



EPISODE 36

## Marketing complexity into clarity: Insights from Synopsys CMO Ann Minooka

**Host:** Alan Hart, leader in marketing and customer strategy, Deloitte Consulting LLP

**Guests:** Ann Minooka, CMO, Synopsys

**Alan Hart:** Today on the show, I've got Ann Minooka who serves as the chief marketing officer at Synopsys overseeing corporate branding, communications and digital marketing. With a wealth of experience in the semiconductor industry, Ann has focused on driving results and enhancing corporate brand strength, transforming digital marketing through data-driven insights, and cultivating effective collaborations.

On the show today, we talk a lot about Synopsys and how they're driving semiconductor industry forward. What that means in terms of how they market their solutions, how marketing is changing through the use of AI and how she decomposes that and making sure that she has a sharp edge on business results. We also have a lot of fun conversation around talking about her hiking experiences and her vehicle that she's been building as well. So that and much more with Ann Minooka.

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**Alan Hart (voice-over):** Are you ready to go beyond the basics of marketing? I'm Alan Hart and this is Marketing Beyond, where I chat with the world's leading chief marketing officers and business innovators to share ideas that spark change and inspire you to challenge the status quo. Join us as we explore the future of marketing and its endless potential.

**Alan Hart:** Ann, welcome to the show.

**Ann Minooka:** Thank you, Alan. It's good to see you again.

**Alan Hart:** Yeah, you as well. One of the things we love to do is just to get to know you really fast off the cuff. And I heard that you have some amazing hiking excursions all around the world. Wonder if you'd tell me about a couple of them?

**Ann Minooka:** Yeah, so actually, I've always loved the outdoors, living a good active lifestyle. So hiking wasn't actually my first passion. So I really started off as a cyclist. So did lots of cycling. And then about 10 years ago, I got into a near fatal accident where I collided with a car, and I flew over the handlebars and flew over—landed—on the other side of the car. So that kind of stopped me from cycling. While I was recovering from all my injuries, I picked up hiking, and I just fell in love with it. So I do a lot of hiking on weekends—long hikes, hiked the Grand Canyon—that was fun.

Right before I joined Synopsys two years ago, I did this big hike, a two-week hike in the Dolomites in Italy, which was just an unforgettable experience. So I've decided that I want to do a big hike every year. So this year, my target is Machu Picchu. So looking forward to doing that. I just think that being in nature really helps me to decompress and just enjoy life's simple pleasures. One thing that we're doing, a couple of years ago, we built this custom expedition vehicle in Europe. It's built on the chassis of a military truck. So it's this giant 12-ton beast. [laughs]

**Alan Hart:** Oh my gosh!

**Ann Minooka:** It's about 12 to 13 feet in height and is equipped with solar panels, a water filtration system, satellite connectivity, and we even have all the bells and whistles of a modern home, if you will, with a heated floor and everything. We love it, and we go off-road. So we can actually go off-grid for two weeks at a time without any problems. So it's just really wonderful to be in nature with nothing but you and nature and trees. So I love that. Talking about hiking, one of our goals is to drive this vehicle to Patagonia and do a big hike there. And granted, this vehicle is goes at the maximum of 60 miles an hour. So it would take a month for us to get there! So I guess I have to wait until I have time to really have the leisure to really do an adventure. So I'm looking forward to that.

**Alan Hart:** I mean, you're just, it's like a storybook every time you tell a little bit more. So the car accident, I mean, it sounds dramatic. And I'm thankful you're here today to tell the story. And the places that you're going to hike are amazing. And then this off-the-grid vehicle—you put all those things together and it's almost unbelievable.

**Ann Minooka:** Yeah. I mean, I think, like, for me, I'm really into nature. So just anything that can get me close to nature makes me happy.

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**Alan Hart:** Yeah. Well, I will share a little nugget. It is not as grand as anything that you're doing. Now I have a new bar to go try to attain, but my wife and I for probably three months now, we've been walking every Sunday many miles. And it's been really just fun. Sometimes it's in the woods. Sometimes it's just around town, but long, long, long walks, and it's been amazing.

**Ann Minooka:** It's a really great way to decompress and relax and end or start your day with lots of energy.

**Alan Hart:** Yeah, that's awesome. Well, from hiking, I'm going to transition us to career. You are the CMO at Synopsys. Where did you get your start in your career, and how did you end up at Synopsys?

