

EXECUTIVE BRIEFING

THE CONVERSATIONAL BRAND:

STRATEGY FOR A DIGITAL-FIRST WORLD

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EXECUTIVE SUMMARY

Digital assistants — whether embodied in a voice agent, a chatbot, or a combination — change the way we think about brand, from a generally static and visual experience to one that is dynamic and conversational. They unlock new strategic possibilities for customer and ecosystem engagement, and, as a result, raise questions about how brands should sound and behave in dynamic, often unpredictable situations. Finally, they compel us to address questions of brand architecture, identity, behaviors, language choices, movement, and tone in an unprecedented way.

This report, based both on independent research and direct consulting experience with global brands, addresses the opportunities of digital assistants and the conversational technologies that make them possible. We focus on conversational brand strategy, the key elements of persona development, and how to build engaging and trustworthy conversational experiences. Finally, we include a checklist to help business leaders plan for the risks and opportunities of incorporating conversational technologies into a well-considered brand strategy.

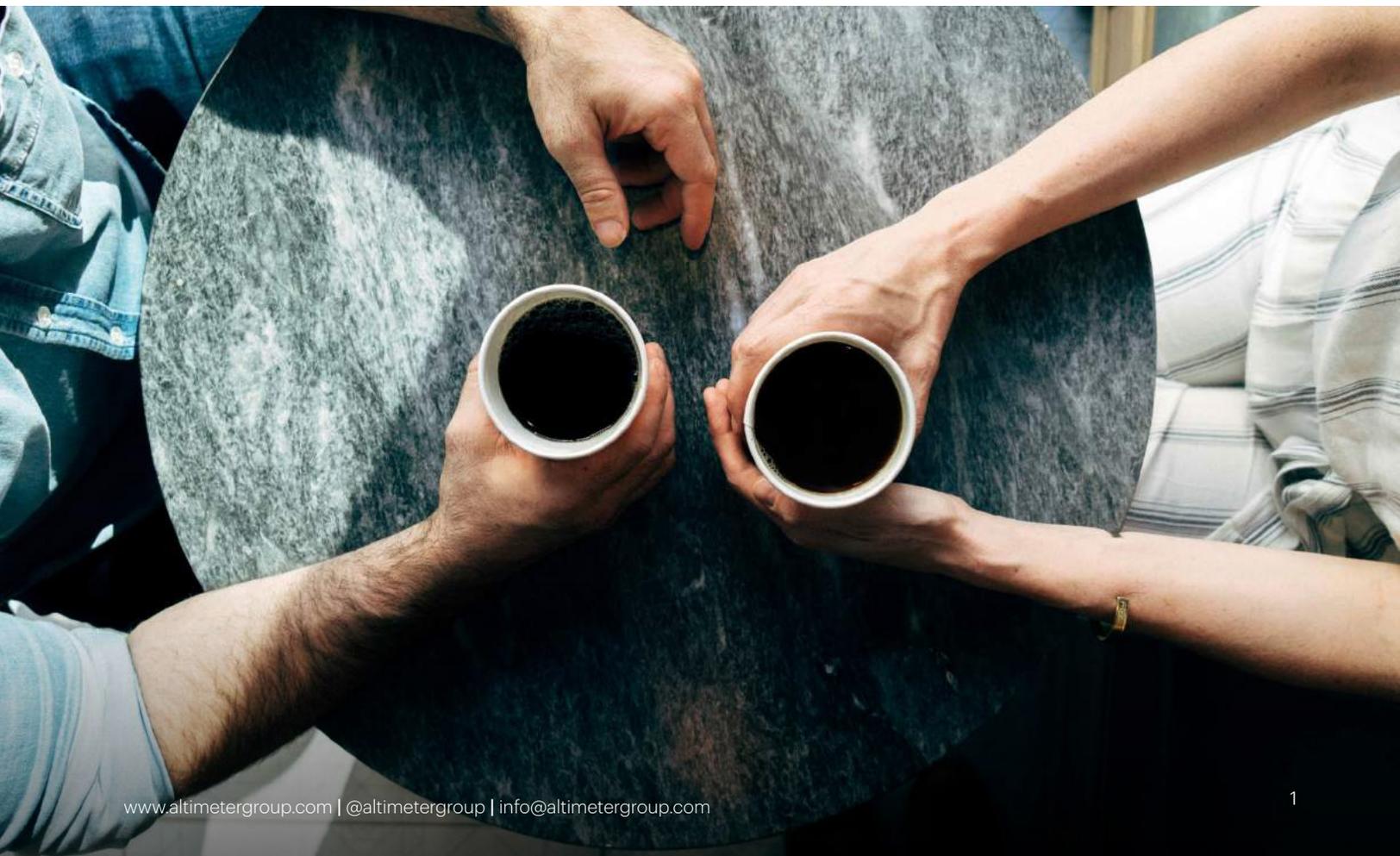


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Source: Facebook, Inc.

