

Monica McGurk Transcript

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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 thrilled to be joined by Monica McGurk, the CEO of Tropicana Brand Group's North American business unit and also a bestselling fiction writer. Monica, so great to see you. I can't wait to dive in today.

Monica: Yeah, great to speak with you. Excited about our conversation. Absolutely.

Matt: So let me ask you a question. When you were growing up, did you think one day you would be in charge of selling the most beloved orange juice brand around the world? Did you ever imagine that this would be where you would end up?

Monica: Never in a million years, although I will say my affinity for food and the entire agricultural production chain does go back to my childhood. I grew up in a long tradition of family farming. My first real job was as a contract grower of cucumbers for a pickle manufacturer. So maybe I should have known, but no, I had no idea.

Matt: That's amazing. So walk me through your journey, just high level, how you got from there to where you are today, kind of the steps you took in your career that led you to end up here.

Monica: Sure. It was not entirely purposeful, to be honest.

Matt: Never.

Monica: No, and that's the beauty of a great career, right? You get mentored and you have great opportunities that you stumble into and can take advantage of. So I went to college, a first-generation college attendee, didn't know that much about the route I was taking, and kind of got steered into a pre-law type of program. I thought I was going to be a diplomat and go into international relations, and had a change of heart kind of late in the process as an undergrad. Had in the meantime accumulated quite a bit of student debt, something I think a lot of your readers and observers can relate to. So knowing I had a lot of debt and wasn't really crystal clear on my career path, ended up going into business simply to have a job and start to pay down that debt. I ended up being lucky enough first to take a role in manufacturing operations in a management trainee program and then pivoted into consulting, which is fantastic. Proving ground and training ground for people who don't know exactly what they want to do and also don't have a real business background.

Matt: How do you pivot? So a lot of people would think you'd have to have a certain chunk of relationships or connections to even be able to do that.

Monica: It's a great question. The college I happened to go to attracts a lot of recruiters in investment banking and consulting and probably is overweighted there. So there was a pipeline. But honestly, when I went through the process, I had the same question. I was like, it's kind of sketchy that someone like me could be a consultant when I don't know anything. But to know many people during the recruiting process, I ended up taking that operations trainee program because I wanted to have a link to something tangible. But a few months into it, I wasn't learning at the pace I thought I wanted to. And then I was capable of if I were with a consulting firm and kind of the big playing space. So I was lucky enough that they were able to pick up or re-offer me that opportunity. And so I joined a consulting firm and ended up over time shifting my focus from what started as operations into more strategy, marketing strategy. I founded the Innovation Practice for Consumers in the Americas along with some great colleagues. And from that, got interested as I kind of grew in my partnership to think through why it was so hard for so many of my clients to sustain innovation. I was fascinated by that question because successful innovation, on the one hand, is super cross-functional. You have to think like a general manager and understand everything, soup to nuts, sourcing, supply chain, the market opportunity. And it's like, I don't know, I don't know. It's a leadership and cultural challenge, which I think many of us in our industry have struggled with. So I ended up jumping into the organization practice and did a lot of leadership development, culture change, large-scale transformation, and commercial capability building. And that just really reminded me how much I liked being in the tangibility of a real company, as I called it, and that I wanted to kind of go back into the industry. And so I made that jump. And. 2011, 2012, ended up going into startup land, then was lucky enough to get recruited to Coca-Cola, where I spent several years ultimately leading strategy, brand planning, and the e-commerce business, along with analytics and insights for the North American business.

Matt: Very much recent, especially for CBG.

Monica: Yeah, it was white space for us. So that was a fun charge. I then moved to Tyson, where I started out leading global strategy, and founded their venture fund in some cool food tech spaces. You know, went my way through leading the food service business and a stint as chief growth officer. And then rejoined a former boss at Kellogg, where I was also the chief growth officer. And now I'm at Tropicana. And I think the thing that threads all of those experiences is first, my passion for growth and commercial capability building, my ability to reframe problems to help unlock opportunities in what many would consider kind of stagnant legacy companies. My passion for brands and my ability to lead teams helps them rethink the art of the possible in service of customer, profitable, sustainable, mutual customer growth, and the consumer for whom we do what we do every day.

