

Michelle Crossan-Matos Transcript

Michelle Crossan-Matos: We're all over multiple Metaverses called simul-verse. It was really cool. I think that's when people were like, I want to be a part of that storytelling because it feels like it's coming from fans talking to other fans, fan to fan, and that is the most authentic message that you'll ever get. I am really exploring this AI angle of creativity too. I am exploring that.

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*.

Matt: Up today, we're going to be speaking with Michelle Crossan-Matos, the Chief Marketing Officer at Samsung Electronics America. We're live here in person at Samsung's beautiful space at 837 Washington, home of the 837X experience. Those of you that hadn't been here yet, it's Manhattan's meatpacking district, first opened back in 2016. It's a space where tech, culture, art, and gaming collide and consumers can see the latest Samsung innovations. It's just awesome to be here and it's great to be here with you, Michelle.

Michelle: It's so great to be here too, talking to you. It's such a pleasure to meet you. Thank you for coming here.

Matt: Of course. I'd love to get started by learning a little bit more about your background and what led you to your position where you are today as CMO of Samsung.

Michelle: Ah, smashing. As you can probably tell with this accent, I'm Scottish. I originally grew up and was raised in Scotland. I tell you that the circus is pretty important when I give you some context later. I then joined P&G, I was there for 16 years, and then I moved to a private equity-backed luxury brand, then I joined Samsung. I haven't always been a marketer. I started in IT, supply chain, I ran corporate strategy and transformation, but I would say in my DNA, I'm a marketer. I love consumers, I love to understand their dreams, their hopes, their pains, and how we as brands can really help them live their best lives.

It's really important for me that whatever brand I work in, has a role and a place in the world that's going to make it better. As a kid coming from Scotland and a humble background and a very humble beginning, i.e, very poor, the brands around me at that time were very inspirational, very inspirational. I think that's what is exciting about brands like Samsung and other brands, that they can help kids dream.

Matt: So many people who have had prolific careers in marketing and advertising started off at P&G. That's been a common theme here at *The Speed of Culture Podcasts*. What is it about Procter & Gamble and their culture and the way they conduct their business that you think is so very special and valuable to people working there early in their career?

Michelle: I've learned about it actually it's the leadership that we nurture regardless of your level in the company. You can be the assistant, the receptionist, right up to the CEO. We are expected to deliver personal leadership regardless of whether you have a large team reporting to you or not. Then the focus on consumer first, first moment of truth, second moment of truth is in everyone's DNA.

Matt: Of course.

Michelle: Everyone, and that doesn't matter if you're marketing or product supply, we all care about the consumer. I would say that really is what set P&G apart in that time versus their peer companies. When I look at Samsung and I look at what sets Samsung apart, I think they're focused on innovation, is what really sets Samsung apart versus their peer competitors. I think it's great that all these companies know what they stand for and they know what to expect from their employees and they train and nurture that in their employees.

Matt: I've heard the same from others as well. You talk about how you're not a marketer at heart and you started in all these other areas. Are there specific elements that you've extracted from the other parts of your career that now are very valuable to you and differentiate you as a marketer that you can point to?

Michelle: Absolutely. I'd say leadership will never leave. I think actually every day I study leadership, I want to use people that wake up outrageously early in the morning. I'm a 5:00 AM person, and I'm literally reading every day how to be a better leader. I read a lot about stoic philosophy and how to be measured and thoughtful and reflective, so leadership will never leave. That comes from-

Matt: You're saying regardless of the category-

Michelle: -transferable skill, you need to be a leader.

Matt: -you need to know how to be a leader.

Michelle: You need to know how to motivate and inspire people because no one can do the job on their own. I think leadership is critical, and being able to make decisions. Of course, everyone needs to be thinking of solutions, whatever, but to make decisions, to have a framework on how to make decisions fast, thoughtful and hear people's input, and to stick by your decision, and then knowing the moment when to change a decision.

I always remember that moment, it was a P&G moment and Jenna taught it personally one-to-one with me. We were looking to name skincare, it was a new launch. We went to her and we said, "Okay, here's our proposal." She's like, "Great, sign it off." An hour later, I had a brain wave and I ran up to her and I was like, "I have another name." I remember her saying, "Hold on, it could be a great name, but what data has changed since the last time we spoke an hour ago?

