

Martha van Berkel

We're super excited to have you today, joining our webinar around marketing through the AI shift. I love this webinar because it's all about change, and nothing like having some of the smartest people I work with on the call to share how they're managing through it—ideas of what they're seeing change in the marketing landscape. So let's go ahead and jump in. I first want to introduce myself: my name is Martha van Berkel. I'm the CEO and co-founder here at Schema App, and this is my knowledge graph. This is a little bit about who I am and connections to things that I have in the world. I'm a rower; I've spent the summer on the river here in Cambridge, Ontario, rowing in a skull. I do have a technical background, although we're not going to talk technical today; we're talking about leadership and strategy. I also grew up in enterprise, and so it's really fun at Schema App that I get to work with large enterprises because that's where I grew up and spent my career.

Martha van Berkel

I am Canadian, and I used to own a 1965 Austin-Healey Sprite that was in the movie called Losing Chase that Kevin Bacon used to drive, so yes, I am 2 degrees from Kevin Bacon, which usually makes people laugh. And the reason I share these connections is because the things that you've inferred—like winning the 6 Degrees of Kevin Bacon game, or maybe being able to ask me really technical, fun questions—are because you understand who I am and how I'm connected to other things. And that's the same thing AI and search does with your data.

Today's webinar is brought to you by Schema App, and Schema App is an enterprise platform for taking control of how AI understands your brand. We're going to talk a lot about that today. We're going to talk about how that's changed. And we build semantic data layers, or we build that context layer, if that's what you want to talk about, really partnering with you. And we love doing this; this is what we've been doing for over a decade, and how we help brands really understand.

Martha van Berkel

Enough about me, though. Let's actually meet the panel of the insights that are going to be brought today. So Carolina and Martin are here. Carolina, why don't you take a minute to introduce yourself and tell us a little bit about who you are?

Carolina Anthony

Absolutely. Good morning, everyone. I'm Carolina Anthony, and I'm coming to you from sunny Orlando, Florida, and I do mean sunny. I need fall to get here like yesterday. I currently serve as the Executive Director of Digital Marketing for Advent Health, which is one of the largest nonprofit health systems in the United States. But I spent about a decade of my life in the sports world, particularly NBC sports. So I know a lot about sports, and if you're a sports fan, we can offline on that. I am married and have a beautiful dog who just passed away in February, but I couldn't—Martha, update the slide, because he's still in my heart and still part of my family. And what I do for fun is I am actually a certified yoga teacher and really into yogi lifestyle and

mindfulness. Also really into leadership and strategy, which is what we're going to talk about today. And what I'm really excited to learn more from, Martin, my partner here on this panel, so I'll hand it over to him.

Martin Siemsen

All right. And I just need confirmation that you can hear me. We had some tech issues, so I'm coming to you from my iPhone today. Hopefully we're all good.

Martha van Berkel

We're good.

Martin Siemsen

Okay, awesome. All right, I'm Martin Siemsen. I head up the newly founded GEO, or AEO, COE, Center of Excellence at TD. I'm based out of Toronto, but was born and raised in Germany. I have, at this point, almost 20 years of digital performance marketing background and started in search when you could still pay 1 cent per PPC click back in the day. I came to Canada when I was fairly young, at 14, to play hockey. And you can see that some of that sports focus is still with me, as I am an NCCP Development 1 certified coach in Canada, and have coached my son. And I would say outside of marketing and maybe being outside in general and cooking, that's my big passion in life.

Martha van Berkel

Amazing. So we're going to jump in. We're going to explore all kinds of questions. If you do have questions, put them in the chat. We will go ahead and get to those as we go through.

But let's start by just playing the landscape. So AI arrived, I don't know, it's like 2 and a half years ago now. As we come into this fall. It was 2022, 2023, when we first started seeing ChatGPT cause disruption. And customers are now discovering and evaluating brands through all different ways. And so Martin, I want to go to you and ask: how are you thinking about the role of the website and the role it plays in this new world? Can you walk us through how you're thinking about that?

How is AI changing the way customers discover and evaluate brands, and what does that mean for the strategic role of the website?

Martin Siemsen

Yeah, for sure. I think it's a super interesting question, and it's one that we've been thinking about deeply and likely could spend the entire webinar dissecting today, just on this. And to be honest, I think it's going to change and continue to evolve. But let's ground it. Of course, the conversational nature of AI search or LLM search is changing the customer experience. We have zero-click journeys, we have full-funnel research within the SERP, and we're moving towards agentic conversion. All of

that looms in the background. And of course, therefore, the approach for brands is evolving, and with that, how we look at the website. And we optimize, I think, for visibility and for sentiment and things like recommended percentage and a number of other developing KPIs.