Matt: Absolutely. So you mentioned, first of all, a fascinating career. We haven't even gotten to the fact that you're a fiction writer. We'll get into that at the end. But you talk about sustaining innovation. And I have to tell you, Monica, I run a company that now has 300 people and already in our small size, I find it challenging to keep that startup mentality, where when you have a startup mentality, innovation is somewhat easy because you have a small number of people over where you're like, let's just do this. And then the more layers, the bigger you get. What I found is just ultimately, you need alignment of incentives because there are some roles, especially like the onset of AI right now in a technology company. AI is scary. So the incentive of embracing something new, I think can be juxtaposed with somebody of, well, is this going to take my job? Do I want to embrace change? So how have you been able to manage, I guess, the people part of innovation? Because ultimately, you can't drive innovation without people

and you can't get those people to embrace what you want without them getting them to believe and in a lot of ways, change the way that they've always been thinking about.

Monica: Yeah, it's such a fascinating topic. We could talk for days about this topic. I start with first clarity of purpose and strategy. And I think one of the things that we're crisp on at Tropicana Brands Group is our goal. First of all, as I carve out, we have a very clear financial objective over the time horizon that we're focused on right now, but also how to get there. We went through a very clear strategic planning process where we defined what we call value creation pillars, which were all defined by consumers back. Understanding occasions and need states, how our brand portfolio is deployed against them, and where we have white space opportunities to take advantage of. Layering in channel insights, geographic insight, and consumer cohort insight. So that we were able to define very clear focus areas and do the math, basically, of how each brand would uniquely contribute to driving those outcomes. So we have very, very crisp articulation of the what and the spaces to target. That lays the groundwork for the show, which is where innovation can come into play. And so I think we're lucky in that we've spent a lot of time defining that. And that creates the alignment of incentives. And every year when we do our planning process, everything links up to that algorithm. We just are continuing the cascade of what we call our OGSIM, doing a cross-functional round-robin to make sure those are aligned. And that our incentive scheme reinforces that as well. So that's one angle into it. The other is the role of the cross-functional perspectives and diversity of thought. And there's been a lot of academic research, I think, and what I'm about to say, which is diversity. And I mean that with the capital D, any way you want to slice and dice diversity is great for generating ideas. It actually can be counterproductive or more of a challenge when you talk about execution.

Matt: Have you ever heard that there's a quote, Monica, in all your talent and all your things, there are no statutes of committees? Because it's true.

Monica: This is a great one. Yeah. So it's how do you get the best out of that front end and the development? And tap the genius of not just the people in your organization, but all of the people in our ecosystem of suppliers and partners. To come up with the brilliant ideas and bring them to life. But then how do you get super disciplined on execution and not get in your way? And so we're spending a lot of time on that and infusing both parts of that problem with agility. So whether it's on the front end, driving agile research processes, moving pack structure, and what we've called design to consumer value, figuring out what in our formulas are value adding and that consumers want and are willing to pay for, what's just cost and complexity that we can take out. In past times, that probably would have taken us six months to do a project on that. We've been able to hone our processes to do 30-day sprints and come up with multimillion-dollar opportunities, whether it's top line or bottom line, that are going to change the needle of how we go market. We've been able to take six months of processes for pack structure and consumer feedback. Whether that's in-home handling to quick reactions to concept designs, and compress that down in really meaningful ways, or deploying new research techniques that can capture what consumers are saying, but also what they're doing, how they're reacting subconsciously to a shelf set, to a claim, and move, again, things that would have been \$20,000 to \$50,000 a pop, to \$2,000 to \$3,000 at a pace, quick turnaround under a week to be able to keep things moving. And that's just on the front end. So I think all of those things work together when you have clarity of purpose and deliberately tackle the sense of fear or risk aversion that can be inherent in some of these companies. And I think when

you've got big, beloved brands like Tropicana, like Naked, there can be that tendency to be like, I have to protect.