CONVERSATION: THE NEW BRAND OPPORTUNITY

During the past several years, we have seen a shift in the way we interact with technology, from browser- and app-based commands to more naturalistic interactions.

Almost without realizing it, we increasingly use our senses to communicate digitally. Digital devices and assistants, such as chatbots and voice agents activated by touch, voice, and even image recognition, now enable us to verify identity, manage finances, purchase products or services, and interact with objects in the world (see Figure 1).

Figure 1. AI Technologies That Replicate Human Senses

| Sense | Hearing | Speech/ Language | Vision | Touch |
|-----------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------|
| Related Technologies | Language Understanding Named Entity Recognition (categorization) | Language Generation Language Translation Speech-to-Text Translation Text Analytics | Image Recognition/ Analysis Facial Recognition Biometrics | Haptics (taps, pinch-to-zoom, swipes) Robotics |

Many of these digital products and services are enabled by Artificial Intelligence (AI) technologies, such as machine learning, deep learning, and neural networks that aim to replicate some of the functions of the human brain.¹

As AI continues to evolve, the opportunities for brands to communicate in a more naturalistic way will expand accordingly. And, because conversation is the literal embodiment of the “voice of the customer,” the data that conversational interfaces generate holds tremendous potential to inform digital-transformation efforts.

But digital assistants also change the way we think about brand, from a static and visual experience to one that is both verbal and visual. They raise the question of how brands should sound and behave in fluid

Conversation is the literal embodiment of the “voice of the customer.”

situations. Finally, they force us to address questions of brand architecture, identity, language choices, tone, and trust in an unprecedented way.

While digital assistants are still relatively new, there are emerging best practices to learn from. The following pages focus specifically on the brand implications of digital assistants and include insights drawn both from Altimeter research and Prophet consulting experience in the areas of brand strategy, identity, organizational capacity, and governance.²





CONVERSATIONAL BRAND STRATEGY

As with any touchpoint, the way customers experience digital assistants will differ by industry and use case, among other factors. For example, a financial services company's assistant might only show up in the app or web experience and perform relatively finite self-service functions, while a home electronics company might use its intelligence to connect different appliances in the home and create a new ecosystem.

Supporting Business Objectives

Like any touchpoint, digital assistants must support broader brand and business objectives, both in the short and longer term. These objectives may be focused on a single business objective or a series of objectives, such as:

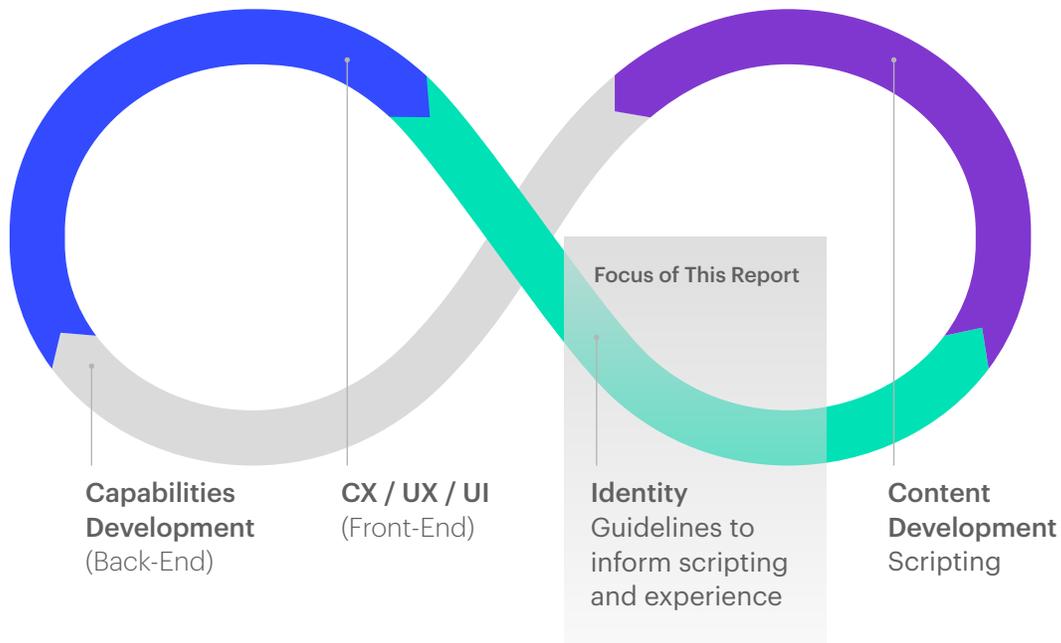
- Appealing to more digitally savvy consumers (audience acquisition);
- Reducing customer service call volume (cost reduction);
- Communicating with and informing employees (productivity);
- Enabling agents to focus on higher-value interactions (productivity); and/or
- Introducing customers to additional services (sales).