Martin Siemsen

But for us, for me at TD with our COE, the website still continues to play a critical role in how our brand shows up. It's definitely still one of our core pillars or levers to influence and impact visibility in AI search and traditional search, both of which still serve people and models and drive sales as a result. And ultimately, I think we use our website to say about ourselves what we want people and models to know. We position it in the way that we want them to perceive us, and all of that creates the foundational layer of information that people and models see when they engage with our brands. The key now, and maybe newly or more than before, is that we validate all of that in external sources. And I think one other dimension that's interesting in all of that is that more and more we're building experiences not just for people, but for people and agents or models separately.

Martin Siemsen

When we think about schema markup or knowledge graphs, more and more at-edge options like markdown pages or even at-edge advertising all of those things are relatively new or newly more important and complex inputs that we really think brands should start to incorporate into their content and digital ecosystem strategy.

Martha van Berkel

Yeah, it's like the website is still that container of brand. I have a t-shirt from circa 2017 that says "I speak to machines." That was how we thought about positioning Schema App. And never has it been more true than now that the machine is that new audience.

Carolina, I'd love your perspective on Martin calling it this new audience. This audience that has been around, again, for a decade, but as I would say more front-forward just because of how consumers are discovering it. How are you thinking about the human and AI as the different users? How is that changing the way you're thinking about strategy? Content, brand, digital. Can you add on—the so what? What's happening as a result of this?

How should marketers think about humans and AI systems as distinct audiences?

Carolina Anthony

Yeah. What's interesting is we made our career as marketers to marketing to people. That's what we've all been doing. We've been assessing their behavior, who's our target audience, let's go pursue them in a way that resonates with them. But now we have this middle layer that wasn't there before,

which it's what we're here to talk about today. That is interpreting all of our content, all of the connecting information about a brand or products or services across an array of sources, and deciding what's credible, summarizing that to consumers, to our target audience, before they even experience our brand. Which is fascinating.

Martha van Berkel

Yeah.

Carolina Anthony

That's a new level of complexity. So I think, Martha, what's happening now as marketers is that our job is no longer creating a compelling website or having the right information on a page. Our job has now really become making sure that our organization or our brand is understandable at a systems level so that AI can connect the system and inform the consumer best. So for example, many of us, I'm sure, are responsible for various arrays of content across our digital ecosystem. What this means with this new middle layer or this middle audience of AI is that we need to make sure our answers are clear, that the language is plain, that we put forth our subject matter expertise, that the information is current, and that there's intentional structure behind this information to make it really easy for AI.

Carolina Anthony

For those of us that have the seed of brand, which many of us as marketers do, it means that our brand needs to display itself consistently across all of our spaces that AI is crawling. So our website, our local listings, social media, reviews, third-party sources, because AI is out there assembling an understanding of all of them before recommending things to consumer. So I think it's not just about choosing who do we index towards? Do we index to humans? Do we index to machines or AI? We're really structuring truth for machines so they can deliver value to humans. And that's an interesting shift from what we've traditionally done in our space.

Martha van Berkel

It's like the human's still at the center. There's just steps that happen beforehand. I love one of the things you call out, which is this shift from thinking about page optimization to truly system or brand optimization. Thinking of that whole piece. And it brings to a, I'll say, a concept that you'll hear Schema App probably talk more about in the next quarter, which is content coherence. There has to be consistency in how you talk about in your world, Martin, it could be credit cards or advisors. Those business concepts or entities have to be consistently talked about. In your world, it's hospitals or providers. And now more than ever that means that that consistency has to happen regardless of silos within the organization, regardless of the different offerings. It's a consistency both in language as well as in definition.

Martha van Berkel

So that content, when you talk about that I really think about that cohesive story. Not just in a small piece, but on a broader piece. And that comes, I would say to some additional complexity. So let's shift so we now need to have alignment across the organizations. And you both work in large organizations. Carolina, what's the hardest part you're finding from a team, a human aspect of the change that you're having to navigate as we think of this bigger play?

What is the hardest part of navigating the organizational change created by AI?

Carolina Anthony

I think by far the hardest part that, or the hardest challenge we're facing right now is turning a fast-moving discipline like AI into a coordinated operation model internally. Because AI changes what feels like every single day. But the work crosses teams that have traditionally operated with different roadmaps at different times, with different tools, and even measured differently. I think you can acquire a tool overnight, you can buy technology, but you cannot buy adoption. Adoption is the tricky part. And not only is it adoption, it's adoption quickly. Because AI is moving fast, consumer expectations are fast, and therefore we don't have the luxury to think about things for a long time and take a really long time to determine what the frameworks will be. So I think, Martha, all of us, the work of leadership as marketing leaders is closing that gap of speed while still having governance and having an operational model that is scalable.

