restaurant, the operatives, the people at reception, the people serving know that person. They know they're vegan. They know it's their birthday. So that touches marketing. That touches customer service. That touches sales. So what for me it means is that the blurring of the boundaries of these different job functions. We can no longer sit back, as I believe, doing proper social selling. We should never have sat back and said, "We're marketing. We're not sales," or, "We're PR. We're not digital." We've all got to work in these agile groups around giving the customer what they need in a very personalized way that differentiates us from the competition.

James: Yes, I think you're making a really strong point. There's so many tools and the way into using AI is finding the right kind of tools that are making how their core, their softwares work.

Katie: Yes. Yes.

James: Who in this process are you seeing emerging in a company that's helping these teams even find the right tools? Is that a change in a company and how a CIO or CTO or how do you see that architecting in a company?

Katie: That's a really good point because I am seeing the tools that we're referring to here, James, are being bought by the chief marketing officer. But he or she is really treading firmly on the toes of the IT department and the CTO back to the point of collaborating. So whether you're a major brand or whether you're a marketing agency, you're having to rethink the way you structure your organization and again, work in these collaborative teams for the good of retention and growth of clients and future proofing your survival. So that's why it's uncomfortable.

James: Yes, it's really uncomfortable, right?

Katie: People talk about digital transformation. It's actually business, true business transformation.

James: Yes, yes, because that's what I'm trying to chat with here on is that no one's disputing the tools. Tools get better every week in technology.

Katie: Yes.

James: But we're already overloaded in our minds personally with our devices. Then you get into the office and you got Slack and you got JIRA. You've got all these things coming in, you got all these points of data and email and how do you keep up with that all and at the same time, you got innovations coming that you need to get better with, and I think it's real fatigue on an organization. If you were to be consulting, how do you help a CEO or business leader navigate this confusion?

Katie: Yes, I think it's uncomfortable in the short term. In time, when it's being looked at properly and they have a strategy and they have people with the right skills to make sense of all of this, actually, the AI can do some of that collation and that management. So the example being a chat assistant that's a member of the team. So imagine you're the creative team and you come into the office and you get in, 8:00 in the morning. Overnight, that chat assistant, give her a name. Ada. Ada Lovelace. She's Ada. She's a member of your team. She's CC'd. She's copied. She's been working 24/7. She doesn't get tired, hungry, moody. She is facilitating all of that for you, in time. Now, we need a reality check here because some people are interacting with these and they're not as good as they're made out to be.

James: These AI virtual assistants.

Katie: Yes, absolutely and the same way I have in my book. It's not all hype and it's case studies of failures, as well as case studies of success. But in time, when all this pans out over the next year or two, then some of that fatigue and that multiple use of all these different tools could well be centralized by someone who can coordinate all that for you and you'll be speaking into ambient voice and giving commands and things will be automated and done for you.

James: To help with this (crosstalk 10:18)

Katie: But that's if it all connects up together. That's tricky.

James: So that goes back to what we talked about before is properly implementing these tools so that they're cohesive.

Katie: Correct and at the moment, the driver for all of this is commercial gain. Everyone is out to flog their AI wares and the poor chief marketing officer or marketing professional, creative professional is confused. They don't know what to invest in, with who, how much, when and there's no easy answer. I could name you CB insights just recently with their top 100 AI tech disruptors a few months back. There was another list. There are new ones every day. Think of the venture capital market for AI in marketing, which is ahead of the curve. It's huge.

James: It's huge.

Katie: So that's a challenge and what worries me is that we aren't looking at the bigger picture of what all of this means in our industry sectors in terms of jobs, in terms of privacy, trust, transparency, ethics, major, major societal issues that this starts to touch on.

James: So is this why you would say that some of the businesses are most businesses are still a long way from implementing all this, just because of the noise that's involved?

Katie: I think many organizations are still catching up on the digitization phase.

James: Yes.

Katie: So yes, of course we're all inundated with our Instagram feeds and so on. But many, many brands are still getting to grips with that. Many people are still doing social media very tactically and not doing the proper social selling and evangelism and you need all of the data that we get from smartphone technology to be able to do AI properly. So I think people are frightened off by AI's scare mongering. There is no cohesion. There's no industry bodies that are turning around and saying, "Right, here are our guidelines. This is what we recommend." It's not happening yet. So I think the ones that are implementing are doing test cases and they're the ones that really do want to make their name and innovate and for some, it's a PR stunt. For others, they're generating real benefits. But they're ahead of the curve.