**Ann Minooka:** So my career actually back really from the very beginning, I was really—my career goal was to become a doctor. Well, actually, more like my mother's career goal for me was to become a doctor because she was a doctor! And so I started off in college, doing premed, but I was always interested in sciences. So I also completed a degree in computer science and ended up going to medical school. And then I realized that I really did not like it. I couldn't stand blood. I did not want to jab anybody with needles. I'm like, this is not a career for me. So a few months into medical school, I quit and I ended up becoming a software engineer for a year.

And I did OK, but it wasn't really like a passion of mine. One thing I realized from that one year as a software engineer is that I was not detail-oriented or patient enough to be a good engineer. And then I realized I spent more time chatting with people than sitting in front of the computer doing what I was set to do.

And I decided, OK, maybe marketing is a better career for me. So I ended up going to MBA and then that's how I started my career in marketing. So the first marketing was in semiconductors. I had no idea about semiconductors, but my first job was in semiconductors doing a branding for the company. And that role started to evolve from a regional role to a more global role.

And then also, so all the companies that I worked for, with exception of one, got acquired, not including Synopsys. So all these roles, which is interesting because it allowed me to learn about different companies. So every time we got acquired, I learned about a new company, learned about a new way of doing things, we understand a little bit more about the semiconductor industry.

And then the last few companies—the four companies—I had this similar situation where we had a new CEO, they had a new vision, they had a new business strategy. And so I was fortunate enough to work with these CEOs to reposition the company and to engage with a much broader audience or a new customer audience. And so that had been great experience. So coming to Synopsys, I was hired two-and-a-half years ago, almost two-and-a-half years ago. Time flies so fast! And so, at the time, Sassine [Ghazi], our CEO today, he was going to become the CEO. So he needed help from marketing. He wants to be able to tell his vision for the company, and so he wanted to do rebranding, and so that's what I was hired to do. So the first thing I did coming into the company was repositioning of Synopsys brand and defining the company's corporate narrative. What is our story? And so, that's how I started on this journey.

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**Alan Hart:** That's awesome, Many of my listeners may or may not have heard of Synopsys, so I would love if you could help us understand what Synopsys does and how you work in the semiconductor industry today.

**Ann Minooka:** Yeah, so Synopsys, we are the engineering solutions leader in terms of silicon design and system design. So think about anything that has a chip in it, whether it's a car, whether it's a mobile phone, whether it's medical device, most likely they are designed with Synopsys tools. So, Synopsys started 40 years ago. In fact, this year is our 40th anniversary. In early '80s, Synopsys pioneered the synthesis software. What it is, is really a design compiler. So, before that happened, the design engineers had to manually design every piece of a silicon, every piece of a chip manually—a very labor-intensive process. And so the design compiler, synthesis software, allows the engineer to shift lots of the manual work to be done more automated through software. This was a big deal. Imagine the first commercially available processor from Intel in the 1970s had 2,300 transistors on the chip. But if you think about today's advanced chips, they have like 80 billion transistors, right? You think about without Synopsys technology, those things just cannot happen. So, Synopsys really has helped to push the industry forward in the way of building advanced chips faster to allow us to do a lot more technology innovation.

So that's from the chip design perspective. And, of course, now we have integrated AI capability into our own tools that allow our customers to do a lot more in terms of designing the chip. The other thing that we've done is providing pre-designed IP building blocks. And so lots of times, there are certain features like memory blocks, interface modules. We provide them pre-designed, pre-validated, so engineers don't have to design them from scratch. This allows them to reduce risks because these are tested, validated, allow them to build their products faster, and reduce costs. And so, Synopsys is number one in terms of the software EDA (electronic design automation) tools like I talked about for chip design. We're number two in IP. So we are really consequential in the whole semiconductor design ecosystem. Now fast forward, now we have Ansys. You've heard of our Ansys acquisition, right? It's one of the biggest acquisitions. So what that does is, as you think, especially today, if you've gone to CES, you hear all about physical AI, right? You have these robots, you have flying taxis, and you have all kinds of physical AI devices that are being shown there. So we're now in this era of physical AI.

When you think about designing a physical AI or this—we call them “intelligent systems,” right? They're very complex. So they all have chips. They definitely are based on chips, but there's also kind of mechanical, other software functions, with this thing to do what it needs to do. How do you bring them together? And that's really complex. So that's where, in order for the physical AI product to be done with the least calls and be successful, you need to use simulation, because you want to simulate these products before they go to production. You want to make sure they work before they go to production. So this is where Ansys comes in, right? So Ansys does physical simulation and analysis.

