

Erika Ayers Transcript

Erika: I think we're in a creator universe right now. I think it's a war for attention. I think attention spans are getting shorter and shorter. Distribution is getting, you know, more and more crowded. Consumer trust is eroding so quickly, and rules have just changed.

Matt: To thrive in a rapidly evolving landscape, brands must move at an ever increasing pace. I'm Matt Britton, founder and CEO of Suzy. Join me and key industry leaders as we dive deep into the shifting consumer trends within their industry, why it matters now and how you can keep up. Welcome to the speed of culture. Today we're going to be speaking with Erika Ayers, the CEO of Barstool sports. Erika's Levitra expertise takes Barstool to new heights. Since joining the company as CEO in 2016, Erika has been named Forbes most powerful women in sports, recipient of Crain's notable women in sports, and was Adweek's most powerful women in sports. Erika, so great to see you. Thanks so much for joining today.

Erika: Thank you for having me.

Matt: Absolutely. So let's Zoom out for a second before you get into the workforce.

Erika: Okay.

Matt: When you were sort of in college or even before college, did you always know you wanted to sort of be in media and technology or is this something that kind of happened?

Erika: I always loved brands since I was really little. Like, when I was little, it was Benetton, and absolutely. I would cut out the ads and plaster them all over my wall. So when I graduated from college, I wanted to work in advertising. I wanted a job. So let's just be clear. I wanted a job, but I really wanted a job in advertising. And the advertising business was so different back then. This was the late 90s, so I always wanted to do something that was creative. I always really had an affinity to the ad business overall, the creative business, the business of being creative. It wasn't until early in my career that I really fell in love with publishing and the idea of making content for people. And Microsoft was really my first big foray into that. But I was lucky to be joining the workforce at a time when the Internet was just starting.,

Matt: Yeah, you and me both

Erika: which was awesome. It was weird and wild and kind of uncertain, and no one was really sure where it would go. And that created a lot of opportunities for me.

Matt: Yeah. So you were in the ad industry for four or five years and then found yourself, I guess, moving to Seattle and working for Microsoft.

Erika: I worked for Microsoft. I had a global job. So I lived in Boston and then I basically traveled nonstop. So I had an office in Tokyo. I worked out of Amsterdam, I worked in London, and I was in Seattle a fair amount. And it was an interesting job because it was trying to figure out how you took Microsoft technology at the time. It was the portal era where consumers access the Internet by dialing up on AOL or going to Amazon and selling banner ads.

Matt: Right.

Erika: And selling banner ads. And I wasn't particularly interested in banner ads. I thought mostly they looked like shit. And I had come

Matt: They still do.

Erika: They still don't know why they're so ugly. You go to a publisher's website and they throw 16 banners and then a video that plays over the words you're trying to read. It's so annoying.

Matt: Or a mobile when you're trying to exit out and you end up clicking it.

Erika: Anyways, I could go on for this. Last night I was trying to order food, and I thought maybe a restaurant that I wanted to order from would deliver through Grubhub in this case. And then you can't get off the Grubhub URL. People have been so badly behaved about advertising and trapping consumers on the Internet. But anyways, I was more interested in how you could use technology to create consumer experiences that were enriching or valuable or meaningful and creative, and then how could the publisher get paid for doing that? That's really for me, where things came together.

Matt: Got you. And after Microsoft, you spent some time at Man Media and the AOL. So you were in the tech space for a while.

Erika: Yeah, a long time.

Matt: And then spent a short stint back in the ad world. And then finally this opportunity appeared at Barstool. And one thing I'd read, I don't know if it's true or not, might be urban legend, but there were 74 people, all men, that you beat out for the job. Is that true?

Erika: That is true.

Matt: Okay, so why Barstool? Why did you even look at this opportunity and how did it come out?

Erika: I loved Barstool. I don't know how many people applied for the job. I know it was the last after a long line of people, and they were all men.

Matt: Did you know you wanted to be a CEO because you hadn't been a CEO?

Erika: No, but I was excited. I wanted the Barstool job. I loved Barstool, sports. Barstool Sports? Barstool Sports was just shared over text message. It wasn't articles, it was blogs. Shared over text messages with really funny T-shirts that you ordered from a very janky website. And then an even jankier app like that was Barstool Sports. But it was so funny. I remember when Dave Portnoy, who founded Barstool Sports, I remember when he would hand out the paper at the T station. I lived in Boston at the time. You could get the Metro or you could get Barstool Sports, and it had a cult following. It really meant something, and I loved that it meant something to people. I think it's so hard for brands to break through and to have people talk about you willingly. Liberally.

