

## Mike Katz Transcript

**Mike:** Marketing today looks entirely different than it did five years ago. And if you're a marketer and you're not willing to go learn, and go pick up a book and learn about AI, if you're not going to go understand, have a much deeper understanding of data, it's going to be difficult to be it's going to be competitive long term in a marketing career. So I think having the self awareness, understanding, the things that you're good at, and having the openness and humility to go and learn, I think is really important.

**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 in 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. Welcome back to today's episode of speed of culture here in Las Vegas at the consumer electronics show. And I am super excited. For today's special guest, we have Mike Katz, the Chief Marketing Officer of T Mobile. Thanks so much for joining. Great to see you, Mike.

**Mike:** Yeah, good to see you too. Thanks for having me.

**Matt:** Absolutely. We're going to dive into T Mobile. Such an incredible run, T Mobile's had, and lots of exciting things going on for T Mobile heading into 2023. But before we dive in, love to hear a little bit about your 25 year career at T Mobile, kind of all the different paths that you've had there to lead you to where you are today.

**Mike:** Yeah. How long is this podcast? I've been really fortunate and one of the few people that's essentially spent my whole career at T Mobile. I did have a job before T Mobile. I worked at Sherwin Williams and delivered paint when I was in high school. So that was my pre-T Mobile experience. But it's been an incredible journey and opportunity for me. And even though it's been 25 years at one company, it really feels like I've worked at five or six different companies because, you know, I technically started with Voice Dream, which was the predecessor company to T Mobile before it was purchased by Deutsche Telekom and became T Mobile. And then we've gone from periods of fully owned subsidiary of Deutsche Telekom to in 2013, we did a reverse IPO when we bought MetroPCS and became a publicly traded company in the US. So and through a bunch of different CEOs and stuff. So it feels like I've been with a bunch of different companies. But there are a couple of reasons why I've stayed with T Mobile as long as I have. First and foremost is that T Mobile has an incredible, very, very unique culture that I think when you see and interact with the brand as somebody that doesn't work there, you can kind of feel. We are a company that doesn't just talk about being customer centric and putting customers at the middle. It literally permeates through everything that we do. It influences who we hire, it influences who we promote, it influences the way that we manage programs. And it just attracts a very unique, different kind of person. And for me, and I think for most of us, people are the number one thing that keeps you around a company. And I just feel so fortunate. I work with just such an incredible group of people. Everybody from the people that work in headquarters, to the people working in our stores, to people working at call centers. Just incredible people with a really unique culture. I've also just had the good fortune of just getting the opportunity to work across a lot of different parts of T Mobile. I started my career on the front lines. I worked inside big, illustrious retailers like Circuit City. Circuit City was a distributor for T Mobile, and I would park myself inside Circuit City and try to sell cell phones to people. Sears was another big one back then and went from that to working in corporate strategy

at TMobile, which is essentially a small internal consulting organization, and then started my marketing career at T Mobile probably in 2009, 2010. When I had the opportunity to take over T Mobile's prepaid business, which we ran as a marketing GM sort of role, where I had responsibility for the Entire business and the PNL and the positioning and all the advertising. I then ran our consumer acquisition business. I most recently, before I was in this job, I had the opportunity to run our B to B business, which a lot of people don't look at the TMobile brand and think of it as a B to B brand, which is exactly why I went over and started working on it, because we had historically been very under indexed in the B to B segment, and we worked for the last five years not only to get ourselves into it, but to start going and capturing disproportionate share. So I led all of our B to B activities for the last five years. And then at the beginning of last year, I took over as CMO. And CMO at a company like T Mobile is probably a little bit different than it is at most large cap companies. I do have responsibility for all of the traditional marketing functions, but I also run, like most CMOS, almost all of IT. I run a supply chain and I run our wholesale business and product. And the big reason for that is T Mobile has is and always has been a marketing led organization. Always. And marketing is kind of at the center of everything that we do. It leads the strategy at T Mobile and helps guide the different business groups into execution. And therefore the CMO role tends to permeate beyond the traditional bounds of marketing. So here's my very short summary of 25 years at one company.