Carolina Anthony

Technology can show us all the opportunities we have. It can solve your competing priorities or accessibility to your team or secure clinical reviews, in my case as a healthcare organization, or even create adoption. Those are the leadership and operating model solutions that as leaders we need to be able to champion, and we need to be able to do that really quick, really fast.

Martha van Berkel

Okay, so I'm going to pull Martin you in a quick question. What are ways that, is there a tactic or something, Martin, you're doing that either that helps you stay on top of the speed? Maybe both of you, I'll ask you, but Martin, I'll tap you in first. With this organizational change and speed, is any tip to the audience on something you're doing to help yourself or your team stay on top of all that change? Put them on the spot.

What tactics can help marketing teams keep pace with rapid AI change?

Martin Siemsen

Yeah, I think we have we have Copilot as an AI tool that we use on our side. And there's a number of automated processes that summarize daily news in the space, summarize emails and actions, and things like that. And we just have daily tasks set up for our team to help with that thing.

Martha van Berkel

Love that. Love that. What about you, Carolina? Any tactic that is helping you with this super fast-paced changing model?

Carolina Anthony

Yeah, I mean, I think what Martin said of making the investment organizationally, or if your organization hasn't done that, championing that investment so that you have an enterprise AI solution or a tool set that your team can then utilize to hardwire AI to what they do is really critical. I would also say, Martha, one of the best things we did in the very beginning of AI, the AI revolution we've had over the last three years, is create guiding principles. So our team knows as let's do, let's keep this in mind. Principles when we're activating AI. And it's okay to fail. Just do it quickly. And do no harm. And I do think you need to empower your teams to try, test, and experiment with AI. Otherwise, it goes back to that speed. You're not going to have that speed. So the guiding principles for AI utilization across our team have been, I think, instrumental in getting our teams feeling empowered to lean in.

Martha van Berkel

Oh my God, I love that. One thing that we do that's very human-centered, so it's funny, is that we still do more agile stand-ups within our team every morning. And more than this is just that quick communication on hey, what are we getting done? What are we moving today? What are we stuck on? And having that 15-minute sync, or we do a 10-minute sync. I'm finding that, well I like those from just fast-moving software company, but that's actually helping us also in this fast-moving news change. Because we can also be like, hey, you need to read this, or hey, did you see this announcement happen? Or hey, team this is a blocker we have. So it's less of an AI tool technology piece, but it's been really helping us, I would say stay cohesive and stay aligned. All right, speaking of cohesiveness and alignment, let's go to the next topic. Martin, I'm coming back to you. So brand, we've talked about brand being having a new role.

Martha van Berkel

And a new audience. Which teams need to work together and who should own brand and how is represented in AI? What are your thoughts there?

Which teams need to work together, and who should own how the brand is represented in AI?

Martin Siemsen

That's a hard one for us, I think, to wrap our head around. But where we landed for now is that more than ever, it's a team sport. And it just can't be only marketing telling customers and the org who we are or solely product or experience-driven. I think LLMs make it increasingly difficult for brands to hide behind strong marketing and strong PR. And so teamwork is important. And I'll try and illustrate that because I think if we think about teamwork in the context of AI search visibility and driving down-funnel impact, you need to have a product construct that's competitive. You need to have an onboarding experience that's flawless.

Martin Siemsen

You need to have customer experience that's supported and executed well. The brand, ideally, is represented favorably in all content internally and externally and ads with clear articulation of value props and proof points and offers and use cases. And then for your internal content, it needs the digital platform and technology teams to ensure that it's all discoverable. Like things like page speed and structure and even rendering of the right markup in the right places in the right ways. Like all of that stuff is super critical and plays together. And so for us, it's led to discoverability being maybe a marketing-led team sport, while things like, and these are emerging things, but like agentic banking or customer-facing agentic experiences are more platforms and business-led, but all of them end up being incredibly cross-functional projects.

Martin Siemsen

And so if I think about that harmonization of priorities and the speed with which this space is moving, like that poses a big risk. But it's been really encouraging to see that practically all of the different divisions within the organization that I've mentioned are in agreement across this being critical work. And I think the other thing that we're very aligned on in this space is that you can't and shouldn't do it alone. And you should solicit outside help where you can. Because bringing the best minds of the industry together, I think ultimately will help you meet this moment that's moving so quickly.