Matt: Yeah. Everyone's so scared, too, to say or do the wrong thing and piss off the advertiser.

Erika: And these guys were like this little renegade shop that didn't care what people think and they didn't care how it was delivered but they cared about making people laugh and I really loved that. And I had read an article, I think maybe in Ad Week, Ad Age somewhere, or like the Chairman Group had put a majority investment in Barstool Sports. And I was so jealous because I was like, I want that job. I had a job at the time. I was like, they're going to hire a white guy with an MBA who comes from sports who knows what he's doing? But actually my career has been kind of perfect for Barstool. I've worked at big companies. I worked in the commerce business. I worked in the ad business. I loved the content. I lived in Boston. I was a sports fan.

Matt: Just all right, perfect.

Erika: Yeah, I really wanted the job. I stalked a friend of mine to introduce me to Dave and basically worked here from the day I met him. That was kind of it.

Matt: What was the interview process like?

Erika: The interview process was funny because I came in the back door. So I met Dave first and I think the recruiter was annoyed because I didn't come through the recruiter channel and didn't come through proper channels, sure. Which I've really never come through proper channels in my entire life. So I first met with Dave. I loved Dave. I talked to Dave for a really long time. I met Dave a bunch of times in New York City. I remember hugging him after one of our meetings. I met Dave a lot and then I had a conversation with the Chairman Group and then the recruiter got involved and made me go to Midtown and sit in a stiff chair and barraged me with gotcha questions. But by the time that happened I knew I had the job. I knew I really, really wanted it, and I knew it was mine if.

Matt: I think it's so interesting, Erika, because so much of what people are taught when they're younger is to play by the rules, is to go through proper channels. And here you are, back channeling with the founder of the company having the confidence to know that you can be a CEO even though you've never been one before. And I think especially for women growing up, I think it's hard to really feel that in this world. How do you think you got that confidence? Because even now you speak about it so confidently. I think to a lot of people in business it just doesn't come as easily.

Erika: I think you have to like it. I'm writing a book about this now. I think you always have to fail. I think you have to put yourself out there constantly and it gives you the confidence that falling and failing actually gives you the confidence to succeed. And if you don't have little mini failures constantly where you fuck up and you hate yourself, and you're like, I shouldn't have done this. I feel like that every day of the week still to this day. But the process of doing that, I think, makes you feel more confident about what you learn from the experience. You trust your gut more, you're more self assured, you're more decisive. You're more dedicated to something you want to get to or someone you want to be. Like. I had never been a CEO. I remember interviewing with Peter Chernin for the job, and he was literally like, you don't know what you're doing. And I was like, yeah, you're pretty right. But you know what? I have the work ethic to try. I have the experience from places these guys want to go to, and I have the curiosity and the initiative to go figure it out. For me, I think for women in general and for people, I agree with you. I think people wait all the time.

Matt: Wait for permission waiting.

Erika: Wait for permission. Wait for there to be no danger. Wait for there to be less risk. Wait for everybody to be okay with things. And I think you're kind of screwed if you spend your career waiting for that perfect moment, because the perfect moment never exists, and then the second if.

Matt: It does, you think it is, but it's not.

Erika: You know what? That's exactly right, which is you'll make a lot of jumps in your career that you think are perfect and are not. For me, I had worked so hard to get a CMO job. I had worked so hard. It was all I wanted. All I wanted. I think in my heart I'll always be a marketer, like, I'll always be a producer or a marketer. But I remember getting the job, and I thought it was everything I wanted, and it was absolutely nothing that I wanted. And I was like, shit. Now I'm here and I'm unhappy. What do I do now? So I think for people to just keep trying and to do things that scare you and to make decisions that are right for you, even if they don't seem right to everybody else yeah.

Matt: I mean, it can sound like hyperbole, but here you are, sitting in the.

Erika: Chair, living proof you can make it. It's not easy. It's not fun all the time, and it's not without its scrapes and bruises and dings and all that, but I'm really proud of what we've built at Barstools. I think it's incredible.