**Matt:** Well I mean, it's incredibly unique and it's definitely a first at the Speed of Culture podcast that we're speaking to somebody with your promise and your position that's only been in one company. And I think it's rare in this day and age especially. I have a lot of Gen Z younger employees and they're very ambitious. And sometimes that means younger people jump around from their jobs every couple of years. And I think it's going to become increasingly much like it is in sports. Right. You have athletes that want to jump around from team to team. And I think that there's such a benefit from the journey that you've had not only the continuity of just being at the same company, but all the different places where you've had your hands. And now that you're in a position of CMO, how do you feel that the experience you've had being everything from on the retail floor to having experience in sales impacts, I guess, your ability to command the brand and move it forward?

**Mike:** Yeah, it's such a great question, and I honestly don't think I could do this job unless I had those experiences for a company like our brand. Like I said at the beginning, the thing that makes us unique and different is our obsession with the experience that customers have. Our obsession with it, we obsess over every detail of it. And I think not having the experience working in the front line and working directly with customers, it's very difficult to put yourself in those shoes if you haven't done it before. So I think for me, first and foremost, that the experience working in the frontline of the company is critical to success in this job. I also think of my time working in corporate strategy, which is one of the few places, T Mobile is a matrix company with lots of departments, but corporate strategy is one of the few places where you actually can look left to right at the entire company and understand how the entire business model works. And for me and being the CMO, it's one of the only other jobs where that's a big part of my responsibility. And so not having that experience and also kind of gaining a foundation of strong corporate finance and understanding our business model would make it really difficult for me to do this role successfully.

**Matt:** Absolutely. And now that you're in the role of CMO, I mean, the wireless services space, really, I look at it as like three main players. Obviously, T Mobile is now the second largest wireless carrier with over 110 million customers. When I saw a number, and I knew that back practice was the recent merger with Sprint. But I look at those three players, the other two I kind of look at as the incumbents and I look at T Mobile as still like a challenger brand and they're always shaking things

up. Everything from the look, tone and feel of the brand, how you do your marketing, et cetera. Is that something that you feel like a heavy responsibility to continue to play as a company even as you have such scale that you've achieved?

**Mike:** Absolutely. I mean, it wasn't that long ago that this was a four player category and we were fourth by a long distant, distant fourth. And we had to be the challenger. We had to be punchy and we had to be scrappy. And one thing that we've always said, and Mike, our CEO, has always said this is from day one, he always said we aspire to be as big or bigger than the other guys, but we can never become them. We can never become them. It's so important that we maintain this unique personality that this brand has, the one that's always looking out for the customers and feels like an underdog. And, yeah, we've been really fortunate that we've been able to scale our business the way that we have. We are number two in terms of customers. We're actually number one in terms of value. We became the most valuable telecom not just in the US, but in the world last year. So there's a bigger target on your back, and it definitely puts more challenges and continues to raise the bar on experience for customers. But it's a challenge that we love. We really love that it kind of forces us to think about new and unique ways we can make experiences better for customers. We also can benefit from the scale and doing things for customers that we couldn't do when we were a small company. But, yeah, it's something we think and obsess about a lot.

**Matt:** Yeah, and you made clear that the culture of the company and the people is so important. And I'm sure they all sort of embrace those tenants of sort of the fighter spirit, et cetera. But you also obviously have to bottle that up into storytelling and content for the consumer.

**Mike:** Right.

**Matt:** How do you look at doing that in this day and age where there's so much fragmentation? You have Gen Z, a whole new generation that grew up with basically the phone as an appendage to their body. That actually, I would think, is continually challenging to accomplish.

**Mike:** Yeah, it is. And people are distracted. A lot of articles have been written about this, but you used to be able to not even that long ago, we could run an ad on TV, like on Thursday Primetime, and then wake up on Friday morning and watch people just rushing.