Whatever the goal or goals, it is critical to be explicit about objectives up front, both to give focus and intention to development efforts and to ensure that there is organizational alignment on expectations, tactics, and performance indicators.

Identifying the Right Stakeholders

Some organizations choose to launch their digital assistants with one product but anticipate a more expansive roadmap over time. Whatever the case, it's critical to include multiple stakeholder groups — which may include representatives from teams such as digital strategy or customer care, marketing, UX, mobile, and more. Moreover, these groups should be in dialogue with each other early in the project to ensure that conversational experiences reflect and support the brand. Figure 2 on the following page illustrates the key stakeholder groups — and their relationships — needed to deliver best-in-class conversational brand experiences.

Figure 2. Designing a Conversational Experience



Capabilities Development

The first step is to clearly articulate the functions that the digital assistant will perform, both at the outset and over time. Will it be customer service? Transactions? Other? The answers to these questions will determine which business units and teams are required and which domain experts are needed in the room at the outset.

Customer Experience

The most common pitfalls of conversational projects arise when the teams working on product, customer experience, design, and brand are siloed from each other, leading to scope creep, design issues, and cost overruns. For this reason, it's critical to align early on expectations for the experience, both strategically (CX) and experientially via the interface (UX). Ideally this is a dialogue among technologists, product development, experience designers, business units/domain experts, and brand strategists.

Content

Many organizations prefer to begin with simple and common customer-service issues (password resets, appointments, common Q&As) and increase depth and sophistication over time. But no matter what content is to be used, the most important first step is to ensure appropriate representation by domain experts early on so it is clear what content the digital assistant will activate, where that content resides, and what work must be done to script it for conversational interactions.

Identity

Finally, and most salient for brand strategists, is the identity that will be designed to bring the capabilities, experience, and content of the digital assistant to life. Will it have a more human or abstract look and feel? A gender? What visual characteristics will it have, if any? What are the business and brand drivers that will help justify those decisions?



Source: Google, Inc.

To develop a best-in-class experience, these discussions must occur early in the project lifecycle, but they also must be part of an ongoing dialogue among teams as the project progresses to reflect and reinforce this identity as the experience begins to take shape.

The following pages explore in more detail the question of conversational brand identity and how it ties to overall brand strategy.

The Relationship Between the Conversational Brand and the Master Brand

One of the most strategic questions organizations face as they contemplate conversational technologies is how digital assistants can support the broader brand portfolio — what is the assistant’s relationship to the master brand, and what products, services, or experiences will it enhance or augment both in the short and long term. They must clarify whether it will be a discrete experience owned by one product or channel or a connective thread across different touchpoints that creates a cohesive experience, enabling devices to “talk” to each other and collect customer data for analysis, as well as, ideally, improve the experience over time.

These decisions will inform the relationship between the digital assistant, the master brand, and/or other product or experience brands. For example:

A discrete conversational experience, or a proof-of-concept that would benefit from being insulated from the broader brand and business, may necessitate more distance between the master brand and the conversational brand — in communications and marketing, and even within the product experience. This can be the case when the master brand acts as more of a “brand of brands,” such as in the consumer-packaged goods industry, for example.

A conversational experience that stretches across the portfolio, supporting and connecting diverse experiences, tends to argue for a close relationship between the master brand and the conversational experience. Samsung Bixby, Salesforce Einstein, and Google Assistant are examples when the master brand is clear and present in the branding of the conversational brand — and equity flows openly between them.

Even if the conversational experience is limited at the outset, the possibility always exists that requirements will evolve over time, adding new touchpoints, products, use cases, content, and customer segments. To avoid painting the project and team into a corner, it's important to consider and scenario plan for growth, even at the beginning of a relatively modest project.





ELEMENTS OF CONVERSATIONAL BRAND IDENTITY

Conversational technologies introduce a new set of visual and verbal elements into the brand experience. “As the representative of the brand — be it a voice, visualized chatbot, or avatar,” says Craig Strout, Partner and Executive Creative Director at Prophet, “a conversational interface needs to be an extension of the desired brand personality and experience. Without a clearly defined strategy, the execution decisions can become arbitrary.”