Martha van Berkel

I love, Martin, that you have a hockey background. When we think of team. You can't just win if you have the best shooter. And you have to win if you have great defense and great strategy and good equipment. All the different things. And so, what a cool aspect of AI. Who would have thunk or who would have thought that AI would bring us closer together and force enterprises to work more closely together and to bring the best industry minds together to come up with the best strategy? I haven't really thought, Martin, of that being a side benefit or like a benefit that's come from AI. Because I know in my days working at Cisco, like the silos in the organization, it was hard to batch those silos. It was hard to bring things together. So what a cool opportunity. It makes me also just think, though, about how we need to work cross-functionally.

Martha van Berkel

We need everyone aligned. Carolina, you talked about you know, things are changing faster. I guess my question is, is how do we balance this need for speed, this need for collaboration, while also thinking about governance, accuracy, trust? So maybe Carolina, you can talk to me a little bit about how are you balancing that speed but pressure to move. And make things happen.

How can organizations balance speed with governance, accuracy, and trust?

Carolina Anthony

Yeah, I mean, the reality is that we move at different speeds, not only organizationally based on where your organization is, your teams, even the other interdependencies that Martin is talking about. If you're collaborating with other teams it's no longer, it's a team sport. They might be moving at a different pace than you do. So my team at Avanhoe, I've coined this phrase that I like to say, it's responsible velocity. And what I mean by that is that oftentimes velocity is 100% coupled with risk. How big of a risk is this thing you're trying to move quickly in? How much of it does it have in it? So for things here for our team that are low risk things like research support, content inventories, or summarization, or tagging suggestions, or first drafts, they can move relatively fast. We have a lot of that test and learn path that I talked about a little bit ago.

Carolina Anthony

And we just go. Responsible velocity. We're not going to do any harm. For things that are higher risk, especially true in healthcare and heavily regulated industries like healthcare, it is important to identify what are those risks. So for us, things like clinical statements or patient-specific information or care guidance or public-facing claims, they require stronger sourcing, definite human review, and some approval pathway. The challenge there, Martha, is that oftentimes governance is a dirty word. Oftentimes you hear let's take this to governance. And people think that it's a little committee that's going to tell them, no. The answer is going to be no. And I don't think it should be that. I think we should design governance or your approval workflows so that teams know where they have room to experiment.

Martha van Berkel

Love that.

Carolina Anthony

Where additional reviews are required.

Martha van Berkel

Yeah.

Carolina Anthony

And I do think, actually, that having some guardrails actually increases our speed, going back to that responsible velocity. Because people know that they don't have to renegotiate every single time, reinvent the wheel every single time they want to move forward with something AI-related. So that would be my recommendation to anybody that's thinking, how do I do this? AI is moving so quickly. I work for a conservative organization, or I work for an organization that's risk-averse, or I have dependencies with a team that moves a lot slower than marketing does. The answer to that is identify the things that are low risk and move fast with those things that are low risk. And then for the things that are higher risk, make sure that you're building very clear approval processes that have speed in the middle of them, which does mean we have to change the way we work. But I think there's enough buy-in. People understand the importance of AI. There's enough buy-in to get people to come in to some of these quicker turns.

Martha van Berkel

It's interesting. It comes back to the sports analogy, Martin. I love this. You can't play a game and move quickly if you don't all know the same rules. We all need to know about and my daughter is about to switch from ring at, which is an obscure Canadian sport, to hockey this year. And I can't wait to see her brain just explode as she has to digest the new rulebook. But as she gets those guardrails she'll understand. Martin, I'd love your thoughts on just governance. I have my own thoughts on governance and how I think it's going to empower organizations to move faster and also to get alignment. But you also work in a regulated industry in banking. Is governance a bad word, or can we make it sexy? Maybe that's my question for you.

How can governance enable speed in a regulated organization?

Martin Siemsen

I don't know if we can go that far. But I think we're thinking about it very similarly to how Carolina and team are thinking about it, where we're trying to move quickly on the things that are low risk. And I think we've established in a few instances accelerants that allow teams to build content at scale more quickly, where, for example, we're repurposing existing content, but structured in a way that sends stronger signals to AI models.

Martha van Berkel

Yep.

Martin Siemsen

Things like TLDRs or table of contents, date published updates, just creating additional velocity without actually generating net new risk. And those have been the types of tactical approaches that have allowed us with speed even using AI content writing to summarize existing articles for TLDR. There's low implicit risk there. And so we've been able to move quickly. But I will say TD is a very risk-averse organization. And as such, the use of models itself requires rigorous review. And the adoption of agentic support for our workforce is heavily scrutinized. And I think that's important to a degree.

Martin Siemsen

Because if we're going to make decisions based on potentially flawed data or flawed models or biased models, it does warrant review and that scrutiny. So I think it's, like Carolina said, a balance between those things that are implicitly low risk and moving quickly on those, but then also really taking the time and the required resources to make sure that risk where there is risk is mitigated.