**Matt:** Yeah, Must See TV, NBC Thursday

**Mike:** You could get millions and millions of eyeballs on the program, and it's a lot harder now. People are distracted and content is very fragmented. So I think there's a couple of things that are really key for us. One is it puts a much bigger burden on you for good storytelling, powerful storytelling, storytelling that will cause people to pause for a second and actually look at what you're saying. It's really forced us to be much more clear with our message and have delivery vehicles that can draw people in. And for us, a big part of that is a big part of the tone of our brand, is clever humor, you know, tongue in cheek humor, and things that people actually enjoy watching when they're seeing video content of ours. But the other big one, and I think this is we've taken steps here, but we've got a lot more runway in front of us, which is how can we make our messages to customers much more contextualized? How can we take information that we know about you and rather than the next time you talk to us, it feel like the first time you've ever had an interaction with us. We make our message a little bit more personalized and a little bit more relevant to what you do, regardless of what channel you come in, whether it's you're seeing us in a digital ad or you're seeing going onto our website or you're walking into one of our retail stores. Honestly, the last thing a lot of

people want to do is deal with our wireless company. And we should make that process easy every time you come and interact with us, we should know why you're in the retail store and say, yes, we understand why you're here, here's your upgrade, and you're good to go. So, again, we've taken some initial steps on that journey, but that's where myself and my team are really focused, is how do we build that experience in a way that raises the bar on the overall experience that customers expect from us.

**Matt:** So I would imagine that it all starts with 110 million customers, it all starts with the first party data you have on those people, because I'm sure you have very deep customer segmentation across your customer base based upon the products and services that they tap into.

**Mike:** Yeah, for sure. We do have a lot of customers and we know when and where our customers interact with us. So it definitely starts there. It also starts with being transparent with customers about when and how we're going to use that data, which is also a really important principle for us. So only doing things that customers agree beforehand that they're willing to have us do, but, yeah, for us, absolutely. This journey starts with looking at our existing customers and helping them through the next step in their journey with us and just making it a lot more simple.

**Matt:** In terms of continuing to drive growth for the business. I saw that T Mobile stock was up 20% last year, which is nothing short of a miracle based upon the bloodbath we all saw in the markets. But obviously, I'm sure there's continued pressure to grow the customer base. What are some of the channels that you're looking at from an advertising and marketing standpoint that are compelling to you here in 2023?

**Mike:** Yeah, we do have the burden, but also the huge benefit of being the growth company in this category. And in my opinion, you always want to be a growth company. It's a lot more fun to be growing than, you know, trying to grow or having somebody else eating you. Yeah, right. We have several big growth vectors in our business that are big focuses for us. And some of these are new areas for us which cause us to think differently about how we market to customers. The first big one for us is T Mobile, in its history, historically it has been mostly focused on urban and suburban areas. Think about the top 100 markets in America and in fact, if you look at average in the top 100 markets, we have the number one share position. Also historically, in small town rural environments, either T Mobile hasn't been existent or we've had really low share. And a lot of that is because we've had massive development in our network even over the last four or five years. And just there's a lot of these places where we didn't exist. We're a national advertiser, so they saw a lot of our TV advertising, but there was no other presence really for T Mobile in these areas. So that's one big growth vector for us. The other one that I'll mention is business. I know I talked about it in the preamble a little bit, but business is another area where T Mobile has historically been under indexed across all business segments, from small business to enterprise to government. And we now have . . . you know businesses buy different from consumers in this category. First you have to demonstrate to them that you have a great product and then you can talk to them about the other parts of your proposition. And we now feel like we've got a product that's as good or better than our competitors, which has really opened the door for us to have permission to win in B to B. So given those two growth factors for us, there's a couple of different things that we've kind of introduced into our marketing mix. One, on the local side is getting a lot more local with our marketing. Going down into communities and starting with community outreach, showing up at the Friday night football games, doing ribbon cuttings with mayors in small towns, showing a connection to these communities. And then localizing our message. Not using the big national claims that we use about

our network, but come to northern Minnesota and talk about how T Mobile is here and what our specific benefit is in that area or that county or that state.

**Matt:** Incredibly powerful. Also difficult to scale sometimes.

**Mike:** It is. Yeah, it's been a process. We're not fully scaled with this yet, but it's been a new muscle for us to build, to do this much localization in our message. And then on business, it's probably the combination of two things. It's one that picking the right parts of our message that we know is going to resonate with the people that have influence in business decision making. And a lot of that starts with the thing that I said that this prerequisite, which is building confidence in our network. So we've had to shift the focus of the message when we're talking to businesses. And then we've really started to develop some of our ABM capability, account based management capabilities where we can identify and then communicate directly with the people that we know, influence and make decisions in organizations and serve them with relevant content that can help them through their decision process. And the decision process is elongated in business as well. So it is a much longer journey. It's definitely considered sale. So the journey and the number of touch points that we need to have with businesses is quite a few more than it typically is with consumers. So we've had, you know, we've had to change some of our technology that we use and then certainly the delivery that we use when we go to businesses. So I'd say those are the two biggest examples.