Therefore, it’s critical to articulate expectations as to how conversational touchpoints will support the brand promise. For example:

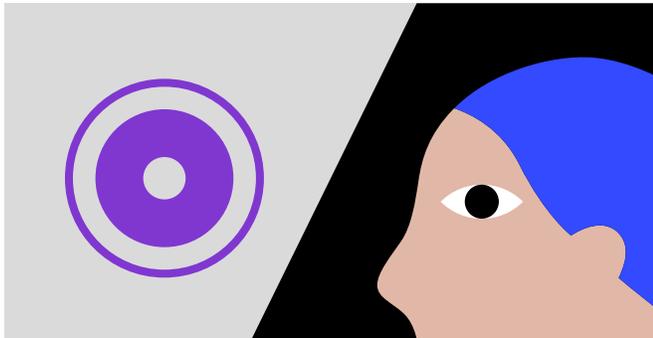
If the brand is about creating new possibilities, how does conversation deliver on this idea?

If the brand is about accelerating speed to market, how does conversation play a part in this proposition?

Whatever the goal or goals, the answers to these questions form the basis for a creative brief for a conversational brand identity, leading to a more purposeful and intentional expression and experience. It’s also important to consider the unique characteristics of conversational interfaces — whether chat or voice-enabled — when making decisions about how they support and/or embody the master brand.

While the master and the conversational brand may share traits or principles, digital assistants are a more functional, transactional touchpoint that benefit from small, purposeful doses of personality, whereas the master brand’s expression and voice is likely to have permission to be more vivid and inspiring.

The following pages lay out the key elements of conversational brand identity.

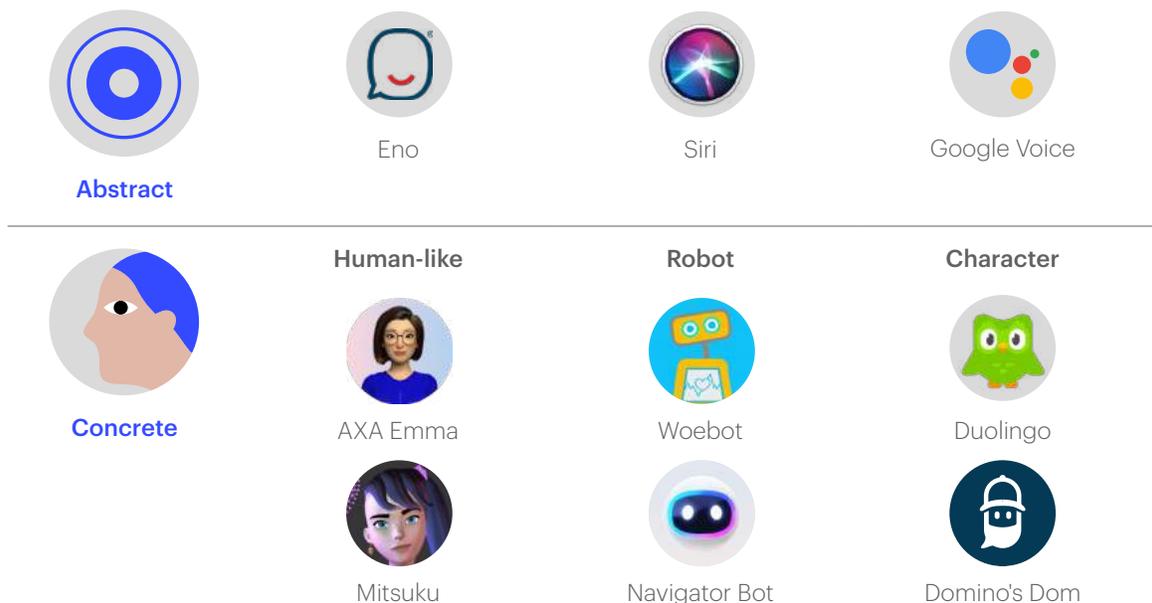


person, character, animal, robot, or other form. These decisions should be based on use case, brand impact, and how the assistant will be used: on a phone, on the computer, or embedded into IoT devices (as in a smart home system or car), or a combination. See Figure 3 for examples.

Abstract vs. Physical Representation

One of the first decisions to make about a digital assistant is whether it will be represented abstractly using sound, color, and motion or concretely in the form of a

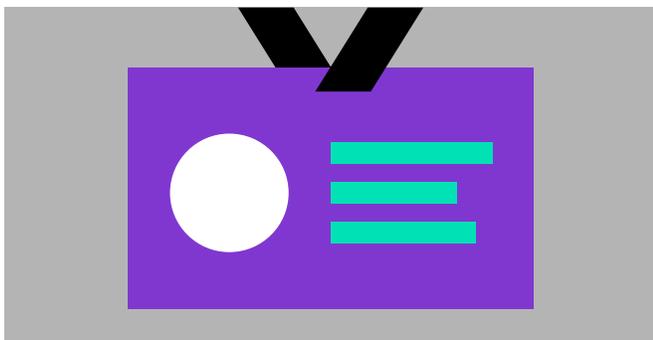
Figure 3. Examples of Digital Assistants





All these decisions depend on a host of factors, including how the digital assistant supports brand, audience, and regional and cultural norms. “In Japan,” says Young Kim, Partner at Prophet, “mascots and approachable characters like Mitsuku are more common and resonate, whereas in the United States, mascots and characters might be limiting for a diverse audience base.”