The acquisition of Ansys expanded Synopsys's business from silicon design to system design. So we now have the entire portfolio that allows customers to design not only the chips but the entire system.

**Alan Hart:** That's amazing. I'm kind of struck by complexity of the business, to be honest. It's like if you—this is my layman's terms, so apologies if this is not appropriate—but it's almost like you put in the

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melting pot, software like CAD with building blocks with your predesigned components. And now you can simulate all of that stuff in terms of how it's all going to work together with larger systems.

**Ann Minooka:** Yeah. And also these physical AI products not only all the components working together, but also in the real world. How do they interact with the real world? So, when you have a flying taxi, what happens when the air pressure drops? What happens when it rains? When it's super cold?

**Alan Hart:** Yeah.

**Ann Minooka:** And also, how do they all interact with each other in the real world environment? So simulation will help you with engineers and think through all of these different challenges.

**Alan Hart:** Yeah. With all that complexity and like the technical depth of what Synopsys solutions does, what does marketing look like at your company? You talked about repositioning and repositioning it early on, but how does marketing come to life?

**Ann Minooka:** I think marketing—yeah, we are a really highly technical business. Our product is really deep tech. I think marketing is more of a bridge between engineering and the market. So inside of the marketing organization, I have this core product and solutions marketing team that are deeply technical.

They work closely with engineering and product management to kind of translate that technology into value propositions that customers care about. And then we have brand and creative team, communications and content team would take that content and then derivative content that appeals to the various target audiences. Because we all know different audiences have different “care-about.” So the engineers care about whether this product you have has the right feature for me to do what I need to do to design my product. The technical executive care-about might be do I have all the right technology to complete this product in time and on budget, etc.?

Investors have different care-about. And so these communications team and content team, will create the right content for each of the target audiences. And also we need to understand the type of format that these audiences like to consume and where they actually go and read this content. So, the marketing of this content, the creating of this content for the various target personas is what they do. And then we have a field marketing team that works hand in hand with the sales team to really reach the target customers in all the different regions. I think one part of our marketing team that is becoming increasingly critical to us is our MarTech team—especially in today's world. We all talk about how do you implement AI into the process so that it allows the team to be more efficient. But more importantly, we live in such a digital world where there's lots of intent signals.

So this team really brings all the data from different kinds of platforms together to analyze the customer's behaviors, like where they've visited our website, which piece of content they've read. Then we can bring all these insights together to help us make more informed decisions about what kind of content that is more relevant and what kind of campaigns we should run. I think that this team, that kind of data insight really helps us to change how we do campaigns from a more broad approach to anybody that we think might be [interested] to more precise targeting. So that team is very important. Fundamentally, I think my belief is—maybe it's because of my engineering background—is that

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everything we do needs to be data-driven and needs to be measurable. So if something is not measurable, it's very hard to tell if it has any impact. So with the MarTech team and building out the different data collection and data analytics, it allows us to measure each of our marketing programs by quantifiable metrics. So what we're getting to is, for the marketing programs, we can understand the lead quality from these campaigns. We can understand how much of pipeline expansion we've achieved. We can understand how many new customers we've acquired. And so that's kind of where I'm taking the marketing team to is to, instead of being a cost center, be more of a strategic business partner that provides a strong impact on the business output.

**Alan Hart:** Yeah. I love the notion of content and marrying that with data and MarTech. And then also the stuff you're doing to connect into the sales cycles, if you will, and make sure that all of that is being measured and optimized as you go forward.

I've been thinking about that in terms of like what I would call a content supply chain. You've got all of this material that needs to flow through, but you've got to have the right data, you've got to have the right people, you've got to have the right process, and you've got to have the right technologies, to your point, as well. Do you think about it like that? Because it is almost an optimization problem to get each one of those components operating at the same level.

**Ann Minooka:** I think of it—marketing—almost as always from an outcome standpoint. Where are we trying to go? What do we need? We start with where we're trying to go. What is the ultimate goal that we're trying to achieve, and then work backwards as to what we need. And then every step of the way, we measure, right? So, certain contents you can decide, you run something, you realize there's a webinar with a customer together to talk about a solution. It attracts lots of attention that actually yields lots of leads. We should do more of that. If you just write a piece of content that just talks about something that somebody else has already talked about, it's not getting any traction, you have to wonder, is this the right topic we're discussing? Or is it the right kind of format? So maybe we need to do less of that.