James: Now this is interesting. I'm going to dig into something you're talking about here. So when you think about marketing, many marketers are very comfortable with the analytics. It's the way their mind think. They

understand. They enjoy the data. Then you have the creative teams and they tend to not be the same kinds of thinkers. How do you see one group that's heavy into AI? How do you see the creative side in marketing benefiting from AI and what's happening in this?

Katie: Again, that's a really good point and we can't have that silo. We do need these joint collaboration teams to come together because I think it's unrealistic, particularly if you go back to education, to expect somebody to be able to do everything.

James: Right.

Katie: But it's not impossible for the AI. So AI can actually be creative. Now, I'm not talking about general artificial intelligence and sentient, that kind of area. I am talking about the fact that AI can be programmed to come up with an award-winning novel or a film because it can study which campaigns actually won that award for that best creativity. So you could use different AI tools to help you with creativity for your blogging, for example. So I think a combination of the analytics, the creative people and some tools for AI. But in time, what will differentiate us from AI is our humanity, our creativity, our intuition, our empathy, whereas more of the crunching, number of crunching data analytics piece will be done by the AI.

James: Right, by the machine.

Katie: So I think if I were going into it now, as much as I'd like to think, yes, data science is all going to be really important, but I believe AI will get consumed into general software in the next few years anyway and we won't be bothered about what's behind it. We don't question how does Microsoft Excel work, what's behind that app on my iPhone. We're not bothered. We just know it works and at the moment, because machine learning is in that gardener peak of inflated expectation, top of the hype curve, we're interested in it. In time, we won't be. We'll just be interested in what it does for us.

James: Right and we know it's in there. We may get frustrated, like when Uber says it's eight minutes, but it's really 20.

Katie: Yes, absolutely.

James: That's AI trying to guess, right?

Katie: Absolutely.

James: So we know it's there and we'll get frustrated when it doesn't do it what it's supposed to do.

Katie: But we're using it already. We upload a photograph to our Facebook and we're told, "Katie, you should upload that picture. That's probably James, isn't it? Let's tag James," because it recognizes, image recognition. In our hive heating, in our Netflix, image recognition, predictive analytics, that's all under this banner of the family of AI.

James: Yes, it's really something. So how would they see the creative brief changing in this world of using AI? Because that's a core communication tool between the marketers and the creatives. How would you see that changing or do you see that changing?

Katie: So many good questions. So the creative brief for me has always been a means to an end. I think we get lost in the creativity sometimes and we miss the point about the business goal. So when I've been consulting clients for 30 years, I'm always interested in how that creative campaign can help that client achieve that objective. So it's the same, again, with AI. We would be looking at a team of people who can help a client achieve a set of goals where, of course, the creative execution of that is essential and that will probably be a mixture of the creative campaign aided by some AI embedded and some social embedded tools, but also by lots of analytics and other aspects to it. So I think it's going to be cut into different kind of areas. But always for me it's about the proof of concept. It's about the business strategic goal being top of mind.

James: So do you see AI emerging and if you do, which ones that are helping with the feedback? If you're a marketer, you've worked on a brief. This is what you're asking your creative team to do. Creative team does that, comes back together. How do you find out what's working, what's not working? Is AI helping in the industry with that?

Katie: Not that much yet. So I mean, you do have examples. For example, Einstein. So Salesforce's Einstein package is CRM. But then you've got lots of tools or companies like Conversica or Curiously for market research. So you do have... But they're all very disparate. You haven't got kind of one main one that's saying, "Right, this is for creative agencies." You'll have the ability to work with IBM Watson and to go in and plug into their API for AI marketing. But there's nothing yet that's the kind of definitive, "This is what everybody needs to be doing. This is going to help you."

James: For your feedback.

Katie: Because there will be multiple different objectives.

James: Right.

Katie: If it's for social media, there are already tools. But they're not AI. They're analytics tools.

James: Okay.

Katie: I'm talking about Sendible. I'm talking about HubSpot, Hootsuite, yes? So they are not AI. They are analytics tools and I think that's the thing.

James: Where the humans are doing the thinking.

Katie: Yes, exactly. But there was a survey just recently. I can't remember the exact percentage. I'm thinking it's roughly 30 to 40% where they're saying the majority of tools out on the market at the moment being branded as AI don't have any AI in them. So people are tagging their automation tools as AI and they don't have AI in them.

James: This is worth talking about that. So what's the difference? How would you describe data science versus an algorithm versus machine learning versus AI. What's the difference between machine learning and AI?