No, what new data do we have on the table that means that we should revisit our decision?" I was like, "True. It's just a feeling." She's like, "Well." I always remembered that discipline in decision-making was really critical and that stays with me today.

Matt: Sometimes your emotions can obviously overrun the rational decision-making framework you make and some leaders go with that to their dismay. I think taking a step back and asking that question is really valuable for sure.

Michelle: I think marketers, the leaders of marketing, we should be able to tap into emotion. You should be an emotional individual that can connect with others and have empathy. Like I said, understand people's dreams and fears so you can help them, but you cannot bring that emotion in your decision-making, but you do have to have it for your other parts of your job. I think that's the magical beauty of CMOs. If you can go-

Matt: It's art and science.

Michelle: Art and science. If you need to be human, you also need to be a very disciplined leader as well. It's knowing when to tap into both and sometimes you have to do both at the same time.

Matt: Yes. I think that's a big part of how marketing has changed. When I walked into this incredible complex here at 837 Washington, one of the first things I said to you is, "This is an expensive space, how do you gauge your ROI?" You went through a whole framework and how you do so. I imagine a lot of your mind share goes to numbers and number crunching, but at the same time, you can't lose the art and the creativity, and ultimately, the innovation on what you said yourself makes Samsung different.

Michelle: I know. I remember that breakthrough because I used to do brand delivery, it was a go-to-market, performance marketing side of things and you're very number focused and crunching numbers. Then my next assignment was on the creative side. I remember thinking to myself, how can I take that strategic thinking into creativity? Surely you're born with it.

I always remember looking at a brand equity permit and being able to assess where we were playing, where competition was playing, and seeing that space that was untapped and just having that light bulb moment going creativity can also be strategic. That was my big aha moment, and I think that's when I unlocked my creative side, realizing that it's not just, a big idea comes to you in the shower.

Actually, there's a process and if you know your own framework and process to get there with your consumer insights and that emotion, you can have such beautiful creativity.

Matt: For sure.

Michelle: It touches people.

Matt: Not a lot of people can do that for sure. I want to move on to your role here at Samsung. You joined Samsung, it looks like you had a couple of stints, but ultimately you were here for the better part of the last eight to nine years. I'm sure that both your role has evolved and this organization has evolved. Talk to us about, I guess your journey at Samsung and where your focus and goals are today as CMO.

Michelle: I started out in Samsung seven, eight years ago in our European office, overseeing corporate strategy and transformation. Then I moved over to the US with a similar mandate. However, in the US things were moving even faster, so I was just responsible for opening our Samsung experience stores, I oversaw our product innovation team out in the west coast, created an incubator team, and then finally I took over markets and corporate marketing and became the CMO. Then most recently took over our communications and our citizenship as well.

It's such a really large and broad role. Multiple stakeholders, most marketers only care about consumers. That's easy peasy. How about you care about the communities that we live in and that we operate our business? How about you care about the media, the journalists that we talk to? There's so many. The government, the DC angle, the consumer. Internal employees, I care about motivating internal employees, making sure they get the right communications, then make them understand the priorities, but also feel Samsung pride inside out. That's pretty much my journey since Europe coming over here and really expanding my role.

I would say that the last six months, I think, have been the most exciting time in my career in Samsung when I've been able to bring the citizenship arm into the marketing side. Oh, that's so fabulous because it goes right back to the beginning when I was a kid growing up and being able to, I don't know, see opportunities because of social outreach programs. Guess what? I'm now behind the social outreach programs of Samsung. I'm actually helping kids. That was how I was able to be given the chance to go to college.

It's actually full circle and that part is such a meaningful and very emotional journey for me. That's why if you come to 837, it's more than just a showroom. It's a space to inspire kids so that they can dream bigger and really, fundamentally achieve their dreams.

Matt: Yes, you can tell walking in here to be inspired by the promise of technology and what could be unlocked and how younger people have such an incredible opportunity ahead of them if they can seize it, for sure.

Michelle: Yes.

Matt: In terms of the Samsung business, the consumer electronics, consumer technology space obviously has a lot of heavy hitters and competitors. You have companies like Apple and Amazon and Google and Microsoft, all of which have leaned in to sort of create an ecosystem around the consumer. They have products in consumers' hands, they try to get physical products in their home, they try to create software and services surrounding that. I look at Samsung as a company that has equally as big as an opportunity.