Martha van Berkel

I'm hearing the customer is still at the center. So it's like, move slow. So that, and the customer can be our internal teams too. That we're being good to them, but then also making sure we're getting what's good out at the end. So speed for speed is not really good if it's not good for customers. Cool. We're going to switch gears. And we're going to talk a little bit about like, I have, like I said, two of the marketers Martin and Carolina are two of the people who ask me the hardest questions. And I love that. They make me think. So thank you for making me have to do hard thinking when we chat. I want to talk a little bit macro now. Because there's things we've assumed are true in the marketing realm as we evolved here. And for the last 10, 20, maybe longer, maybe hundreds of years, that are now being broken or changing.

Martha van Berkel

And so Martin, I'm going to put it on you first to be like what's changed? What is no longer true in the world of marketing that was true before? So what are your thoughts there?

What is no longer true in marketing that was true before AI?

Martin Siemsen

Yeah, for sure. I have a glass-half-full, positive spin on this, where I think we touched on this earlier, but I'll take it back to this notion that brands can no longer hide behind excellent marketing. You can't really use that digital-used-carsman skill set. That's not really a potent superpower in the same way that it used to be during Black Hat SEO. The perception of the brand and the product can still be influenced by the enterprise. But I think the scale of inputs that the models consider make it increasingly difficult to impact sentiment or external records of experience in a meaningful way. And so if your product or your experience are subpar, the LLMs will know.

Martin Siemsen

And conversely, if you build for the customer truly they'll reward you. And I think that's really great upside for the customer. And it's great upside for great brands. So I really like that part of it. I think that's a nice part of how the LLMs aggregate information and make up their minds. And I think on a personal note, if you're a marketer, it's a cool thing that's happening because, and I don't know if this is ubiquitously true, but at TD, at least we as marketers are more often and more deeply involved with more influence than ever at key decision-making tables across the organization. We have the ability to influence product procedures strategic focus for the organization because we're at the center of this very rich, newly available data source that brings all of these different parts of the organization together in a really new, interesting way.

Martin Siemsen

So I don't know. I love that side of all of this. I think that's really a cool part. And it's new. It's not, it wasn't always that.

Martha van Berkel

Yeah, the marketing nerds are at the table now, which is so exciting. Never before has the data on the website, what we do been so fun. Because this is the brand and how we're articulating it. Very positive take on this. I love that, Martin. I think the other piece I'm hearing from you is the best brands will win, which is actually good news. These are the things that are providing those amazing experiences, which I love goes back to the fundamentals of we need to do proper listening. And I'll let you know the question I'm going to ask after this, which is where are you listening differently than maybe before? But Carolina, let's get your thoughts first on what assumptions are done. Or

what's broken now in this new world? Or to Martin's fail what's the good news out of what's happening?

Carolina Anthony

Yeah. So great question. I think the assumption that AI has broken is that the website visit is the center of the digital journey. And oftentimes, the primary proof point that your marketing campaigns work. Because think about it. For years, the model that we followed has been pretty straightforward. You earn an impression, you win the click, you bring that consumer to your site or to that page, and you optimize that conversion. But nowadays, with AI, discovery, comparison, even decision-making and transactions can happen inside an AI answer, can happen in a social platform, or in a zero-click experience. That doesn't mean the website is less important. I just think it changes the strategic role of our websites. Websites become more of a human experience and an authoritative data foundation for AI engines and other experiences to depend on. So it has to support the person that visits while also making our organization's services or expertise or locations or providers, all of the things super understandable for external systems like AI.

Carolina Anthony

The measurement implication here, I think, is significant because a brand can influence a decision without receiving the traditional click or the traditional visit. So we need to expand the way that we measure beyond traffic or beyond site conversions so that we get credit for the work that marketing is doing. The influence that we're asserting. That means that I'm not saying necessarily that traffic doesn't matter because it certainly does, and it's a great indicator. I just think the smarter approach is to recognize that influence right now is distributed across the consumer journey and changing the way we measure to tell the full story of the value and impact marketing drives.

Martha van Berkel

Okay. So Beth just asked the question I was going to ask. So we're going to go ahead and we're going to just go right into it. What is your favorite metric in this world of AI? Carolina, you go first. What's the new metric you're looking at? And where do you find that data? And I know it's a loaded question. So give us your best thoughts.

How should marketers measure impact across an AI-driven customer journey?