Matt: So let's talk about what you built. I mean, when you joined, there were twelve employees at the company. Now you have over 400. I've been on a similar ride, leading the organization from ten people to 300, 400 people. And I know that that's not easy either. Talk about, I guess, some of the challenges and why you think you've been successful at being able to scale the culture. Because walking around these offices, you can tell this doesn't feel corporate at all. It might as well still be a company with twelve people, except there's just multiple different areas of twelve people. Right, but you've been able to maintain that and the company's been successful. Not everyone can do that. So why do you think you've been able to achieve that and talk about the journey to get here?

Erika: Yeah, I think that's a really hard thing. Look, it's hard to get twelve people to 400 people in five years. Six years is a lot, and it wasn't easy, and we made a ton of mistakes, and we continue to make mistakes and all of that. So the first thing I would say is it hasn't been a seamless magic wand of Wow, here we are. But what I would say is that you have to hire people who are curious and who are motivated and have initiative and who want to learn and care about what they do. That to me is more important than anything. Like, I don't care where people went to school, I don't really care what you know how to do. But do you have that type of DNA that's Barstool DNA? The second thing is, I think in management, you have to be willing to break how you do things. If we had kept Barstool doing the same things we were doing in 2016 when we had 25 people, we'd be out of business. If we kept Barstool doing the same things we were doing in 2019, and the way we were doing things, we would also be out of business. You look at Vice, you look at BuzzFeed, you look at all of these companies that have kind of fallen by the wayside. A lot of it is they took a lot of money, they spent a lot of money, they didn't have a lot of discipline. We didn't have any money when I joined Barstool, so we were always really frugal.

Matt: That's probably you probably thought it was a curse at the time, but actually ended up being a blessing.

Erika: 100%. But we were also willing to break how we did things when Podcasting became Podcasting. We had three podcasts, I think in 2016 when I got here. Dave's Podcast, KFC Radio. And

I think we had two episodes of Pardon My Take. Flash forward to 2023. We're almost post-Podcast where we're like, it's all about short form video. If we were still fixated on creating a Podcast, we would be screwed for where we are and where we want to go. So you can't buy your own hype. I also think you can't get stuck, at least in the media business or the content business, you can't get stuck in how things used to be done, even if you really liked it. Podcasting early days of podcasting were great. You could vomit out a podcast, it didn't cost any money. You could put it on the Internet, and it would get views or downloads and listens, and it's not like that anymore. I think a lot of times what holds people back is that they're stuck in how things used to be.

Matt: Here the golden goose. Whatever it may be.

Erika: And if you're stuck there and you're not intellectually honest with yourself about if it's working or not, you're not going to grow.

Matt: Absolutely. So let's talk about the business as a whole. So from its origins of Dave Portnoy handing out, I guess, printed newspapers, literally printed paper, sports and pop culture, to today, how has the business grown and what is the business in terms of the pie chart and how you got money?

Erika: I think we've grown like 4000%, I think the size of the company.

Matt: revenue wise.

Erika: Yeah. And audience wise, we've gone from, I don't know, something like 5 million uniques on a blog to 220,000,000 uniques around the world and all over the Internet. The business was always about making content that resonated with people and putting it into places where they could consume it and would want to engage with it. So at the beginning, it was just the blog, and then it was the blog and it was streaming video. Because I really believed that if our crew was good at blogging, some of them could take those words that they wrote down and they could say them.

Matt: Sure.

Erika: And then podcasting came along and then we started to hire, obviously, more talent, make more serial video, make all sorts of different kinds of video. Our business is really predicated on advertising, which is the vast majority of our business. We have a very healthy and growing commerce business. So soft goods, t-shirts, hats, you name it, flags. We have a licensing business, so we have large partnerships, particularly in the alcohol category, but also beyond the alcohol category. We do live events. We have a pay-per-view business. I care most about finding fans and delivering for them in a way that means something, and then finding a way to make money while we do that. And that's really the name of the game. And we're willing to try most anything, but everything starts with what we are making and who is it for and do they want it and will they respond to it?

Matt: And what's the special sauce? Regardless of the channel of Barstool content that makes it uniquely Barstool.

Erika: I think it's so stupid because everybody uses this word, so it doesn't work anymore, but it's like it's authentic, it's real, it's like authentic.

Matt: Everyone uses it and everyone pays it off.

Erika: Not everyone pays it off. Exactly. People put the word authentic in conference rooms and PowerPoint, and that doesn't mean anything. Someone going off on a video that's being filmed by their camera after their team wins or loses, that's authentic. So I think for us, as the content is very real, I think for the most part, it's really funny. I think it's highly opinionated. I think it's weird in a lot of ways. Like, it's unexpected and it's constant. It's 24/7.