The decisions about how to represent digital assistants bring additional brand decisions into play. For example, even if there is minimal to no physical representation, such as Amazon’s Alexa, a more humanistic identity entails at least an implied primary gender — although often users can change this to be a differently gendered voice, and there are even technologies in development that create gender-neutral voices.



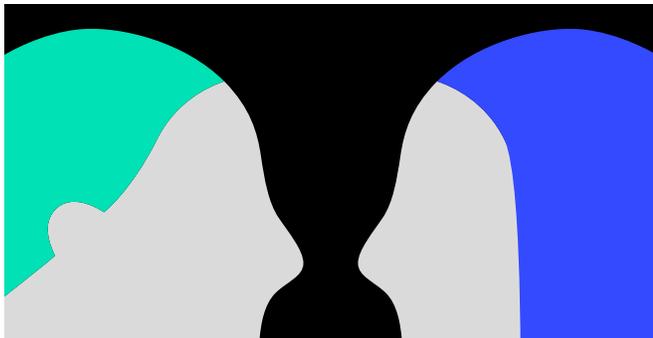
Name

One question that is sure to get a lot of stakeholder eyes and attention is the digital

assistant’s name. There are many decisions to make. How human do we want this name to sound? A human name, like Jim or Mark, may more clearly signal that this is a support or service channel — but may also confuse consumers who think they’re speaking to a real person, creating the need for clear, upfront disclosures.

In contrast, clearly non-human names, like Hipmunk or Woebot, signal a technology-enhanced experience, but users may not be clear on how to engage. As a middle ground, names with human qualities but that aren’t popular human names (like Siri, Cortana, or Eno) often strike the right balance. Another naming consideration is global suitability. Will this name appear consistently in all markets? Is it familiar, easy to understand and say, or does it need to be transliterated? How will it perform in search?

Finally, names for digital assistants have a higher standard to pass in terms of auditory distinctness. Is the name unique enough that the technology can identify it without turning on or “waking up” every time you say the word “and” (not Anna) or “bye” (not Kai)? Often complex phonetic patterns (i.e., multiple consonants together) can help create more distinctive, identifiable names — and, therefore, successful wake words.



Gender

Brands should thoughtfully consider the role of gender when creating their digital assistant and how that choice may play out. For example, market research sometimes reveals a preference for a female chatbot in a support role, while female-identified voice agents or chatbots have actually scored higher on Net Promoter Scores (NPS).

This presents a challenge for the brand team: disregard the data (never an easy proposition) because a male identity aligns with the strategy, a male name is simply preferred, or to make a statement about gender roles, or accept it and risk reinforcing gender stereotypes. Gender-neutral names (Sam, Taylor, etc.) may offer more flexibility, but users are still likely to be curious (and many will ask) about the gender identity of the digital assistant, and brands will need to decide how far they wade into the evolving conversation around gender dynamics in their responses.



Age

Names are implicitly associated with age. A digital assistant named Jessica, Ashley, or Emily sounds like a Millennial, simply because those were the three most popular names in the United States in the 1990s. A chatbot named Mary, Linda, or Barbara sounds more like a Baby Boomer, because those were the top female names in the 1950s. Even an implicit age will have specific connotations in different industries, audience segments, and parts of the world.



Other Associations (Race, Class, Religion)

A key element of the conversational brand is how it functions in the world and what



it may evoke to an audience. With name, for example, a digital assistant named Cody may seem friendly, while one named Arthur may be viewed as more distant and formal. In addition to gender and age-based associations, names carry specific race, class, geographic, and even religious associations that will shift by audience.³

This is why the decision to give a conversational agent a human-like persona is a significant one, as so many aspects of human identity resonate in ways that the brand cannot control, even before the assistant utters (or types) a single word.

No matter the direction that the brand chooses to take, the most important step is to empower a team that is not only diverse in terms of role and domain expertise, but identity. This is critically important to ensure that the team represents the widest possible range of perspectives, anticipates issues, and delivers digital experiences that are inclusive across all relevant domains.