Matt: Right, exactly. Just don't mess it up, right?

Monica: Yeah, this crown jewel, I have to protect it and not mess it up. And what we're challenging our teams to do is think beyond that. We've got your back. Let's think about risk management in a very tailored way so that in everything we're doing, we encourage people to think, okay, is this a two-hour, two-day, two-week, two-month kind of problem? And how are we going to deploy ourselves against it in light of the answer to that? Is this a reversible decision we're about to make or an irreversible decision? Is the risk that we're taking catastrophic or minimal? And that enables us to be bold in the choices that we're making.

Matt: Absolutely. I'll never forget, Michael, what they spoke to. I was meeting with a lawyer who was telling me why we couldn't do all these things for our business, who had stayed in an Airbnb and took an Uber to the meeting. And I was thinking, if you told them they couldn't, your entire life would have changed, right? Because those companies bucked the trends. And it's easier when you're a startup when you're a larger company and more to pretend. I think those two directions become even more opposed because Tropicana is a beloved brand, right? It's an institution. You don't want to mess it up, but you have to keep it.

Monica: We have to keep innovating. We have to make sure we're relevant and relevant in culture. And so it's a fun challenge from a cultural standpoint, you know, where we often say we're the biggest startup that we'll have the pleasure to work in because as we carve ourselves out, we do get the chance and need to stand up new systems, new processes, new ways of working, everything from scratch. So it's not divorced from the past. It's informed by the past, but definitely with an eye on the future.

Matt: Yeah. And you've now been a CEO for a couple of years. Did that role kind of have to change the way you went about how you spend your time? Because a lot of people, they'll be an associate and then they become a director and like, well, can I be a director? I've never been a director before, but you never are until you are. A CEO is kind of the pedal to the role in any organization, let alone a company like Tropicana. How were you able to prepare for that role and how is it different?

Monica: So on the one hand, I would say people have this funny sense of a CEO as being like the decision maker, but you always have a boss. Even a CEO reports to a board and ultimately you report to your shareholders and you're responsible and accountable to your consumers, your customers, right? So, anyone who thinks that you're like totally free from having a boss, so to speak, that's just a false assumption. And in fact, the responsibility I think is even greater at this kind of level. That said, I think the mindset of focusing on what only you can do in that role, is the things that no one else will be able to do. Is a really powerful one because it helps you hone what you spend your time on. And you can be very purposeful in that. So strategic clarity, culture building, people development, and succession, those are things that if you're not doing them, whether you're a business unit CEO or a global CEO like no one else is going to pay attention to those or can unleash those things. So I think it's being very purposeful about that and then knowing kind of your strengths and weaknesses and making sure that you're deploying your team and building the right team around you so that you've got the best, highest performing team possible to go to market.

Matt: We'll be right back with the speed of culture after a few words from our sponsors. So let's talk about Tropicana. I saw a post a couple of months ago that I saved because I thought it was so inspiring about how Tropicana's founder, Anthony Rossi, arrived in the U.S. Mentally with just \$25 in his pocket. And you're now embarking on the company's 75th anniversary, I believe. So obviously so much heritage, and so much love for the brand. How do you think consumers see the Tropicana brand today? Where do you want to take it tomorrow? And what are some of your plans to bring it up to life?

Monica: So Tropicana remains market-leading in terms of equity and shares in the United States and North America. So it retains this incredible relevance in consumers' daily lives. The opportunity that we have and where we want to take it is on the one hand from the orange juice heritage, right? Which is deeply rooted in the founding story. Creating from scratch this category, right? Before Anthony Rossi had his vision, it was really hard to get fresh-tasting orange juice at SKU. The lengths he went to and the team around him went, to innovate how this is made are incredible. Whether it's pasteurization in a gentle way to preserve the nutrition and the quality of the taste cues, or coming up with entire new routes to market, like ships and chilled distribution and all these things. It was pretty incredible how he innovated. And that was all in service of fresh taste for all. So as we think about how we remain relevant to consumers, it's no secret there's been a lot of inflation in food and orange juice has been no exception, in part because of challenges in the supply chain. So, how do you remain affordable and accessible to all families while you continue to have that incredible quality is job one. Relevance is, first of all, accessibility. Second, our grounding is in natural nutrition. This is a very unprocessed, minimally processed category. We squeeze and we bottle. There's a little bit of pasteurization to make sure that it retains all that goodness. But other than that, it's pretty simple. That is very relevant to today's consumer.