You have your phones in people's hands, you have your TVs in people's homes, but where the company doesn't seem to have leaned in as much in the past, where it seems to be getting more into now is creating that ecosystem, creating the consumer interface, almost like lock them into a Samsung ecosystem. Is that a big part of what you think about in terms of the strategy and bringing Samsung to market?

Michelle: It is a huge part. 1969 is when Samsung Electronic started just making TVs. If you fast forward from those very humble beginnings, we're in 72% of households in America and I think one in four households claim to have three or more Samsung products. That was the moment when we realized actually there are people with multiple products and actually they need to learn how to connect them.

Now we're in an environment where people are saying, okay, I want much more customized products, products that really help me shine as an individual, and then I want these products to connect so they can make my life much easier. We've been embarking for a very long time now to really think about building, creating sustainable products so that people can live a much more connected life.

I would say that you see this best if you come in at 837 you can see that we do a lot of sustainability, Discover Samsung, our quarterly sales event that we have every quarter where we bring all the use cases that people say, "I have a pain point on A, B, C," and we'll have a use case, and then what we'll do is we'll share how people can buy into that use case in a much more sustainable way, in a much more cost-efficient way. We do all that good stuff. But really it fundamentally comes down to what the consumer wants.

We know, so there's general consumers and then you've got your Gen Z consumers. We know that they genuinely want products to really reflect their personal needs and styles. If you go upstairs, you'll see that we have a bespoke home. There's a whole line of home appliances where you can actually change the colors, our refrigerators, you can create your own designs in the doors or you can go and pick a watch, which has multiple faces and colors as well.

That is where people are going like, "You know what, I really don't want to look the same as you." I really want to be different and to be celebrated for that. That's a huge priority for us. I think sustainability, everyone talks about sustainability, but not everyone has the same impact on sustainability. When you're a company like Samsung, because we're so large, we have an obligation. Thankfully, it's in our DNA to really want to do a good job here. I don't think consumers know as much as what we're doing.

I would even argue internally, when I quote some of the numbers, what we're doing is sustainability, people are like, "Really? Did you not know blah, blah, blah, blah?" I'll say to them, "How much recycling do you think we do in the US alone?" We're like, "Well I don't know." I'm like, "We're one of the leading recyclers in the US." People don't know that, that we're recycling. I think it's like 100 million pounds of e-waste every year. You'll buy a washing machine or refrigerator, say it's energy efficient.

You're like, "Yes, okay." all the products that we've made since 2009 where we're tracking it and we're seeing how many we have sold. If we were to actually have those efficiencies, how much CO2 emission would we actually save? It was something like 300 million tons of CO2 emissions we would've saved shall call 65 million cars off the road. People were like, "Wow."

We need to do a better job of telling people so that if we can help people understand that, then they can make better decisions when they're buying their appliances or their phones so they can make a sustainable choice. Now, anyone who's got kids, anyone who cares about the environment, they'll go, yes but really every company needs to get behind this because it really is, the climate crisis is real and it's escalating. Yes, the people think about it as global, but I don't know, I just sat through a hurricane.

I was in Puerto Rico when the hurricane hit. It's scary stuff. We didn't have electricity for a week. West Coast, all the fires that there have and Ian, Fiona, it's tragic. That's why collectively all the companies should be working on us. This is why I'm so proud of what Samsung's doing and the efforts that we're making, not just in products, but even your operations, making sure you're using renewable energy. In the US alone, we are 100% renewable energy. No one's telling us we have to do that, we know it's the right thing to do for the earth.

Matt: The leadership position.

Michelle: Yes, and if you're such a large company, we're number five into brand companies. You really have to do this.

Matt: You have responsibility.

Michelle: Yes.

Michelle: An obligation.

Matt: Yes, and lots of recent studies have come out that shows conscious consumerism is increasingly important, especially the younger consumer, Gen Z. It seems to fit really well with the renewed focus that Samsung has on youth and Gen Z. Can you talk a little bit about why Gen Z is such an important audience for Samsung and some of the initiatives you have around that particular demographic?

Michelle: Gen Z's grown, right? They're definitely going to own many more of the dollars that are coming through our deals. Gen Z also is an inspirational generation, which is hailing other generations. Their desire for equitable brands and much more inclusive brands is inspiring us all. I always joke with my daughter, "Thank goodness you came along because you're going to make the world a better place."

They're obsessed with gaming, gamification of anything and everything, and so actually from a marketing viewpoint, it's really encouraging us to think differently when we create experiences.