So there's a lot of analysis going on. So I probably talk to the MarTech and then Demand Generation team on a daily basis. Where are we with this one? What are we seeing? And that helps us to tune our campaign. So I have to say that coming to—for many of the deep tech companies, semiconductor companies—is also a mindset change. I think when I came to this organization, even the previous companies, too, the way the marketing was ran was we have a product campaign. OK, we're going to do paid search, we're going to do a blog post, etc. And then the results that we get is we got X millions of impressions, we got this—like, I mean, does it really matter? So I think it really needs to get down to what is the tangible business outcome. But yeah, I'm able to expand the sales pipeline by X million dollars. So what we've seen from demand generation is that the pipeline that we were able to generate, we're doing it on a smaller scale. Hopefully, we'll do it on a bigger scale in the future. But we can see the conversion rate from the expansion to pipeline opportunity to close one is quite high. We're also seeing that we're able to engage with a lot more new customers.

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I think this, in today's age, is very important because you have so many new companies that are innovating, right? So many companies that maybe they weren't on our target before and they should be. And so we're able to uncover a lot of these new opportunities.

**Alan Hart:** I love that. Well, you almost can't mention anything today without mentioning AI. So I'm curious how AI is changing marketing for you and the team?

**Ann Minooka:** I think AI is changing marketing in so many different ways. From the campaign standpoint, I mentioned earlier, we used to be, OK, here is the type of persona that the kind of company wants to—let's just go after them. And then we will promote our product and solutions based on the funnel strategy. You first send them content that helps them to increase awareness, and then you give them more detailed content so that helps them to be more interested. They will consider our solutions, and then eventually they become sales qualified leads. But lots of times in today's world, the customers don't think that way anymore because there is so much information available out there, and so they just go and—they don't necessarily go through the journey, if you will. So the journey is a little bit randomized. So you have to—AI allows us to understand lots of the intent, customer intent—helps us to see where they are, based on their search behavior, by their content consumption behavior. Then we can be more targeted with our campaign and with our campaign dollars, too, right? So that also helps us to be more efficient with how we spend our campaign dollars. And so more position in reaching customers is one of the benefits from the campaign standpoint.

The other is you think about from the customer experience standpoint, when the customers come to the website, their expectation is they don't want to do a lot of clicks and see where they want to go. They expect you to feed them the information that they want to see, which means this hyper-personalization requires you to reconfigure the website on the fly. For example, if we see a customer, that is looking at automotive content, right? When you look at where they are, what companies they're in, we have to make the judgment and say, oh, this is an automotive customer. The next time when they come to the website, instead of sending them to the homepage, what they see is automotive-specific content. And the third time they come in, we say, oh they've seen this piece of content already. We need to serve them a different content. So you kind of have to rethink about your web design, your web strategy, to be much more one-on-one—offer a one-on-one customer experience—than in the past. And then along the same vein is how you think about making sure that your website is surfaced when people are looking for information.

So in the old days, we just needed to focus on SEO, search engine optimization. You've got Google search, you send email promotions with a link to our website. So that was the old days. But today, many customers. Instead of searching for something, they're really asking in the prompt, how do I do this and that versus looking for a specific keyword. So all of that implies that we need to think about our content web design differently because the AEO, answer engine optimization, they benefit companies that really have more structured data. So you have to think about when you create content, you almost need to think about how people would *ask*—what is the prompt that they might use to ask that? So there are lots of considerations. I think it's making web design and content development for websites a lot more challenging and complex.

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There are also other different sort of credible sites that you have to consider. In the past, we never thought about do we need to be on Reddit? Well, we never did anything on Reddit. Now with AEO, YouTube is very important, Reddit is very important, and Wikipedia. So you have to think about different kinds of social media platforms that also you need to consider in sharing your content. So that's that. And, of course, implementing AI in what we do. So in my team, every function is using AI in some ways. One is as a way to augment our human experts with AI. So we use AI to generate first-draft press leases, we use AI to do competitive analysis summaries, we use AI to write campaign briefs and all that. So we're doing all of that. But I think for us to become much more efficient users of AI, we have to think about how to build AI into the whole marketing workflow. And so all the different AI tools will work together versus them being point solutions. But we are getting there. We are definitely seeing the benefits of AI in our work.

**Alan Hart:** Yeah, you're doing a lot, it sounds like. I love the mention of those other information sources out there. You mentioned Reddit and a few others. Because they're also source material for many of those LLMs that we might be typing our questions into. And it's almost, you have to think about, I think, old school, you would think about earned media. Well, now, maybe the new earned media are those platforms. Where they go, where the engines are going to search for information. It's kind of interesting.