Matt: Right. And I think what's really interesting about Barstool is you've really grown on the backs of your talent. So if you look at more traditional media platforms, it's about the media brand, not the shield.

Erika: Yeah.

Matt: And with you, your company has really pushed these individuals, in some instances, to such heights. They've gone off on their own and done their own thing, for sure. Do you think it's the future, generally speaking, of media, where it's about the individual versus the brand?

Erika: Yeah, it's funny. I think the media business is in a tough spot right now.

Matt: Very much so.

Erika: We straddle that where we were a creator company, honestly, before creators and influencers were a thing. Dave Portnoy was so ahead of his time, like geniusly ahead of his time. And now we struggle with that a little bit. Are we a creator company or are we a media company or is a media company a creator company? Most media companies are not creator companies. Most media companies have a show and they have desks on the show program.

Matt: Somewhat scripted.

Erika: That's scripted or structured. They've got producers on top of producers on top of producers. And you are hired for a very specific skill. In our case, you show up here and we're like, what do you got? And they're like, well, what do you got? And we're like, but what do you got? So we have people show up. We don't tell them what to make. We don't tell them how to make it. We give them the benefit of all of the data we have. We have an insane amount of data, and we give them the benefit of all the gasoline we have and the brand love that these people, everyone here has worked for for over 20 years. That's what's irreplaceable about Barstool Sports is it's a 20 year story.

Matt: Absolutely.

Erika: And it was a 20 year story. It's a 20 year story that for the large part, didn't have a huge amount of fragmentation. Now, the media is so fragmented. You go on your Instagram feed, you go on your Instagram feed three times in a day, you're going to see three totally different sets of posts or videos or reels or TikToks or whatever it may be. That's how much fragmentation that's how much fragmentation there is. I can remember Dave telling me probably before I got here. So let's say 2009, 2010, Dave could sit on something for a month because he knew no one else would cover it. He could find something. It was kind of weird. It was interesting. It'd be something he'd want to talk about. And he could sit on it because he knew no one else was coming. And now it's like if you're not on it in 5 seconds, somebody else has got it. So pace. And the fragmentation is so much harder.

That's why there will never be another Barstool Sports, because it's infinitely harder for brands to break through now than it was three years ago, five years ago, ten years ago, certainly 20 years ago.

Matt: And in terms of just new verticals that you've been able to go into, what's the decision making framework to say, we're going to go into this vertical or that vertical? Or is it just instinct and saying, this is on brand, our audience likes it because you guys seem to be so much like, yes, sure we'll do that. We'll do that. Tons of spreadsheets.

Erika: No, we're yes, sure we'll do that. We'll try anything here. Sure, we'll try it. We'll see how it goes. It doesn't work.

Matt: It doesn't work because it's not really a barrier to entry to put something up. You have a platform. If it sticks, how do you know if it's working?

Erika: We are obsessive about if it's working. So we know instantly. Likes comments, unique videos.

Matt: So on the back end, analytics matter, not necessarily in the decision making, but after something's out in the wild, we.

Erika: Will never say, oh, there's a focus group that says we should go after, I don't know, country music fans or whatever it may be. We'll say, hey, we think country music is hot right now. We have a big footprint in the Southeast. There's this girl or a guy who wants to work for Barstool Sports. They seem to have a good work ethic. They seem to have a point of view. They seem to be authentic. Let's give them a try and see how it does. And that's how we think of things. Or we'll find a person in large part, we don't even intend to cover a particular topic or vertical or segment. We just find people who are wildly interesting and that's who they talk to.

Matt: Yeah, absolutely. It's so funny because right now everyone's talking about AI. It's replacing that. The things that you do, just looking at the studio and the personalities.

Erika: No AI.

Matt: No, AI is never going to touch some of the personality you have. They couldn't even dream it up.

Erika: Yeah, no, and look, it's like AI is such a buzzword right now. I was reading this morning, the Metaverse is over. Right? That was today. The Metaverse is over.

Matt: You mean to think Facebook named their entire company?

Erika: But we're not really fadish that way. We're not going to upend our whole company because ChatGPT can write a blog better than most people here. Okay, fine. How do we use ChatGPT or AI to get smarter about what we're doing? Can we use more AI to help with our editing? How can we be smarter and faster on things? Something we care about? But I think it's a little bit too much to do About Nothing on the creative.