Matt: In what ways?

Michelle: Well, wait, so you're 837, I have a Metaverse called 837X because at one point, I'm looking at this space and I'm thinking about, okay, how are my consumers engaging with the brand. Gen Z in particular they're very hungry for experience-based connection, really hungry for that. I was like, Okay, but not everyone can be in the meatpacking district in New York. We are fortunate we can be here, what about the kid in Columbus, Ohio?

With this whole dynamic of my citizenship or caring about the youth of For Tomorrow, caring about how we can educate people on topics they care about, but in an engaging way? We created a new reality called Samsung 837X. I don't think we would've done it if Gen Z weren't so brave and embarking on these new experiences. They are telling us what they want and we are listening and we're like, okay. Then we start to dream big, then they dream bigger, and then before you know, get AI creativity. It's a very exciting time. I give a lot of credit to Gen Z

Matt: It sounds like a very innovative initiative. How do you see the Metaverse, I guess, playing out with this young generation? Do you see a world where younger consumers and really all consumers are spending more and more time in a Metaverse-like environment because companies like Facebook, it's been widely published that they've really struggled with trying to get consumers on the Metaverse by investing billions of dollars into it? When do you see something like this taking off mainstream? It's hard to predict, but how do you see the future of the Metaverse evolving?

Michelle: I will tell you, one of my big learners, when I was looking at 837, I get into decent central land, you just think you'll take a building and put it in there. It was never going to happen. I remember thankfully Publicis and Razorfish are my agencies, and they were like, "No, take a step back and really think about the experience." I go, "Okay, let's do a thing with experience," and then, "No, no, no, it's not just that, that you got to gamify it."

For people of my generation, I'm 45, gamification doesn't come so naturally for me wouldn't come. I had to learn a whole new skill of gamification, I had to learn and so all these crumbs and these quests and being able to explore and having high emotion points, I was, oh my goodness, it's the next best skill that I see I must learn, is how to gamify experiences and non-game context. For me, I think if people crack the code of the Metaverse, which is fun, engagement, education, gamification, the Metaverse will take off.

Matt: It's the applications ultimately.

Michelle: It really is about. Also, not all brands should be in the Metaverse. I think it really depends on your branded consumer, our consumer was in the Metaverse, we're Samsung, we're consumer tech. When we went at Discard and we're looking, it should be launching Discard. We already had fans sitting in discourse, so it was a no-brainer for us, but maybe there's some brands where their consumers don't really go into that space. Maybe it's a bit premature for them to go in.

I really think Metaverse doesn't work for everyone and it'll work for the brands that are like us. We're AI, 5G, IOT connectivity, that's our DNA. It was very natural for us. That's why we went into Central and roadblocks and Discord. We were like, "Thank goodness about time." In fact, we were the first tech company, consumer tech company to go into Web 3.0. That was just a dream we had. That was me in 837, go, "I wonder what this would look like in Web 3.0 so that all kids can experience Samsung regardless of where they live in the US."

Matt: That's ultimately the unlock, isn't it, is giving people accessibility that normally wouldn't have it?

Michelle: Yes.

Matt: In terms of some other ways that you're looking to drive business, obviously we're in a shaky macroeconomic environment. We have a period in the pandemic where people bought a TV for every room in their house and their bathroom because they were stuck at home. Now you're hearing stores with rising costs, consumers making harder choices as we're heading into the holiday season. What are some of the trends you're seeing from your consumers and how is that impacting your product roadmap and whether you're discounting or looking at a different overall retail footprint to basically seize this new world that we're living in?

Michelle: The industry world is scary. I get why people are scared. I read the same reports everyone reads and watch the same news. What is clear is that people will always need these products, but they will look for different things in these products. Be much more energy efficient, like actually just Samsung launched the first eco-conscious product in the '70s, during the oil crisis, because we obviously can't afford it. That was our first sustainable product. Now we know that actually if we can help people make savings and their day-to-day costs—

Matt: With rising energy costs.

Michelle: We're doubling down on sustainability and energy efficiency, we know consumers really care about that. We're doubling down on our customer care. We know that people want durability in the products, they want to learn how to look after the products, and our customer care, and division is fabulous as we went to wars all the time, because of how we look after our consumers. Actually, we should take you upstairs, so you can meet some of our customer care. We're doubling down on care, we're doubling down on sustainability.