Personality

The next question to address is personality. Should it be bold? Curious? Serious? Funny? Thoughtful? Clever? The answers to these questions depend on a range of factors: the brand personality, the scope within which the digital assistant will operate, the use cases, touchpoints, industry, audience, and so on. Clearly, a fashion-oriented chatbot will have a significantly different personality than one in financial services. A voice agent targeted at Gen Z will behave differently from one targeted at Baby Boomers. Consumer-oriented digital assistants may differ in some or many respects from those intended for business audiences.

When designing a personality for a digital assistant, it's important to consider the types of emotional context in which customers are likely to be interacting. Are they worried because they lost a credit card? Frustrated



Source: Apple, Inc.

because they're having service issues or see a charge on their account they didn't expect? Are they exploring or trying to accomplish a specific task?

Following are guidelines for personality development.

Tone. Responses should generally be direct, straightforward, and to the point; people don't have time for long-winded apologies or explanations, especially if they're reading the interaction on a small screen or listening to a lengthy response. At the same time, however, responses that are overly clipped (e.g., "K. Calling Jason" or "Got it. Ordering now.") can provoke anxiety, especially if customers think the agent is doing something on their behalf or if it's a critical interaction (i.e., communication to someone, purchasing, ordering, etc.) Here, extra confirmation is helpful. "OK, I drafted this text to Jason. Should I send it?" All of these contexts are dynamic; someone who enters into a customer service interaction in a frustrated state of mind may feel more curious and open by the end.

Humor. The decision to use humor or other more informal responses is situational; a financial transaction is different from a customer service inquiry, for example. These interactions require thoughtful planning to

ensure that the digital assistant responds appropriately. Humor in a first response, or in a moment of problem solving or frustration (e.g., an unexpected charge or service disruption), is likely to frustrate customers more. It also must be universally appealing and can't alienate or confuse — a tall order. In many cases, a chuckle or smile vs. a full-out laugh (e.g., a well-timed high-five emoji) conveys lightheartedness without undermining the customer's confidence.

Slang and Colloquial Language. This is tricky — using slang can show your brand is present and inclusive, but it can, if out of context, also alienate people. A well-timed cultural reference with the appropriate description around it in a non-critical interaction can be fun — as long as it's in context and authentic to the brand. For example, a chatbot saying, "Wow, you saved 65% of your income this month! I'm shook!" might feel appropriate for a Gen Z audience, while it would seem jarring if not absurd coming from a Wall Street brokerage firm.

Emoji. Generally speaking, emoji, which have become a universal language of sorts, can fulfill some useful functions economically: communicating encouragement and appreciation, for example. But even emoji can have confusing (or inappropriate) connotations. For example, the "raising



hands” emoji (🙌) can mean “way to go,” (or, for some, “Hallelujah”), while the “folded hands” emoji (🙏) can mean “Thank you” or prayer, depending on the audience. It’s also important to recognize that even if your digital assistant does not use emoji to communicate, it must be able to understand them — even (and sometimes especially) the controversial ones.

Graceful Failure. The way digital assistants respond when they don’t understand a question or have an answer can also have a serious impact on brand reputation. This requires both up-front clarity about what the assistant can do and graceful handling (and usually escalation) of situations in which it’s not capable of satisfying the customer’s need.

All of these decisions are highly contingent on geographic and cultural expectations, as well as company culture. Most important, however, is that a digital assistant functions in a trustworthy and effective way and that it satisfies the customer’s needs and agenda first and foremost. No amount of humor, slang, or cute emoji will make up for a poor experience.



Visual and Auditory Characteristics

Even voice agents, such as Siri, Alexa, and Google Assistant, have visual characteristics that help guide the customer and support the experience. And, because of their visual nature, chatbots have visual characteristics that are expressed both in the persona and in the conversation itself. This raises a number of questions for the brand team to consider, especially as they relate to existing brand norms.

Color. When choosing color, it’s important to consider the resonances of the color palette in a dynamic interaction. “Linking to the master brand color may seem straightforward,” says Kim, “but, depending on the color, may not feel approachable or give off the right emotions.” For example, while purple might be a great color for a brand to differentiate from more common blues or reds, using purple with a more realistic persona might connote frustration, as in the characters in the Pixar film *Inside Out*.

And, while it's a popular color used in brands, such as Target, Coca-Cola, Netflix, and CNN, red may communicate danger or anger in certain situations, depending on how it's used.

Gestures. Digital assistants that need to provide feedback and non-verbally communicate different states and emotions (such as listening, thinking, and reacting) must visualize those states using changes of form and motion. This requires a clear understanding of the potential universe of reactions and how those reactions flex and animate as the dialogue progresses. It's particularly important to think through not only the number and type of gestures and reactions, but how those gestures and reactions shift based on context. In particularly challenging parts of a conversation, such as when a user faces a service issue, the expression and reaction of the digital assistant needs to feel reassuring and not alarming.