Carolina Anthony

We have so many metrics we look at. There's no silver bullet here. Ultimately, it's what I'm getting at across the board. You really have to be very cognizant of who your consumer is, what journey they are taking, measuring against that journey, and doing what we call multi-touch attribution here at AdventHealth is to be able to tie how much did that social post contribute to that visit from, in my

case, for healthcare? Or how much did that landing page that we optimize for conversions actually get people to come see us? How many of those people that mapped for directions actually came in our doors? There's a lot of different ways to measure. My recommendation would be creating a scorecard, if you will, for yourself based on your consumer and the steps you know they take, the areas that they're visiting, and attribute your efforts across all of these. Not all touches are created equal based on your consumer.

Carolina Anthony

So an example that could be if I am targeting a Gen Z consumer, chances are that things like social media and answer engines are going to influence them more than, let's say, if I'm targeting a boomer. The way that their influence is different. So we do need to have the consumer at the center, going back to, I think, what all of us have said during this call, understanding your consumer, understanding where they are. How do you make your interruption a welcome distraction. That's a lot of what we do as marketers. And then measure that beyond your website, beyond traffic, beyond the click. And start educating your organization on that. Because that means that the way marketing has reported out is going to look vastly different. So you have to explain the why you're measuring this way. And the value that measuring this way will give us.

Martha van Berkel

So it's way more complicated than one metric. And it's again, customer at the center. Going back to that theme. All right, Martin, your thoughts? Favorite metric or your perception on how you like to do things?

Martin Siemsen

Okay. Macro level at TD, historically, we've combined an attribution model, an MMM, and incrementality testing to prove out impact on sales. AI search has disrupted this significantly. The zero-click journeys change a lot of the inputs into the attribution model, and the MMM is flawed in a different way now because it doesn't really factor this in. So what we've done is we've said it's critical for us to benchmark where we are against our competitive set over time. We understand that the inputs into measurement are going to be flawed. But a good indicator of are we doing okay in AI search or AEO or GEO is are we visible?

Martin Siemsen

And so we're taking our historical SEO share of voice metric and tracking that against our competitive set over time. And we're taking our AI search visibility, which I see here, how do we get that data? There's, I mean, at this point, probably 20 to 30 different companies, maybe more, that provide this at an enterprise level. We have a company called BrandLight. We have a company called Conductor. I know Adobe has stuff, SEMrush, Ahrefs. There's a million providers that have views on AI visibility. But we track that as the baseline benchmark for performance against our different lines

of businesses. But then we also understand that there are all of these additional KPIs that are available. You can look at sentiment. You can look at rank.

Martin Siemsen

You can look at how frequently the brand is recommended. And all of these things, I think, we use for optimization. So at the highest level, we say, are we there? And then at a qualifying level, we say how are we performing in these more qualitative metrics? And we use that to identify opportunity space. And yeah, I think that is, in a world of flawed data and emerging, evolving data, a reasonable approach. And I hope that answers the question.

Martha van Berkel

I love that. Yeah. And I think part of this is it's going to change too. The whole we've been talking about what's happening and changing. I think it's so interesting. I said something bold yesterday where once we actually get real metrics from some of the LLMs that whole GEO, AEO metric space is also going to get disrupted because those right now are directional pieces. All right, love. We have the think of the customer journey, measure it, look at attribution, as well as with what we have today, here's the direction piece. And I love how you called out, Martin, also it's not just about watching how you're doing, but your competitors as well. Look at that that bigger play. Okay. Let's talk a little bit about listening. And I'm going to do speed round. So just where are your teams perhaps listening around your brand today that you weren't before? So Carolina, maybe one or two things there that's top of mind for you just because we were talking about how AI is not just looking at a website.

Martha van Berkel

They're looking at the much broader play.

Where are marketing teams listening for brand signals today that they were not before?

Carolina Anthony

Yeah. You know what's really interesting? There's a question on the chat here around prompt visibility. We've been having a lot of conversations of what do we want to be known for? Like when people are in answer engines, what do we want to be known for? What are some potential prompts consumers might be utilizing for that? And then how do we make sure that all of our data sources, not only the website, but again all of the representations of our brand have informational cues that tell AI it's AdventHealth, whatever that might be? So I would say that's changed the way that we listen quite a lot. We're spending a lot of time, for example, looking at those prompting measurements. And to answer Indigo's question here, there's a lot of measurement tools out there. Your website tool, website analytics tool might have one. Ours does. We use Amplitude for a web

measurement, and it has a prompt measurement feature in it. So you can start seeing where does that look like at a national level and even down at the local level.