Matt: And very unique in the marketplace.

Monica: Yeah, yeah. It's unique. It's very relevant for people who are looking for clean offerings. We have no added sugar. That's often misunderstood in this category and for a Tropicana brand. So the fact that the only thing that is in there is the natural sweetness that comes from an orange is something that we want to make sure people know about. And then we need to make sure that for those who are concerned even about the naturally occurring sugars that come from the fruit, we're offering them alternatives. So our light offering has 50% fewer calories and sugar than regular orange juice. Again, very naturally occurring. A real great innovation that provides those consumers for whom that is an important choice is zero drinks. Similarly, great tasting. Refreshing. But an additional functional offer for those to whom that is important.

Matt: Right? It seemed like really innovative packaging as well.

Monica: Yeah. We've done great innovation in packaging. Our Naked brand, not to abandon the discussion on Tropicana per se, but Naked was the first national brand to bring our pet to scale. And we continue to look at ways to drive sustainability in our end-to-end supply chain. Fun fact that many people don't know, we use everything in the orange. When we process an orange, everything is utilized. Nothing goes to waste. It's a zero-waste production. The peel and the rind get used in other end products, whether it's providing oils that go into fragrances in another end market or into animal feed. It's a very, very sustainable production. So that's another element that we're trying to drive to ensure we remain relevant because consumers

and shoppers increasingly are looking for brands that reflect their values and sustainability is certainly one. There's also the opportunity to broaden the occasion lens. We have this very fast-growing arm of the Tropicana brand in our drinks portfolio. It's been very incremental at the shelf for retailers. So it's a win for them to have us in the market. And it offers great, again, accessible premium tasting drinks for afternoon refreshment occasions, For evening meal accompaniment occasions. And then there's the continued penetration of other occasions that are on the go through our single-serve portfolio where we've invested a lot in new capacity and continue to drive investments in our sales capability, our routes to market to make sure that anywhere a consumer wants to have a Tropicana, we're there at that moment of choice. So those are all really important focuses for the Tropicana brand in our portfolio at large.

Matt: And it all completely makes sense. And I think the playbook from where you sit, you probably understand where you need to go executing, as you kind of alluded to earlier, is the hardest part sometimes, right? Landing the three.

Monica: Something like from a consumer engagement standpoint, are the things that you're particularly proud of in how Tropicana is connecting?

Matt: So Monica, from a consumer engagement standpoint, what are some of the things that you're particularly proud of in terms of how the brand is creating engagement and connection?

Monica: Thanks for that question. The mandate for cultural relevance has driven the Tropicana brand to embrace these moments of cultural relevance where we can insert ourselves into something that seems true to the brand identity and its role in consumers' lives, but do it uniquely and refreshingly. For example, we were observing through our high levels of social engagement this trend of consumers pouring Tropicana Pure Premium over their breakfast cereal. And as we then commissioned some custom research to understand that behavior, we found that there were literally millions of consumers, more than the populations of New York and three other cities combined, doing this. So that led us to launch this limited, grand, appropriate Tropicana Crunch cereal. Inserting us into that conversation. Similarly, we launched the Mimosa Maker, recognizing that that brunch moment wouldn't be the same without Tropicana Pure Premium. In that part of the culture. More recently, with all of the conversation around AI and almost like AI fatigue, we saw the opportunity to show up at CES, kind of the spunky consumer brand, to tell the story through our Tropicana limited edition of how Tropicana Pure Premium has never had artificial ingredients. And to prove it, we're taking the A and the I out of the brand name for this moment in time. And so it was this cool activation that is relevant in culture, seizing that moment of conversation, but in a way that's truly deeply related to the brand's equity and reason for being.