Katie: So you're really looking at a body, a family. AI, if you look at what PWC and Deloitte and analysts like that refer to in defining it, we're talking about a family of technologies under which you have AI, which is intelligence exhibited by a machine, which is akin to what a human can do. Machine learning is where you're actually programming the algorithms and then they can go off and do things beyond what you've explicitly programmed them to do. So we're talking the machine teaching the machine to do those things. But then you've got simple analytics, which is data crunching, making sense of things. So in my book, I feature BT, British Telecom and they are using AI and I started off talking to them about it with regard to marketing. But it transpired that really it was operational. So their data tells them the weather is going to be really bad over the next few days. When this poor weather occurred like this in the last 100 examples of the last X number of years, our broadband was down in X percent in these geographic locations and therefore, they can program the people in the vans to go out and be ready to go and repair. So actually, that's operational. But it's more than that. That's customer service because they can take that data. They can say, "We're going to be prepared for that." So you can see already there an example of marketing because they could market that and say, "We've got this AI, which means we're going to be able to respond to you as a customer so much quicker. Marketing, customer service, operational, all really working with a tool like AI to offer a competitive advantage.

James: That's really something. Okay, so we kind of understand from your perspective the difference between AI, machine learning and analytics and algorithms. But in the podcast that I've been doing, I've been meeting so many incredibly brilliant people, like yourself. Some of them are coming from the human sciences. What do you think about how human sciences and cognitive studies and digital anthropology and philosophy and things

have their place in this revolution of AI and data science? How do you see those contributing together?

Katie: Hugely important. I'm looking at the world we're living in at the moment and some of the growing sense of nationalism and discrimination. I'm looking at some of the big ethical issues that we need to consider.

James: Right.

Katie: AI eventually has the ability or will have the ability to help us solve some of these complex issues. But in the meantime, AI is helping to cause them.

James: What do you mean cause them?

Katie: So, many people's job functions will change. So this is an industrial revolution. Jobs will change.

James: Like electricity caused change.

Katie: Yes, yes, exactly. We've had steam. We had electrification. We've had the age of the internet and now we've got the age of cyber of IOT, internet things, of AI and this new revolution will cause job losses. But I don't believe it will wipe out whole scale jobs. AI embedded tools, software, robotic process, automation, all of that, chat bots as well, all of those together have the capability to affect what a surgeon does, what a barrister does, what an accountant does, as well as blue collar work. So it's not just routinized manufacturing. Huge advancements are being made at the moment with cancer, the oncology care, on the back of what IBM Watson's AI is able to do of crunching that data and coming up with diagnoses and so on. So it's amazing. I see it in a very positive light and my book is much, much more than my words. I've interviewed dozens of academics, industry analysts, brands, tech disruptors and without exception, they were all positive. So most people I speak to are positive rather than when I read the media. The sense I get, which the average lay person sees, that's what they hear. They don't go to conferences and hear all of this. They're being fed the opposite. They're being fed the scare mongering, 100 years to colonize another planet, Hal, Terminator, robot warfare. It's very imbalanced. So I do think it's down to all of us in our marketing PR, creative agencies in our industry segments for retail, tourism, banking to work with people on the guidelines, on the policy, on the regulation because nobody owns it.

James: Right. Yes, it's wide open.

Katie: That's, for me, the biggest worry is it's really unregulated and what's technically possible, long term, may not be good for society. What's

technically possible and what everyone's now jumping on and owning commercially is very different too.

James: Right. Yes and there's a lot of conversations going on around silicon states and the power of these technology companies and what they're doing and it gets tempting to use them as business leaders for an advantage against the consumer and it's got the consumer very worried.

Katie: It has. I mean, Ai has the power to democratize an education, Harvard education, for example. But will that play out in real life? Will we put in the right taxation and mandates and codes of conduct to ensure we have that equality?

James: So then about that then, how do you see, as a marketer, and this is obviously where you're spending a tremendous amount of your efforts, how do you see data privacy and GDPR changing? If you want to try to use market intelligence and you can't access first person data, how are you going to go about using these advantages?

Katie: Yes, it will hold it back.

James: It's a real issue, right?

Katie: Yes, it is a real issue.

James: And so as a marketer, if you've got these ideas, "Well, if I knew this hyper personalization," you're talking about, but it's drying up.

Katie: It is. Yes, it is.

James: So what you do think we do?

Katie: That's a good question. I mean, we are having to work within these frameworks and these regulations and I think it's right that we do protect people's data.

James: Right. Absolutely. Yes, we shouldn't be sharing.