**Ann Minooka:** Yeah, because they are considered to be more credible, so I think those are the different platforms we need to consider. But I think still at end of the day, people are gravitating towards contents that are more human-generated. So it means high-quality content, original content. Those are still very important. So I think that will still be our focus. Then we just need to consider how do you package this content in ways that it can be cited more by all those different, other platforms?

**Alan Hart:** Well, it's been fascinating to hear what you're doing with marketing. At the beginning of this, we got to know a little bit about your hiking passion. It's also important just to go a little deeper with you. And my favorite question to ask everybody that comes on the show is, has there been an experience of your past that defines or makes up who you are today?

**Ann Minooka:** Yeah, I can't think of a single experience, but I would say is more my past experience, the way that I grew up helped to shape who I am today. So I was born in China and I kind of traveled and lived in many countries. So that process got me thinking. I think it helped to give me a global perspective on things. I have this tendency anywhere I travel I pay attention to little things. Like, why is it that in Chinese you can write a letter in red? Why is that? I will ask all the different questions in different countries why certain things are done a certain way.

I think it helps me with giving me a broader global perspective and the different cultural nuances that helps with thinking about how to market our products in different regions. Because something that works in one region might not work in another region.

And the other is, even though I wasn't successful as an engineer, it did give me this very analytical, data-driven mindset. So I always feel, in the past, marketing was always being treated as a cost center. They say, oh yeah, marketing's not really that important. So I wanted to prove them wrong. I wanted to say here's the tangible output that marketing can deliver. So in the last four companies, I initiated this data-

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driven demand-generation marketing and that you could actually measure output that ties to revenue, ties to pipeline, ties to business impact. So people can see, oh, actually marketing is important.

Then I think the other is, growing up in a very highly disciplined family, my father was always like, you need to do more, you need to do more. So in our family, we would say, if you get a "B," "B" equals bad. "A" equals acceptable. [laughs] And so the mindset is you have to always kind of challenge yourself. And so for me, it doesn't matter how much I've done. The past two years, my boss, our CEO, has reminded me how much impact our team have delivered to the company in terms of getting our brand out there. But for me, past accomplishments are not good indicators of future success. So I feel like I have to always do better; do better next time. That kind of, in my mind, I feel like I'm always on probation period in any job. That drives me to think harder to do something—taking more risks and do more. So I think all that background and experience got me to where I am today. It really impacted how I think about work and think about always achieving something more.

**Alan Hart:** What advice would you give that younger Ann if you were to look back and give her some advice?

**Ann Minooka:** I think I would tell myself—so one thing I regret about my—I love, I'm very happy where I am in my career. One thing I really regret is not picking up an instrument, a musical instrument. So I dabbled with piano and violin, but I never really kind of stuck with them. And so I kind of regret. I think, in my life, I wish I had mastered some kind of instrument that would give me a little more, a new dimension to, creative expression. That's kind of something that, for me, I would tell my younger self. But as career advice, I have two kids that have just graduated from college, so what I advise them is you need to own your own career.

I think for me, as I was growing up in my professional career, I tended to lean on my management to tell me what to do to help me grow my career. But I think, as a young person, you need to think about don't ever be complacent, right? You always want to learn more. It does not mean career development. It does not mean at work you have to be a manager of this and that, but I think even like a horizontal growth and learn more about different aspects even for marketing, different elements of marketing, and that will help you get better at your job and help you with your career development. So I tell my kids, you need to think about your career in three-year chunks. So where do you want to get to in three years? And then every year you think about how far you've gone towards your goal. If you haven't gotten there, maybe you need to talk to your manager about, hey, maybe there's something new I need to try and to help me to kind of grow. So that's one big element. The other is really be curious. I think for younger people, the world is moving so fast. And just always talk to people—learning, listening, reading. You want to be on the train; you don't want to be left behind when things are moving so fast. I think those would be the advice I have for a younger me.

**Alan Hart:** That's wise advice. Well, as a marketer, what are you trying to learn more about, or what are you trying to learn yourself these days?

**Ann Minooka:** I think there are two things. One is work-related, one isn't. So work-related, obviously, there is a huge pressure for marketers to leverage AI to increase productivity. So we see data or

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consulting firms citing numbers like 30%, 40% productivity gain in marketing through AI, right? I'm not anywhere near that yet. It's kind of like we need to find a way to get there. So what I think about is, as I mentioned before, how do you integrate AI into the entire marketing workflow? So AI tools are not just the point tools to make it more streamlined in the marketing system.