**Matt:** And I know GenZ continues to be a big focus of T Mobile and you guys have had partnerships, usually announcing a partnership with F One. Major League Baseball has always been a big focus, at least as long as I can remember. Talk about some of those passion points that T Mobile likes to align with and why you think that's important for the business.

**Mike:** Yeah, I'm really glad you asked that question. One of the first principles that we have in any of these kinds of partnerships is that we don't love to just come and slap our brand on something. We don't think it's really a value add either for us or the partner necessarily. So one of the things that's critically important to any partnership that we have is it's predicated first on a technology partnership. And I'll use F One as an example because we're sitting here in Vegas, we are one of the sponsors of next year's Formula One. I'm telling you right now, it is going to be the biggest sporting event in America next year. It's going to be unbelievable. Running right through the strip, 10:00 p.m. at night. It's going to be insane. But that partnership started first as a technology partnership helping solve some very specific technology needs that Formula One had both in the paddock areas and the garages with connectivity. But also as I'm looking out the window pointing at the strip, but this is a difficult environment already to cover and provide bandwidth to, but becomes exponentially more difficult when you pack in hundreds of thousands of people. And so they have a real challenge that they needed help solving, which is, let's make sure that the people that show up in this race have a great experience and can do all the things that you want to do in a race, which is capture, post, share content. And that's where our partnership started, was solving those problems for F One. And then it made a lot of sense for us to expand into a broader partnership because both we could take advantage of the fact that F One is this growing sport in America, and people that love F One, we want them to love T Mobile as well. But we've got a great story to tell, too, that F One with this really complicated use case, an organization that could have picked any provider in the US. They picked T mobile.

**Matt:** You have a right to play there. It goes back to not just slapping a logo.

**Mike:** Exactly. It's a torture test use case for why other people should consider T Mobile. Because this very discerning organization that has any choice that they want in America picked T Mobile.

**Matt:** And then Major League Baseball is another one where obviously America's past time, and you guys have been involved in that for a long time. Both major league baseball. Are there any other passion points that you guys are also focused on?

**Mike:** Yeah, I would say entertainment, like music and entertainment. We sponsor a lot of different tours and we also do a lot of festivals. And the reason for that one is, like, we want to reach our customers, but we also want to create these moments for our customers where in these times, when they're having huge enjoyment because they're seeing an artist that they're passionate about, they're thinking about T Mobile. And so if you go, like here in Vegas, we have T Mobile Arena, and we obviously have hockey, and you've got lots of concert events there. If you're a T Mobile customer and you go to T Mobile Arena, there's like a special line for you to walk in. If you go to one of the big festivals that we sponsor, there's a special space, hospitality space in those just for T Mobile customers. So what we want to do is create more and more of these unique experiences for being a part of the T Mobile family, privileges that you only get because we love you and you're one of our customers. You see that permeate through our sponsorships. The T Mobile Tuesdays, which is our version of a loyalty program, is probably the best expression of that, where we didn't want to do a thing where you gain points and you've got to spend more money to get things from us. We said all those programs, we don't like any of them. We want a program where we show you our love. And we thank you every single week for being a T Mobile customer by logging into the app and getting access to a bunch of free stuff. And our customers love it. Millions and millions use it every single week.

**Matt:** Absolutely. Announcement just came out yesterday, which surprised me in a positive way, is the announcement you had with Delta where you're going to be offering free WiFi to all Delta flyers regardless if they're a T Mobile customer or not. When I first saw the announcement, I was like, oh, T Mobile customers get it. That totally makes sense. But when I saw that second part, I was like, I wonder why they're doing that. Is that as a customer acquisition channel? Is that just overall branding? What was the thinking behind that?