Katie: We have to. We shouldn't find ways of trying to kind of cut through it. So in an era of this disinformation and fake news and privacy breaches that we've seen, it's right. I think on the whole, I feel we're all benefiting from that and I would rather have quality interaction with a smaller number of real prospects who want to be communicated with me than to be blasting out thousands of calls to people who are being spammed.

James: So what does marketing and advertising look like in the future with AI and maybe limited access to people's personal information?

Katie: Yes, in time, I think when these companies prove that they can be trusted, we will start to recommend and evangelize and give our data more freely. Again, there will be a bit of a shakeout period. But I think when that comes, the pundits are saying that we will have mass personalization and when we can see the benefit. So how frustrated are we when we ring our utility company and we can spend an hour on the phone being passed all around the organization? So I like to refer to it not as artificial intelligence, but as augmented intelligence and if that means when I interact with my bank or my telecoms company, if I get a really good customer service from them, very personalized and I don't then get loads of third parties lobbying me and that feeling that my data is being breached, in time, I'm going to do more and more and more of that and I'm going to start to trust and give my data more readily and recommend and so on.

James: So if you show up at a five-star hotel and you stay there regularly, they know your name when you get there, you don't feel it's creepy they know you flew here from New York or you came in from where you're staying or how your kid's doing. You don't feel it's creepy.

Katie: Not because I've freely said that's right.

James: And you feel they're doing that to give you a better service.

Katie: Yes. It's creepy when I haven't explicitly... Yes.

James: But if you don't even know them and you just show up and all of a sudden they know your kids, your dog's name, all of a sudden, this is a little creepy.

Katie: Exactly. In the book, I reference Reiss, the fashion brand and Subha Ganesh talks about how you walk into a real store and you walk and you're browsing and you're buying a skirt and the assistant's instantly on your shoulder, looking over, peering and in your face and you just don't want that and it's the same online. So they use a tool called Increasingly, which is an AI tool for bundling products up together and you buy that skirt online and then it instantly says to you, "People that recently bought that skirt also bought this accessory," and she's saying we just have to be careful that there's a fine line that you don't feel like you're being watched and that's that fine line I think all of us need to bear in mind when we're interacting with our clients and we're upselling and cross selling using tools like AI, that we aren't breaching that kind of privacy and stepping over that line of being in someone's face.

James: So is that one of the areas where there's opportunity for human science to be supportive of this transformation that marketers and advertisers are going through?

Katie: Yes, most definitely and you're right. There's an awful lot of, again, different disciplines and psychology. I'm getting loads of graduates of psychology emailing me because I've got AI marketing in the book saying, "I want to come work for you because this is fascinating," psychology and the data science and, as you mentioned, anthropology and so on. What does it mean to be human.

James: What does it mean?

Katie: Yes.

James: Right?

Katie: So maybe AI in time will make us more human and it's almost like augmented intelligence with a human heart. So giving that utility company who now doesn't have to employ thousands of call center operatives, it's best call center operatives have trained the AI to handle all the routine calls and then the calls that come in that need to be escalated to someone human make the whole service much more personal and productive and so actually, I've got a chapter in the book about the paradox of personalization. It's more personal with AI than everyone thinking it's robots and I'm never going to see a human again.

James: Okay, let's talk about that. Why is it more personal?

Katie: It can be. Again, I'm trying not to give you a sense of it's all hype. It's all wonderful.

James: No, no, but this is what people want to understand.

Katie: But that example I just gave. How nice is it when someone knows your name, when somebody remembers your name, when someone listens to you? I think one of the worst things in business is being ignored.

James: In life.

Katie: Yes, exactly and you're right, in life. So people talked about the print. I still quite like getting some of the print direct mail that's got my name on it or is personalized for me.

James: A letter.

Katie: Yes, exactly and I think it's the same online. With a tool where I can log into my bank or I phone a utility company and they know my name and they know my recent inquiries and they've got a sense... Now, this is me. Maybe other people are a bit freaked by it. But I know I have freely given them that data.

James: Right. You know you've given it to them.

Katie: And therefore, I'm going to get personalized marketing and people are going to, based on science and predictive analytics, know what you're likely to buy before you've even thought about buying it. That might freak some people out. But for others, that's really strong, personalized, mass. It's gone from mass marketing to personalized healthcare, personalized marketing, AI enabling this. Because it's data. It's not a robot serving it. It's software that is able to predict what you like, what you do, what your habits are, what people who did that like you and that demographic will likely to do and didn't do and so on. Hence, Netflix. You watch that Tom Hardy movie, I'm sure you're going to like this. That's really the kind of thing we're talking about.

James: Yes. Yes, they're one of the leaders, clearly, in using AI to help serve up content that works for you.

Katie: Exactly.