Matt: Yeah, it's a fantastic idea. And again, a great way to kind of fuse cultural relevance, especially contextually at a place like CES, in terms of what consumers are talking about in the brand.

Monica: Yeah, we got like 1.2 billion impressions out of that, which is incredible.

Matt: You had mentioned Naked, one of these, which is under your portfolio, as well as KeVita Kombucha and Izze Carbonated Drinks. So these are acquisitions, I assume, that the company has made over the years or where they want. Right. So when you look at build versus buy and driving growth in the future, how much time are you spending looking at new and urgent

consumer trends to drive M&A in the marketplace versus focusing on innovating on the kind of mothership brand, so to speak?

Monica: Yeah, great question. It's a both. It's a both. And we have in our strategy, our corporate strategy, one of our value creation pillars is what we call New Horizon. And that could be internal innovation to enter into even new categories, or it could be whether it's opportunistic or strategic, M&A, tuck-in, big deals, what have you. We remain quite open on both fronts. So as we think about portfolio strategy, it's how do you deploy the brands that we currently have? Where are the white spaces we want to target? And there's always that discussion of make versus buy. And that's informed by the things you would expect on the list, capabilities. To market, if there's someone who's already gotten a head start if we think there's something unique that we can bring to the table. I think for brands that are thinking about partnering or selling, finding a natural home, the kinds of things that we offer are pretty unique. As a platform, we've got the only true scaled chill DSD distribution path in the United States. It's an incredible asset that we have. We've got a leading shelf position across a number of the relevant segments. So we've got a very top-of-mind presence with retailers in almost every channel that you can think of. We've got an incredible investment in research and development to complement. Whatever an emerging brand is already doing on its own, including having opened new R&D centers in the United States and Europe in the last two years. We've got incredible pilot plant facilities incredible manufacturing expertise that we can deploy and a very unique transportation system to get things to market. So it's great. We're super open to it. You always have to be clear about the value that you can add. And I think we are.

Matt: So if you have an amazing natural food startup in a drink space, that you're looking to sell, maybe keep Monica in mind.

Monica: Yeah. Give me a call.

Matt: Exactly. So let's shift gears a little bit, Monica, to you, because not only you're a mom, which I know is a massive job as well, but you also are a fiction writer. A lot of people who have gone down the path you have would have put something that they're passionate about, like writing on the side and kind of maybe regretted it one day, but you didn't. You stuck with it. Why is doing that and kind of collecting that creative side of writing important to you? And tell us a little bit about that journey that has paralleled your career.

Monica: Sure. So it started over a decade ago when I had what I like to refer to as my mini midlife crisis. I was still at the consulting firm at which I was a partner. And I had this moment in time where This was over a couple of year period, but I had gone through my third maternity leave and re-entry into the workforce. And I had some challenging personal issues that my family was dealing with. And I found I was struggling at work. And as I was trying to figure out like, what's going on? Like, why is this suddenly so hard for me? I realized that I had been so focused and all in as a mom, probably if I'm honest, my husband was here, I'd say probably underdelivering in the whole wife bit of the equation in that family focus. And so in and focused on being a partner and serving my clients. That I had let everything that was just for me, anything that was like just fun and pleasurable, kind of get squeezed out of the equation. And so when things got tough at work and my personal life at the same time, I just had nothing in the tank like nothing. And around that same time, a colleague of mine passed away suddenly. And it's a cliché, but it was that wake-up call of, oh my gosh, I don't have an endless set of decades ahead of me. I could also be gone in the matter of a blink of an eye. It caused me to