Sounds and Haptics. Finally, the sounds and haptics (physical sensations) that conversational interfaces use is an important part of the brand experience as well. Vibrations for notifications, chimes to signal that the app is listening or waiting for feedback, and, with wearables, taps for reminders and other physical and sensory signals, all affect the customer experience. These should be clear, meaningful, and, as with every design decision, contextually relevant.

"More than anything," says Kim, "it's important to think strategically and make decisions thoughtfully. Every choice you make will affect how the audience will perceive not only the conversational experience, but your brand."

Source: Amazon.com, Inc.





BUILDING A TRUSTWORTHY CONVERSATIONAL EXPERIENCE

Digital assistants, whether they communicate using voice, on-screen messaging, or a combination, introduce new governance challenges and opportunities for customer experience and brand. Following are specific issues to consider.⁴

Transparency and Disclosure

Digital interaction models highlight the issues presented when machines are engineered to appear or communicate in humanistic form; for example, with human voice intonations (Google Duplex) or form factors (the robot Sophia). If not disclosed proactively and handled transparently, this can result in an erosion of trust between organization and individual, customer and brand.

Reducing Bias

There is well-documented bias in training data sets, data models, and algorithms, which can result in stereotypical, offensive, or harmful interactions based on biased inferences and lead to disenfranchisement or discrimination for under-represented or otherwise vulnerable populations. In addition, voice agents may not understand non-

standard dialects or accents and may have a harder time registering women's voices, higher-pitched voices, or the voices of the elderly or people with disabilities.

This is not only due to the demographics of training data, says Dr. Joan Palmiter Bajorek, Head of Conversational Research at VERSA. It is actually built into the way systems collect and analyze voice data. "Even if we had a system that had 80% female data and 20% male training data," she says, "it isn't clear that today's software would understand male and female voices equally because systems prioritize louder, lower frequency data with male voices in mind."

All of these factors in data sets, data models, algorithms, and acoustics can compromise people's access to goods or services and even their health or safety. For this reason, it's extremely important that data science and development teams deeply understand their current and addressable markets, optimize their systems for sensitive features, such as medical terms, and perform extensive testing on multiple segments to ensure that they minimize potential risk.



Implementing Privacy Protections

Like any other customer-facing technology, digital assistants must be governed by appropriate privacy protections. Some of the most salient issues include notice and consent, data minimization practices, settings and controls, and, of course, oversight, especially given the increasing number of stringent privacy laws, such as the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA), which went into effect in January 2020.

But conversational technologies also have unique implications related to privacy, especially as they become a common feature in IoT devices across a range of highly specialized industries and in an increasing number of domains. Two of these unique considerations include:

How it works. In the case of voice, does the user press a button (as in the early days of Siri)? Invoke a “wake word” (Hey Google, Alexa)? Raise to speak (Apple Watch)? The manner in which the user invokes conversation may determine the extent to which the agent is listening and storing what it hears, which affects not only the individual user’s privacy, but that of the people in proximity to the device.

What it’s used for. The type of use case affects the sensitivity of the information being transmitted, analyzed, and stored. Digital assistants used for consequential use cases — healthcare, education, financial services, employment — necessarily have higher standards of care than those used for entertainment or other similar purposes.⁵

Handling Abusive Language

Digital assistants can sometimes be the target of abusive language from users, a situation that may seem trivial on its face but that has significant implications for organizational equality, brand reputation, and, according to a 2019 report by UNESCO, closing the digital skills gender gap.⁶

The report, entitled *I’d Blush if I Could: Closing Divides in Digital Skills Through Education*, “borrows its name from the response given by Siri, a female-gendered voice assistant used by hundreds of millions of people, when a human user would tell ‘her,’ ‘Hey Siri, you’re a bi***.’” While Siri has since been updated to reply to the insult more flatly (“I don’t know how to respond to that”), the authors contend that the assistant’s submissiveness in the face of gender abuse remains unchanged since the technology’s wide release in 2011.⁷

While biases of any kind are fundamentally a societal issue, they become a brand issue when a digital assistant begins to act as an expression of the brand voice. One way to address this is to develop a set of principles that illustrate the type of behaviors the brand will and will not accept.

Says Jonathan Foster, Principal Content Experience Manager at Microsoft, "I always tell companies that, while we can't tell people what they can and cannot say, we must create products that don't perpetuate bad behavior. If someone utters an abusive comment, a non-response is still a response. If someone says something terrible, and

the voice agent or experience responds defensively, ambiguously, or even laughs it off, you are likely acknowledging and even endorsing the power of that abuse."

Therefore, it is critical for content teams to anticipate and script for both undesirable and desirable interactions to ensure that the brand does not inadvertently reinforce messages that are destructive or otherwise in conflict with its values.