James: Right.

Katie: Exactly.

James: And it's interesting about how can a smaller company have access to this kind of support that it needed? I mean, we've covered a lot of things.

Katie: We have. But in the same way that we've got subscription-based tools like the HubSpots, the Sendibles, I see AI panning out like that for marketing. At the moment, it's a little early and we do have some of the Amazon Web Services, Adobe Sensei, IBM Watson, slightly bigger organizations utilizing them. But talking to Julian Simon from Amazon Web Services, they've got a lot of smaller brands, smaller companies using their platforms. A lot of it's open source. So people are hiring people in and developing them themselves or they're going with people like Concurred, Conversica, Phrasee. They're not extortionately priced services. If we're getting into chat bot realms, then we might be talking 20 grand plus, 1,000 pounds plus or dollars. So that's slightly different. But there are these packages that are accessible for everybody.

James: To help a marketer pull all this together.

Katie: But we do need to be careful not to just jump in. We've got to be thinking, "What stage are we at in our business? What's the disruption happening in our industry? Do we want to wait a year or two and see what's happening or is it absolutely essential that we're ahead of that curve and if we do, we need proofs of concept and small steps before we roll it all out across, even if we're a relatively small company."

James: Wow. We covered a lot.

Katie: We have, yes.

James: You see how, if I could recap, you see areas that's just excessive labor that you could reduce to do your research, right?

Katie: Indeed, yes.

James: Then you see pulling together data that you wouldn't ordinarily be able to pull together to make better decisions. We're talking about how we need human science to be more involved or a lot more involved around the ethics of this. We see that the data privacy is causing a problem for marketers if you want to try hyper personalization and then just as a business leader, trying to keep up with the change in the landscape to stay competitive can be overwhelming.

Katie: Absolutely. It's a really good summary.

James: Yes, there's a lot, right? There's a lot going on and then I think it's also, on a side note, obviously what we're particularly interested in is creativity and how does this help creativity and I think that, like you mentioned, there's a lot to be done there.

Katie: There is.

James: It's really just starting and how it's going to influence the creative breed, how it's going to influence creativity, getting feedback loops on creativity. There's a lot of white space there for the actual content that's made.

Katie: Yes, and some of the developments of the AI to mimic what's been really successful creatively and to recreate that is clever, works of art, award-winning books, award-winning films. That's going to blow people's minds, the ability of an AI team member, like I mentioned, a chat assistant or some package that's going to... You come in, you put your feet up for an hour or two and let somebody else do all the creative brainstorming. It's incredible.

James: Yes, I've had people on my podcast that were identifying, like Dr. Pippa, a book that's being written by AI and it's really an immersive book that put all the different sensors together and it's been fed the environment and it's writing a book or a painting in France, in Paris that got made by an algorithm made by a high school student.

Katie: Absolutely. I mean, Yale University and Oxford University's report from 18 months ago says that in around about 42 years from now, AI will be able to do everything a human can do.

James: This is really something.

Katie: Whether we let it is another thing. The pace at which we decide, “Right, stop. Stop that development over there. Here’s this restriction. Here’s this policy. Here are these guidelines, okay?” We’ve got to take control of that or, “Great. Let’s develop that. Let’s work with that,” and what does this mean for jobs? What does this mean, universal basic income? What does this mean for societies? Do we ultimately evolve as human beings because we’re no longer defined by what we do as work and we’re bigger than that and we work better as caring families in our communities for the greater good? That’s another whole podcast.

James: So if there was a call to action or a thought you wanted to make sure the listeners thought or thought of or put it in their mind, what would you leave us with?

Katie: Don’t be frightened by it. Assess how it’s being used in your job function, in your industry sector, in your country. Read. Keep up to date. The book’s been out a month or two and every day, new startups are cropping up. But do your due diligence. I’ve got a scorecard for success in my books. So follow... Okay, yes, great. Buy the book. Buy the book. But more importantly, just make sure you are looking at the bigger picture of strategy, how you’re going to judge success and all of that. So yes, good food for thought.

James: Awesome. This has really been a great conversation. I have to say you have a lot of energy. It’s great how you come across.

Katie: So do you. We’ve had a good vibe. Thank you very much, James.

James: It’s very pleasant. So to find out more about this podcast, please check our website at creativeintelligence.fm and follow us on twitter @_creative_intel. So you’ve been listening to the Creative Intelligence Podcast. Thank you for joining me, James Ingram, and my guest, Katie King. It’s really been a stimulating and exciting conversation. Thank you, Katie.

Katie: Pleasure. Thank you, James.