Another thing as well, we have all different entry points into our brands. You do have entry point, mid-tier, and premium. We do ensure that the benefits are right through our whole line. It's not just for someone that's buying a premium, that should never be the case. It should be that you can have these benefits, very accessible. Again, we will keep doing our Discover Samsung events. We will

keep educating our fans, our consumers about the latest products that'll give them benefits to solve their problems.

Yes, there's a lot to come from Samsung in 2023, I would say, so watch out. See what's to come.

Matt: Awesome. Then in terms of how you're communicating the brand, and the equity pillars of what Samsung is, you talk about sustainability, you talk about giving back to consumers, you talk about innovation. I would imagine you work with your agency partners because this podcast is in partnership with *Adweek*, so obviously, we want to talk about that angle. What is your process for coming up with the storytelling behind the brand and using some of these social platforms to let people understand what the brand Samsung should mean to them?

Michelle: I know, it's a great question. Storytelling for me is emotional, is about people, is about for the people by the people. Being on platforms that allow that authentic storytelling, like TikTok for instance, where it's out here, in 837, I mentioned to you earlier, we create mega weeks, where we invite all our partners, we're amplifying social. The key thing there really, really is about people being able to create content that really is about celebrating what they're doing, and that our technology is enabling that.

Matt: That's authenticity at its core, right?

Michelle: Oh, yes, and doing something that's really different that inspires people. In climate week, we actually had a fashion show here, but the fashion show was like no other fashion show. It was called *Recycle Up*. Literally younger fashion designers were using recycled fashion, but the cool thing was, in the Metaverse at the exact same time, we had those models with digital avatars, and so that we were streaming this fashion show worldwide so that people could have accessibility to that fashion show and be inspired.

For me, that was really cool, because we're all over TikTok. We're all over multiple Metaverses called a simul-verse, it was really cool. I think that's when people are like, I want to be a part of that storytelling because it feels like it's coming from fans talking to other fans, fan to fan. That is the most authentic message that you'll ever get. I am really exploring this AI angle creativity too. I am exploring that. I'm quite intrigued about this emerging trend, and how UGC was big years ago. Well, let's see how it's going to evolve in a big, mega-brand like this, so I'm excited about dabbling in that area.

Matt: When you say AI means creativity, you're talking about technologies now that we can tell a story, and then the video will be produced, right?

Michelle: Yes. I'm exploring whether that is something that we should dabble there. That's the whole thing about the Metaverse, is test and learn. Yes, you can hit your bets, but I think every responsible brand should try new stuff. If it works, it works. If it doesn't work, what you're learning is to try something different. Right now, I'm thinking about 2023. What are the things I want to learn next year? What's my learning plan? How can I scale up if it's successful? I want to invite fans to be a part of our journey.

Matt: How about some of the tried and true tactics, whether it's social media marketing or even linear television? How are those channels playing into your overall strategy moving forward? Are you seeing better ROI from some than others as you move forward?

Michelle: Yes, I guess the closer to the consumer you are, the closer you are to the lower funnel, you're going to have higher ROI for sure. We are dabbling in bases right now that wouldn't follow the standard playbook, like the Metaverse. You're going to be much more of a social base type activation.

Matt: At the same time try to imagine you still keep your core in that way.

Michelle: Yes, you still keep your core. We'll still do, obviously TV and all that good stuff, but more social. You'll definitely be more social because that allows you to tap into that emerging generation that really wants to be a part of the storytelling because they don't just want a beast. It's not about storytelling, it's a story to live in. The old way of doing that is pretty much storytelling. That is less effective. We know that the ROI is very low. That doesn't make sense.

Everyone has a responsibility as we go into 2023 to make smart choices and drive and return on investment. Everyone. We won't make it through 2023 if we don't do that. That's where you'll be seen as being a little bit more choiceful.

Matt: Yes, absolutely. That was great. To wrap things up here, it's clear that you have a lot of passion towards the youth and empowering them, and to give people accessibility. It's clear that that passion of yours has already had an impact on huge global brands, so congrats to you on that. For young people coming into the advertising and marketing world, what are some pieces of advice you'd give them based upon your experience? Where should they focus on and what skill sets you think they should hone?

You talked about leadership, are there any others that you think are important, so they can set themselves on the right path so maybe one day they can be sitting in your chair?