The second is, how does AI impact talent requirements or the way that the marketing team is structured? Do we have the right talent? What kind of talent is actually needed today? And then also, third is, how do you bring the team along on this journey?

Now everybody is interested in, you know, lots of marketers, they just take pride in the way that they create the storytelling or how great a writer they are. But everybody has to learn leveraging AI in their work. How do we bring the whole team along on this journey so that people feel that they are keeping up with the modern way of doing marketing. And marketing is done differently now, too. We mentioned earlier lots of the platforms where people used to get their answers weren't ones that we cared about or we paid attention to. So we have to constantly monitor the customers' behaviors. So what are their content consumption behaviors to fine-tune our messaging, the way that we do marketing. So yes, I think more like the AI impact on marketing—all the different elements, how I want to make sure that we are ahead of the curve, not as a follower.

**Alan Hart:** You mentioned something on—and maybe you touched on it already—but you mentioned there was a personal thing that you're trying to learn more about too.

**Ann Minooka:** Oh yeah. So a personal thing: I think that in today's environment, it's a very stressful environment, right? Things are moving so fast, whether it is from a technology standpoint, from a geopolitical standpoint, everything is just, there's very, it sometimes can feel a little bit more chaotic, if you will. So I've been trying to practice meditation.

So, it's not something like—I'm not a very patient person! So, but that's something I realized that I need to kind of find new ways to recharge and block out all the noise. And so I do things like try to practice meditation. I do yoga to help me calm. I stay in nature. And so try to do more of that to kind of make sure that I'm mentally—you have to have mental resets. You definitely need to do that from time to time.

**Alan Hart:** Yes, yes, you do. And it's a dizzying pace that the world is moving at right now too. Well, I have two last questions for you. First, are there any trends or subcultures that you follow or you think people should take notice of? I'm really curious about what you're curious about going on in the world.

**Ann Minooka:** Yeah, what I'm curious about. There are a couple of things I'm super curious about. One is I have debates. When I go on hikes, I go with a group of people and actually a particular friend of mine. We often debate lots of various things. So one thing that we both are paying attention to is the concept of, up until now, intelligence has been a scarce resource, right? Which makes it so highly valued. But now with AI, intelligence is becoming more abundant and accessible. What does it mean to—does it mean that human intelligence will lose value? What is the relationship between humans and AI in the future? And so this actually got me to where I say I wish I had learned an instrument before. I feel like in the future, human creativity will become much more important. The emotional intelligence, the human creative will

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become more important. So I pay a lot of attention to any kind of research and discussions on this topic. It's just very curious. What's going to happen to us 10, 20 years down the road?

The other topic is also not work-related. It's all about space exploration, space colonization, space tourism. And I read about this startup that actually created a refueling station in space, like a gas station in space. And then there's also talks about building data centers in space. So that is super fascinating to me—not that I have any answers! But I pay attention to this topic a lot.

**Alan Hart:** Well, you're on your path with that truck that you have that can go off-grid for two weeks, right? [laughs] Now you just need to figure out how to make it space worthy!

**Ann Minooka:** I don't know if I want to go to space. It doesn't look, I mean, it doesn't have the nice trees and the flowers and, yeah, I think I'm probably going to stay on earth! [laughs]

**Alan Hart:** Well, my last question for you: What do you think is the largest opportunity or potential threat facing marketers today?

**Ann Minooka:** Again, this definitely is like back to AI, right? I think we all—nobody has the right answers today to say. There's very few companies to say we have the best practice, we know everything about AI in marketing.

I think we just need to lean in, be curious, and try to adapt to using AI, learning how to use AI. Without it, I think it's not a matter of whether you should or should not use AI. I think you have to. You have to embrace it. You have to get on board with this. And this is really the biggest opportunity and also the biggest threat to any marketers.

**Alan Hart:** Well, Ann, it's been a fascinating conversation. I've learned a lot, and I need to up my game in my hiking pursuits to hang with you, but thank you for coming on the show. Appreciate it.

**Ann Minooka:** Yeah, it's been a pleasure. Thank you, Alan.

**Alan Hart (voice-over):** The views, thoughts, and opinions expressed are the speaker's own and do not represent the views, thoughts, and opinions of Deloitte. The material and information presented here is for general information purposes only and does not imply endorsement or opposition to any specific company, product, or service.

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