Matt: Yeah, it'll be interesting to see how it plays out. So Barstool was acquired recently, fully acquired. Congratulations. Thank you for that, by the way. But I guess the initial deal took place in 2020.

Erika: Yes.

Matt: So what was the impetus behind that deal was by PENN Entertainment, which is a gaming company, which at times I think raised a lot of eyebrows, but now in retrospect makes a ton of sense.

Erika: Yeah, for sure.

Matt: And now a lot of other companies are following it. You see fandole coming on TV networks. So how did that process come about and how is that sort of unfolded?

Erika: Look, we always wanted to be acquired. When Dave took the majority investment from the Chairman Group, which was in end of 2015, early 2016, the intention was to grow the company, make it a company, legitimize the company scale, create this Truman Show, Saturday Night Live Fun Factory, which we did, and then ultimately to find a home for it as part of something bigger. That was the terms of the Chairman deal and that's seven plus years old at this point. When PENN came along, it was after PASPA repealed, which enabled the states to legalize sports betting. And PENN was smart about the deal where they said, hey, we don't know a whole lot about running a media company, but we're really interested in it and we're interested in a brand that has followers and an audience.

Matt: They had no real consumer brand.

Erika: They didn't have a consumer brand. Or certainly the PENN national brand at the time was not consumer. They have casinos who have consumer brands, but not a national consumer brand and certainly not a national consumer brand. That appealed to sports fans. We had that and PENN said, we're going to put a majority, a minority stake in the company. They invested in Barstool, sports. They taught us a lot about sports betting and compliance and how we could promote betting in a way that worked in a highly regulated environment. And we taught them a lot about consumers and the Internet and how to engage people around live sports and sports betting. And we've worked through that for two years and then the acquisition became formal this year and it's been great for Barstool Sports. It's been hard, it hasn't been perfect. We've certainly had our moments and they've all mostly been very public. But I think that what we do is very unique and what we offer is very important and what we do is talk to consumers authentically on the Internet. We have the biggest megaphone in the world, I would say for 21 to 35 year old people. And we know how to turn that on, whether it's promoting new shows that we have or products that we create or bets that we think are funny and interesting. And we want to do so in a way that's good for our business, that's good for our fans, and then good for our partners.

Matt: Absolutely.

Erika: We work on that.

Matt: And has been owned by a gaming company which is highly regulated, impacted at all the decisions you make or sort of the verticals you can go into.

Erika: Yeah, of course it's important. We have kind of been growing from a blog to arguably one of the most influential brands, if not the most influential brand on the Internet. There are things that would fly in 2016 when we were really small and the world was different, that did not fly in 2019, that

didn't fly in 2021, that doesn't fly in 2023 and won't fly in 2030. So it's been a learning process for us on multiple fronts. And being part of a public, highly regulated company is a learning for us on a lot of fronts. And there are some lines that PENN really doesn't have a whole lot of latitude. They're governed by the SEC and by the government. Like, we're a renegade blog out of Boston. So it's like, that's learning.

Matt: Your founder says what he wants when he wants to do it.

Erika: So we all need to figure out how this works together? Where are those lines? What happens when they're crossed? How do we go into new areas? What are those new areas like? And that's something we continue to navigate.

Matt: Yeah, I can tell you I was at the Wind headquarters before, and what their offices look like looks nothing like the Barstool headquarters here. It's literally night and day.

Erika: That's right.

Matt: But if you think about it, I believe they tried to launch an online gaming platform to not much success. Reason being that you guys are authentic. You do speak to your fans, you have an audience and a brand that people care about. And because of that, they're going to gravitate towards what you're selling.

Erika: Yeah, that's right. That's exactly it. It's very important. I think the fact that we're so loud and it's so noisy is uncomfortable. It's brilliant on some days, it's hilarious on others, it's excruciating on other days yet. But that's part of this thing. That's what it means to be relevant, and that's also what it means to be real.

Matt: Awesome. So shifting gears here in terms of the future and big opportunities, you think because obviously you've had incredible success scaling the business, going from 400 to 4000 people, not saying you'd ever want to get there, it's a whole different journey. Or even 1000 people. Where do you think the opportunities are moving forward given the markets change so much, given where you're at?