**Mike:** Yeah, I mean, a little bit of both of that. Over this last summer, we announced a big expansion to one of our big famous uncarrier moves. We do these things called uncarrier moves, which are big game changing, not promotional, but like long term, paradigm shifting things that we put into the market. It started with things like getting rid of contracts and allowing people to upgrade their phone whenever they want. And we announced one of those moves over the summer which expanded one of the most popular benefits we ever had, which is WiFi on planes. And we expanded to pretty much all the major airlines United, Delta, Alaska, American. And it was a benefit for T Mobile customers as they went onto those planes. And we love that generally because we feel a responsibility to keep you connected no matter where you are, right? Whether it's on the ground, on our network, in the air, on the plane, overseas, what we think is the best international roaming capabilities. And then in the future. We also made a big announcement this summer with SpaceX in the future in these places where no mobile network is ever covered. But the Delta thing, we worked with them to take it a step further, which is, let's not just have this benefit for T Mobile customers, but for all customers. And it's a great opportunity both for us and Delta to create a unique and really wonderful experience when you're captive and sitting in a metal tube for 5 hours. But yeah, it's also an opportunity for us to introduce the brand to people and talk about our proposition and talk about some of the unique things, show customers some of the unique benefits you get as T Mobile. Like, how great would it be if you're sitting on a Delta flight and you're a T Mobile customer or you try and

be a T Mobile customer and you get access to your Netflix subscription or your Apple TV Plus subscription? So I think it's a really great vehicle for us to introduce those kinds of things to customers.

**Matt:** Very cool. So at CES, a lot of people are talking about things like AI and Blockchain, et cetera. And the one technology that I do not think is discussed enough is 5G. And I think a lot of consumers don't quite understand the gravity of this technology and how it's going to improve and impact their lives. So I'd love to hear from you why 5G is important and why TMobile obviously is focusing on it.

**Mike:** Yeah, 5G is an exponential increase from the previous technologies that existed in terms of the amount of capacity it has and the kinds of bandwidth that it can provide to customers. Just to give you an example, on average in 4G, customers at T Mobile experience 30 to 40 megabit download speeds. What we're seeing right now on 5G, especially as customers get on our mid band 5G, which is the most powerful band that we've deployed on 5G, they're seeing like 400 megabit download speeds. So you're seeing an order of 10x greater than what you saw with 4G. Now, how's that translating into real customer benefit? I think one of the first killer use cases we've seen is what's happening with our home broadband business. We essentially launched our home broadband business last year at the Super Bowl. We launched a big spot with Zach Braff and Donald Faison, and that really marked our big national launch of home internet. And we pre released some of our results for Q4 in 2022 the other day. And one of the things that we said in there is last year we acquired 2 million net new customers into home broadband, which made us the fastest growing broadband company in America, with more new customers than every broadband provider in the US combined.

**Matt:** So you're using 5G for that.

**Mike:** Yeah, you can only get an experience that's equivalent to what you would get like with your cable Internet, on a 5G network with download speeds well over 100 megabits.

**Matt:** But you don't have to have the wiring

**Mike:** No wiring. Literally, you take a router and you plug it into power and you're done. So we think it's one of the big first killer use cases.

**Matt:** Especially as you look at what's happening with streaming and TV. People are going to be cutting the cords increasingly.

**Mike:** Absolutely.

**Matt:** It's a sea change in the way that people wire their homes.

**Mike:** Absolutely. We could spend a whole other podcast just on all the pain points with traditional cable and broadband, and this one really gets after all of them.

**Matt:** It kind of redefines cord cutting, doesn't it? Because cord cutting used to be, I'm no longer getting cable, I'm just streaming, but now it's I'm no longer getting traditional wifi.

**Mike:** It's literally coming from the wireless network. I think it's a real game changer and customers are voting with their switching with that. But I think on the horizon you're starting to see a bunch of

these other 5G driven technologies emerge. There's a bunch of stuff happening in Enterprise on 5G where we're deploying private and hybrid 5G networks that allow enterprises to get after some of the big technology challenges that they've had with WiFi. WiFi has got reliability and interference problems. And if you're like, I know we've been talking about airlines. I'll use airlines as an example. If you're an airline and you are using mobile for all of your operations, think about an airline. They're using it for ticketing, they're using it to check your baggage. They're using it for the flight logs and the plane. The flight attendants are using it to manage food services. It has to work, and it has to work as well at Gate 1 as it does at Gate 20. And WiFi is very inconsistent. So it's a good example of where we're using 5G to create private networks where they've got dedicated capacity so that their experience at Gate One is exactly the same across the entire Gating system. So I think that's a big one. And then I think one of the things you're going to see here over the next year or two is a big expansion of things like VR and AR. And those technologies, for them to be good, need a very fast network. In terms of download speeds. It's very, very low latency. And that is one of the big step change things that you see in 5G is really low latency.