Carolina Anthony

For AdventHealth, we're not in every single state. So we really focus on the states in which we operate. And then we also have things we want to be known for at a national level. So we look at those things. There's also tools, if you use digital listening tools. So one of the teams I get to lead as the executive director of digital marketing here is our social media and reputation management teams. And we have a digital listening tool called Meltwater. They also have prompt measurement around that. So there's a lot of tools out there. I think depending, I would say, look at your existing tech stack. Ask the question, do you have a feature like this? See if they do. Because that's a lot easier. They already have one data point in than starting from scratch. But if your current tech stack doesn't have the capability to do that, then go out there. There's a ton of them. I do think listening to prompts and how you show up, what do you want to be known for is certainly a new way of looking at places to listen and places where we show up, how we show up now, and how we can make some headwinds there.

Martha van Berkel

I also love asking. I use ChatGPT a lot. I ask, where are you getting that information? And then they can help you also on where to go. Martin, thoughts on where your team is listening and thinking about brand now more than ever, just as with the AI evolution?

Martin Siemsen

I think we care a lot more about third-party content than we did before. So we're really paying a lot of attention to how the brand shows up in Reddit, how it shows up on YouTube, on Wikipedia, on affiliate partners, on digital PR sites. Think like Forbes or Rates.ca or things like that. And so I think, for sure, we're listening there. I think we newly have a tech stack that gives us clarity on how we're showing up for a variety of different prompts. So we're listening to our partners when it comes to when it comes to that. And then we also do what you're doing, Martha, where we just ask the models a lot.

Martin Siemsen

We're we're saying, why aren't we showing up here? Or how are we showing up? Or what's being pulled in? What's broken? And obviously, we take it with a grain of salt. But it's definitely a new way, a new tactic to figuring out where your opportunity space is.

Martha van Berkel

I love that it's such easy access. I was thinking, Carolina, if you don't have this what are ways that you can fake it until you get those more scalable technologies? And Martin, to your point they're changing really fast too. All right. One of the questions I want to ask is what capabilities are you

building within your organization now. So both of you lead marketing teams. What are some things that you're now building that you didn't you either don't have or that you didn't need before? Martin, what do you want to add in there?

What new capabilities do marketing organizations need to build for the AI era?

Martin Siemsen

Yeah, I can start here. I think I would say for an organization of our size, the big thing is speed and how do we keep up with the pace of change and the need for moving faster? And so we've solved some of that by adopting AI automation across a number of things. We talked about this. Content creation, opportunity identification, even in our review and approval process. I think largely, we're driving adoption here across the org. And in some instances, like I mentioned earlier for my team on a small scale, we have agents that run tasks for us. But at the enterprise level, there's also agentic solutions for marketing processes that are being rolled out. And I think that's been great.

Martin Siemsen

I think the other thing is a cultural shift a little bit. And it's an oddly uncomfortable one if you're a digital performance marketer. But it's the notion of relying on your instincts more than on measurable data or scientific method. We talked about this in the question before, but the data around AEO is mainly modeled. We can talk about what the process is that a lot of these companies use to track visibility, but it's imperfect. It's fragmented. It's directional at best. Very few LLMs provide first-party data on prompts or prompt volumes. So sizing the opportunity space is really hard, let alone giving brands their own performance. Although Google recently launched visibility impressions and citations data on AI search, and Bing also has some.

Martin Siemsen

So there's some stuff, and you can extrapolate a bit from that. But in a world of limited first-party data there are a few things that we know work. We know that internal content with the right structure and answering the right questions in the right ways helps. We know that page speed helps. We know that site structure is critical. We know that discoverability and then external source validation, all of that stuff elevates brand mentions. And so instead of measuring each thing individually each tactic or activity, and trying to figure out what's the respective impact on bottom-line results, we're operating under an assumption that a rising tide lifts all ships and are using a combination of available modeled data assumptions and external validation to make prioritization and investment decisions. And I think getting comfortable with that ambiguity and allowing yourself to make best assumption calls could be the thing that helps you win in this moment.

Martha van Berkel

Like the discernment.

Martin Siemsen

Yeah. You've got to lead with your gut in a space where you're paralyzing yourself if you're trying to answer every question perfectly. And we're seeing it work. If you do enough of the things you know are good, it's going to elevate everything.

Martha van Berkel

No. So fundamentals still exist. I often like to think there's also some logic to some of the things. And Martin, you and I have talked about this on things like Bing, by the way, is also supposedly showing metrics of how the LLMs are using their index. So Bing data, I would say more than ever, you should go look at. But I always like to follow the money too. It's like, these logically make sense. These make them more efficient. Schema markup in our world, it's like, knowledge graphs have forever made AI grounded. So it makes sense that this thing called schema markup that's been around forever is still going to help ground AI and help them be more efficient. Love that. And discernment. We have to make decisions with inaccurate data, which I think plays to our metrics place. Love that, Martin. Let me go over to you, Carolina. What capabilities in your organization are you developing that you didn't need before, but that you need now?