A CONVERSATIONAL BRAND CHECKLIST

Given the momentum of conversational technology adoption, it's wise to think of conversational brand as an emerging, but nevertheless crucial, aspect of brand strategy. Following is a brief checklist to help jump-start planning efforts.



Identify business objectives. Are you trying to reduce call center traffic? Create a new transaction channel? Improve customer experience? There is no wrong answer here, but it's important to clarify objectives at the outset and clearly understand the form the digital assistant will take: chatbot, voice agent, embedded in other devices, or a combination. Is that likely to change over time?



Identify stakeholders. Stakeholders for the development team will certainly overlap with brand stakeholders, but the key people to have in the room will encompass functional capabilities, domain expertise, product, user experience, customer experience, interface design, brand, and content. As always, diversity of identity within the team is key to promote trustworthy, relevant, and inclusive brand experiences.



Clarify the relationship between the conversational and master brand. This may change over time, but it's important to have these discussions before too many decisions have been made that may conflict with or otherwise affect brand perception.



Build the persona. Key elements include how you will embody your digital assistant, the key elements of its identity, its personality, and visual and auditory characteristics.



Follow best practices for trustworthy design and development. Specifically, opt for transparency, learn about and make sure the team addresses issues of biased data and privacy implications, and design brand-appropriate mechanisms for handling unexpected and/or problematic content.

If you'd like to see how your conversational strategy compares to the industry best practices outlined in this report, please take our [Conversational Brand Assessment](#)

ENDNOTES

- ¹ There are ongoing disagreements as to whether machine learning truly constitutes AI, but in the interest of simplicity, we're including machine learning as a subset of AI here as it doesn't require explicit programming.
- ² For more information on conversational business strategies and trends, see the Altimeter research report, *Conversational Business 2020: Six Trends Shaping the Future of Interaction* (<https://www.prophet.com/download/conversational-business-2020/>), which lays out the significant trends driving adoption of conversational interfaces, as well as organizational considerations and recommendations to help business leaders plan and evaluate their conversational business initiatives and strategies.
- ³ Wolf, Jessica. "UCLA Study Suggests Researchers Look More Closely at Connections Between Names and Race." UCLA Newsroom. September 8, 2017 (<https://newsroom.ucla.edu/releases/ucla-study-suggests-researchers-look-more-closely-at-connections-between-names-and-race>).
- ⁴ Much of this content appeared previously in the report *Conversational Business 2020* (<https://www.prophet.com/download/conversational-business-2020/>). In addition, there is a large and rapidly growing body of work on the ethical and governance implications of AI, as well as the approaches that global businesses are taking to address them, detailed in the recent Altimeter report *Innovation + Trust: The Foundation of Responsible Artificial Intelligence* (<https://www.prophet.com/download/innovation-trust-artificial-intelligence/>).
- ⁵ Microsoft Corp. "Responsible Bots: 10 Guidelines for Developers of Conversational AI." November 2018 (https://www.microsoft.com/en-us/research/uploads/prod/2018/11/Bot_Guidelines_Nov_2018.pdf).
- ⁶ West, Mark; Kraut, Rebecca; Chew, Han Ei. *I'd Blush if I Could: Closing Gender Divides in Digital Skills Through Education*. UNESCO. 2019 (<https://unesdoc.unesco.org/ark:/48223/pf0000367416.page=1>).
- ⁷ West et al. *I'd Blush if I Could: Closing Gender Divides in Digital Skills Through Education*.

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Darcy Muñoz is an Associate Partner and the leader of Prophet's global Naming and Verbal Branding Practice. She specializes in the intersection between strategy and creativity, focusing on naming, nomenclature, voice, messaging, and content strategy. She has led strategic and creative initiatives for both leaders and disruptors across industries and around the world.

HOW TO WORK WITH US

Altimeter and Prophet research are applied and brought to life in our client engagements. There are several ways we can help you with your business initiatives:

Strategy Consulting. We create strategies and roadmaps to help companies act on business and technology trends, including conversational brand maturity. Our team of analysts and consultants work with global organizations on ideation and priority-setting; needs assessments; strategy roadmaps; creative expressions and experiences; and playbook development to address a range of strategic objectives.

Education and Workshops. Engage a speaker to help make the business case to executives or arm practitioners with new knowledge and skills, or conduct an in-person or virtual workshop to ideate on a strategy.

Advisory. Retain us for discrete projects or ongoing research-based advisory: Conduct an ad-hoc session to address an immediate challenge or gain deeper access to research and strategy counsel.

To learn more about our offerings, please contact sales@altimetergroup.com.

OPEN RESEARCH

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