**Matt:** Gaming.

**Mike:** Yeah, huge in gaming, but VR or Metaverse or some of the things that you're seeing there, you can't really do a VR conference or a VR gaming experience with high latency. One, you'll get sick, and two, it just doesn't feel real at all. And I think you're going to see a lot of applications like those being powered by 5G over the next couple of years.

**Matt:** So to wrap things up, we're here at CES. Obviously it's all about innovation in the future. Are there other new technologies, new things that you've seen or spoken about over the last couple of days that have you excited in terms of how you look at your go to market plans in 2023?

**Mike:** Yeah, I mean, we hit on some of this before, but the power of AI is something that I think for marketers that don't start thinking about it and adopting it, they're going to get left behind.

**Matt:** Couldn't be more.

**Mike:** And the reality is most companies have so much first party data and then when you combine that with all the third party data most companies have, it's virtually impossible for human beings to process and then use the insights and some of the decision capabilities that come from that. And I think AI has already proven across a bunch of use cases that it can be much more effective, it can create better experiences, and it can create a lot of efficiency for marketers. Some of these experiences that our customers have, like whatever, if you drive to an area and drop off of our network and you don't understand why you want to know those things real time, and I think it's difficult to do those things manually. AI can really help identify those, communicate with customers and provide solutions to them in a more real time fashion. So I think it really helps improve experiences while also simultaneously creating efficiencies for marketers.

**Matt:** Absolutely. It's a really exciting time and scary time to get your own. So to close out here, you've obviously had a really successful career and we've a lot of younger listeners, speed of culture, who aspire to be in the CMO Seat one day, let alone in the seat of a company like T mobile. What pieces of advice would you give to young people starting out in marketing or sales to really focus on taking one day to ultimately where they want to be?



**Mike:** Yeah, you said that like I'm an old guy or something, so I'm just going to forget that part of it. There are two pieces of advice that I would give to everybody. One is, and this goes to any job, whether it's a marketing job or another job that you aspire for. One is, I think it's so important for great leaders to have great self awareness, to not pretend like they know things and be very, very open to constantly, constantly learning and man in marketing. Just think about some of the things we just talked about in this conversation. Marketing today looks entirely different than it did five years ago. And if you're a marketer and you're not willing to go learn, and you go pick up a book and learn about AI, if you're not going to go understand, have a much deeper understanding of data, it's going to be difficult to be competitive long term in a marketing career. So I think having self awareness, understanding the things that you're good at, and having the openness and humility to go and learn, I think is really important. I think the second one that I would always tell people is to take risks. I know it's always weird when people that are in executive roles say this, but I wish I personally had taken more risks and bet on yourself. And I always think that sometimes the job opportunity that you take, whether it's with a new company or a lateral move in your existing company, if it doesn't make you a little bit scared, then maybe it's not the right job. And so I think take some of those risks where you bet on yourself, do things that make you feel uncomfortable because you will get the most growth out of those kinds of opportunities.

**Matt:** I love that. So is there a mantra or something that you like to live by that you wake up every day and kind of get you going?

**Mike:** Don't be a bad dad. Yeah, I have four kids, and so for me, I think one of the things that's always important, too, is to have the right perspective and prioritization in your life. And for me, I know that my legacy . . . I love what I do and I love T Mobile, but at the end of the day, my legacy will be, do my kids think that they had a good dad or not? And so that's the thing I try and prioritize.

**Matt:** I love that. That's fantastic. Well, thanks so much. This has been amazing. I know that you're really busy here at CES, but I feel like we've covered so much, and our audiences can get so much out of this. So on behalf of the Suzy and Adweek team, thanks again to Mike Katz of T Mobile for joining us. Be sure to subscribe, rate and review The Speed of Culture podcast on your favorite podcast platform from here in Las Vegas. We'll see you soon, everyone. Take care. Bye bye.

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