Michelle: It's such a good question. I go back and forth on this. I think about, "Oh, you should learn leadership, or you should learn how to build strategies." You know what, you need to learn who you are. True happiness comes from knowing your superpowers, being able to get in the flow using your superpowers, and connecting that to something bigger than you. That's why I'm at Samsung. I like the job I do, and I get in the flow, I can be on stage, and I wouldn't even know what time of the day is.

I feel like I'm something bigger. I found my kid, let's say I'm talking to someone who's 18 years old, and you're thinking, "Well, I'm going to be interviewing in the next three, four years," ask yourself now what's your superpower. If you're brilliant in numbers, they get into market research, really understand what the consumers are thinking, really understand the AI and market research and really understand that and have a track record of being able to show results in your superpower.

When someone interviews you, you're going to say, "My superpower's A, B, C, and here's what I've done the last three, four years, I have a track record, and it's undeniable." I wish someone explained that to me a lot earlier on. I talked to my kid, my daughter, she wants to be an actor, like, "Great, so what are you going to do for the next—"

Matt: My daughter wants to be an actor too.

Michelle: I know. I'm like, "Great, so what are you going to do for the next six, seven years right before your college interview? What are you going to do that's going to prove that you have a track record?" She's like, "I never thought that." "I never did either. Don't worry, I wish someone would

explain this to me, get a track record that proves your interests, and really figured out your superpower and your strengths." It is not about the scale of that skill.

I would always say though, that leadership, regardless of what job you do, will set you apart, and learning leadership, not through the angle of getting things done, is about inspiring people so they want to do things differently. Wow, that's the Holy Grail. People don't like to do things differently. They're fearful. They're scared, we're all scared, we all have fears. You have to inspire them so they realize thinking out of the box is the path forward.

I always talk about Ryan Holiday, about *The Obstacle is the Way*. When it's hard, that means it is good, and chase it because you'll become better for it. I think that's a whole other podcast.

Matt: Maybe we could schedule that after. I think it's a profound point where I think the whole jack of all trades, master of none, which lands people in middle management and doesn't really give them that superpower to lean into. I think in a world where companies are trying to shrink their balance sheets, and you can outsource offshore and find people with specialized skill sets, if you want to compete, you really need to have that superpower to differentiate.

Otherwise, you're going to kind of wallow in the middle forever. I think too many people, maybe they're scared to look themselves in the mirror and uncover that superpower. I think the earlier you learn that and the more you double down on it to show results, as you said, I think that's the path.

Michelle: Once you find out what your superpower is sometimes people are afraid, is that good enough? Is that good enough? No, it is.

Matt: Of course. It's authentically you and that has to be good enough.

Michelle: Exactly. What are the few emotional needs that we all have as human beings so what we want to be seen and we want to be heard and we want to be appreciated. Trust me, anyone that sees your superpower will appreciate you.

Matt: Amazing. Well, we're going to wrap up on that. One last question I have for you is you obviously move fast, you have great energy. It's one thing that I've done a lot of these podcasts remotely and you can really feel people's energy when you're virtual but being here in person, maybe it's a space it's definitely your energy, but I can tell why it's definitely a huge boost to your leadership style and quality, so thank you for that. You obviously move fast, but what are some of the things that obviously slow you down in this fast-paced world personally that allow you to get away from the craziness of Samsung to let you refresh?

Michelle: Right. I wake up at 5:00 and I meditate every morning, I journal and I read and I get into nature. I split my time between Puerto Rico and here. I believe in forest bathing. Have you ever heard of forest bathing, the term?

Matt: I haven't.

Michelle: I get into nature and boost your immune system and just overall your calmness because you need to have your A game ready, but how can you have your A game ready if you're frazzled? You need to find that downtime and guard-railing your downtime, but also giving yourself to like if you have kids, oh, there's no downtime there, but there is actually, that's why you get up early. If there is

one thing you can do if those who are listening, get up early and say, "Oh, I can't get up at 5:00, 5:00 is dark, it's just still nighttime.

Yes, it is. It's pitch black. It is nighttime. Then just get up an hour before your family gets up and you just have an hour to yourself.

Matt: There you go. Wake up early, find the time.

Michelle: Find the time.

Matt: I love that. Awesome. Well, thank you again. On behalf of Suzy and the *Adweek* team, I'd like to thank Michelle and her whole team again for hosting us today at Samsung's beautiful facility here at 837 Washington. 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.

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