Carolina Anthony

Yeah. We've been really focused on developing what we're calling AI discoverability orchestration, which is a lot of what Martin was just talking about. All of us have all these functions on our teams. We might have SEO specialists or content teams or analytics and web and IT. But what we most of us don't often have is a repeatable way to coordinate all of these capabilities around how our brand, our organization is represented across AI-driven discovery. So that means we need to do five things really well. We need to listen. Again, to understand what our consumers are doing, how are they finding their answers? We need to diagnose, what are our gaps? Do we have gaps in content? Are we not authoritative? Is there a lack of entity clarity for answer engines to pick us up for this thing that the consumer is looking for and needs?

Carolina Anthony

Accuracy of our data. We need to coordinate. So we need to translate those insights into work across all of these subject matter teams. And then we need to govern, apply some risk-based standards for any of these activities based on where the activity falls in the risk index, if you will. And then lastly, we need to measure. We need to connect that connectivity and citations and accuracy and engagement and conversion and business impact. I think we organizations really need to focus on having people that can connect consumer intent with all of these other areas because it's like, Martin was saying, it's a team sport. We need all of us. Marketing can't do it alone. There's such a

high degree of dependencies here. And so that orchestration, I think, is something we need to develop rather than continue to just operate in our silos because AI is not siloed.

Carolina Anthony

So we need to figure out that connectivity and collaboration.

Martha van Berkel

That really resonates with me. As a fast-growing software company. We have the fun of being a fast-growing software company and moving in a fast-paced market. And so that orchestration is obviously top of mind for me in our organization. And we're small. We're 50 people. So we're organizing across a smaller group. But I absolutely hear you. And that resonates so much with me. And part of it is: how do we also make incremental improvements on that, knowing that it's not going to be perfect before? It's like that growth mindset: progress is better than perfection. And so if we can come up with tactics, whether that be, in my case, stand-ups, or in your case, perhaps it's guidelines for AI, or Martin, in your case, it's like, these are the things we know to be true. So let's just amp those up and make that happen, so that those help us get to where we're going.

Martha van Berkel

We're in the last couple of minutes here. And so I wanted to just ask one more question because I love to finish with good news. Carolina knows this about me. Good news is something where I really try to think of what's the upside on all these opportunities? And Martin, I loved you setting the table. We're at the table on more things than ever. AI is helping drive pieces. Anything else that you see as a leader in marketing, as good news? What else are you thinking as you go to your teams to be like here's the opportunity. Here's what we need to be opportunistic about? Who wants to kick us off? All right. I see Carolina nodding upright.

What opportunities does AI create for marketers and marketing leaders?

Carolina Anthony

I'm going to start in. Yeah, I would say, Martha, the good news is that subject matter expertise, real expertise, is actually more valuable in the world of AI. I'm going to take a glasses-half-full approach, like Martin did earlier on our call. And the reason why that is, is the last thing that we need is generic explainers, surface-level summaries, anything like that. That's a commodity nowadays. What AI systems really need is that system, interconnected system that really leans into expertise. And that's where we shine as subject matter experts.

Martha van Berkel

Yeah. Love that.

Carolina Anthony

So I think that's the good news. I think oftentimes when AI first came in, there was a big fear for marketers – what is this going to do? Is my livelihood at risk? And I would say that AI is making it possible for us to focus on what humans do best, which is having creativity meet the science. And that is really exciting, and I think really good news for all of us.

Martha van Berkel

Love it. Martin, what are your thoughts?

Martin Siemsen

I was just saying, I barely have any notes on that. I think that's fully true. Proprietary data, original thought, all of that stuff is more critical than ever. And you absolutely need human orchestration to bring all this stuff together. It doesn't work on its own. I know people are worried about AI taking jobs, and I think that there are areas where that's true. But if you're in marketing and you're a leader in an organization, orchestrating the team, orchestrating the information, making sense of it all, focusing and prioritizing the right things, we have not seen that this technology is able to do this yet. So I think all of that is really positive. We can use this to do more, more effectively, faster, but we are still a critical part in that journey.

Martha van Berkel

The humans are still at the center. I love it. I love it. We're at time. And I just first want to just extend a huge thank you, Martin, to yourself. Carolina, thank you for bringing your insights, your leadership, your tactics. I have so enjoyed the conversation. If you want to get hold of any of us, we've put our LinkedIn here. Feel free to reach out to us. And just thank you for your time today. Have a super day.

Martin Siemsen

Thank you. Great questions.

Carolina Anthony

Thanks, everyone.

Martha van Berkel

Cheers.