



# HOW MONDELEZ INTERNATIONAL MEASURES THE ROI OF THEIR TRANSFORMATION VIDEO TRANSCRIPT

**Venky Rao:**

You know, there is this old saying, what you track and what you measure actually gets done. So when you get on a transformation journey like this, especially in this space of AI, AI enabled, which is all new, how do you start measuring success?

**Javier Polit:**

Yeah. Well, you know, you can't manage what you don't measure. We've all heard that nomenclature, I can tell you that we've had some really, really good maturity here over the last 18 to 24 months in regards to how we track, how we measure the ROI's on work that we're delivering to the business and the value based on the business case that we initially put together for the business. And through that work, what we're seeing now in all our business reviews that we have conversation around digital comes up the work that's being driven around digital. And with that we talk about data science and we talk about the AI work that that's being done, right? You know, you set a transformation strategy and a vision and you say, okay, it's a three year horizon. I always say that after the second year, you start figuring out what your next three year horizon's going to be. So it's something that is just never done. Venky it's just continuous work.

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