Erika: I think the future looks, I think we're in a creator universe right now. I think it's a war for attention. I think attention spans are getting shorter and shorter. Distribution is getting more and more crowded. Consumer trust is eroding so quickly, and the rules are, rules have just changed. You used to think about where you watch Late Night? You watched late night on cable television. Now, you watch Late night? Like? What is late night? Late at night? Is everything everywhere? So I want to play in that. I think that's very interesting. I think live sports were things that only very esteemed networks did and then cable companies did. And now streaming companies are doing it. Why can't Barstool Sports do more live sports? We started as a newspaper when Dave started Barstool sports. We moved into an internet company. We scaled as an internet company. Maybe we can be the biggest consumer products company. So I think the roles are all shifting and the rules are all shifting. And I think that creates chaos as a ladder. Like, it creates an insane amount of opportunity. I don't know exactly what it's going to look like, but I do really believe so long as we have people who are curious and take initiative and care and have the right mojo to make something happen, we can make most anything happen.

Matt: Absolutely. Which is really exciting. So as we close out here, Erika, I mean, we have a lot of young listeners, young women specifically, that listen to The Speed of Culture podcast that would love to be in the CEO seat one day. What advice would you impart on people early in their careers so they can take the necessary steps and the risks to end up where they ultimately want to be, whether it's CEO elsewhere.

Erika: I mean, they could have my job.

Matt: They'll be lined outside the corner on 7th avenue.

Erika: I think there's a couple of things. One is, I think in your twenties the more risk you can take, the more things you can try, the more flavors you can taste, the more you can learn. Good bosses, bad bosses, good jobs, bad jobs. You just need to find out who you are. I think it takes a long time to find out who you are. And who you are keeps changing. So it's not really who you are or where you are. It's the process of understanding. What do you like, what do you not like, what's fulfilling to you? What's stressful for you? Where do you thrive? What do you love doing? And I think the more you can mess around with that the better. I think your twenties is such an amazing time to work and to really try things with very, very little risk. And I think the lessons you teach yourself in that time will carry with you in your thirties, will carry with you in your forties. I think you should do something that scares you. I think you should take a job nobody thinks you should take. I think you should quit a job if you don't like it and everybody thinks you should keep it. So just learning what works for you and why, I think is insanely important. And then to work hard to listen. I think people really struggle with feedback now. I think we were in a time where people are really coddled and protected from themselves. But if you're protected from getting better, you're never going to get better. And I think I'd rather personally get hurt and learn and be sharper for it or smarter for it versus not having been hurt in the first place. And I worry a little bit because I think we're now in a little bit of a time where feedback is an affront. Like, feedback is offensive. And I'm like, look, you don't agree with everybody's feedback. You're not expected to agree with everybody's feedback. But if you're insulating yourself from the experience of it, it's going to be very difficult.

Matt: Yeah, we all have blind spots. We all have things that we're doing that we don't realize. It's so glaringly obvious.

Erika: Totally. And you look, everybody sucks at things. I'm the harshest critic of myself. I think most everything I do sucks. I still feel that way, but I'm like, at least if I'm saying it to myself, if everybody else is saying it, like, I beat you to it, I got there first. So I think just keep playing with things, keep trying things. Take jobs that scare you. Put yourself in a position where you have to succeed. And I think those are then easily Up CEO jobs for sure..

Matt: And with that, just finally, is there sort of a mantra or one quote you like to live by? You sort of summed a lot of it up in what you just said.

Erika: Yeah, I think it's really good to fail. I think you've got to stay curious and want to learn. And then I really think the best thing about the time we're in is that you can be yourself and be successful. You don't have to be a cookie cutter mold of everybody else. And that's what's so amazing about the Internet. And that's what's so amazing about the time we're in, is that you can be yourself and be successful.

Matt: Absolutely. Well, thank you so much. Congrats on your success. We're here at Barstool Sports Amazing headquarters here in Manhattan. And thanks so much for joining on behalf of the Suzy and Adweek team, special thanks to Erika Ayer, CEO of Barstool Sports, for joining us today. Be sure to subscribe, rate and review The Speed of Culture podcast on your favorite podcast platform. Until next time. See you soon, everyone. Take care. The Speed of Culture is brought to you by Suzy as part of the Adweek Podcast Network and a Guest creator network. You can subscribe to all AdWeek's podcasts by visiting adweek.com/podcasts. To find out more about Suzy, head to suzy.com and make sure to search for The Speed of Culture in Apple Podcasts, Spotify and Google podcasts or anywhere else podcasts are found. Click Follow so you don't miss out on any future episodes. On behalf of the team here at Suzy, thanks for listening.