step back and think about what I needed to do differently because I wasn't doing any good for anybody in the state I was in. And that's when I committed to make some changes to create some space for myself. I was still getting on a plane almost every day. So I had to find something that worked in that kind of schedule. And writing was something that I had enjoyed in the past. That I felt I could do, right? I could carve out time on a plane, not do an extra memo, but do a little bit of creative writing. I knew I liked it because I had worked in my professional setting on business writing. So I knew I enjoyed it. So I figured I would give it a whirl. At the time, one of my mentors had been talking to me about how he and his son were scanning all of the Harry Potter fan fiction in the world to try and predict what was going to happen in the final installment of the Harry Potter series, which put fan fiction on my radar screen. And I decided, oh, that's an easy entry. Like I can start writing fan fiction. I don't have to come up with something completely from scratch. And so that's how I started dipping my toe into it. Fan fiction is basically when you riff on something that someone else has already written. You take the characters, you take the setting, the plot. People do prequels, they do sequels, they do alternatives. Some authors embrace it. Some have said, no, I don't give the rights to that. Generally, it's been pretty well accepted as a form of homage and a new form of pop culture.

Matt: Well, I've been with an existing kind of story arc, so you could just write and you don't have to create.

Monica: Yeah.

Matt: Because you have a day job.

Monica: Exactly. So it was a great way. And there are all these platforms I got on fanfiction.net, and you can just upload a chapter at a time. And for someone like me, it was brilliant because I thrive on feedback and you could just watch the reviews coming in. That was a great way to learn as well because you'd get all this feedback from people. You're like, oh, my God, I can't believe you did this with my favorite. So I did that for a bit. And then after one of my fan fiction novels won an award, my husband encouraged me to write something original. And so I did. I didn't think that much of it other than I was tired of writing about vampires. I was going to write about angels. And a few years later, I'm now on my fifth book about to come out on March 26th. And it's just been a real joy for me. It's a creative outlet. To me, it's problem-solving, like how you piece together a plot and a character arc and all of these really interesting things. I've met many interesting people doing this as I've researched because I'm very fact-based. So I like to meet people who are doing the kinds of things that I'm writing about and learn about places that are featured in my books. But most importantly, it's given me a lot of personal energy. And I just encourage everybody to think about that for themselves. You can't sustain the kinds of ups and downs of an executive career, especially given what's going on around us if you don't have ways to reenergize yourself. So people always ask, like, how do you find the time? It's just like anything. Some people like to do a round of golf every weekend. I do this. It's not about what it is. It's just whatever it is that's going to bring you joy and energy.

Matt: And I would also imagine it's also helped you as an executive, right? Having that creative outlet, and the time to think, probably in ways that you didn't realize at the time has allowed you to be a more well-rounded leader.

Monica: I believe it has. And for me writing, first, it's storytelling. And at the end of the day, CEOs, and executives, we're storytellers. If you recognize a good story, you're going to be that

much more effective when you're talking about creativity. If you can tell a good story, you're going to be that much more effective in leading people and helping them find their source of inspiration in the journey you're inviting them to join you on. It's also an exercise in empathy, right? Because you have to understand your characters and even the villains. If you don't have some empathy for them and you don't understand what makes them tick, you're not going to tell a good story about them and characters will fail to connect with your readers. And so I think it's made me much more in tune with empathy and understanding where people are coming from and what it takes to help them on their journeys.

Matt: Yeah. So wrapping up here, first of all, thank you for sharing so much of this. I just know our listeners are getting so much value from your learnings and your journey, and I just can't wait for our audience to hear about it. When you look back at your career, what are some of the decisions that you think you made right along the way? You alluded to some of them during this interview that allowed you to be in the position that you are today as an executive, as a leader, that maybe we could impart to some of our younger listeners.

Monica: Let me answer it in a couple of ways. One, just generally, and one about marketing specifically. And I'll start with the latter for marketers. I think great marketers, particularly marketers who want to make it into the C-suite as a CMO, as CGO, and as a CEO, start with following the money and understanding end-to-end how products get to market. Because you can have brilliant ideas, but they have to make money. And if you don't understand where the sinkholes are, it's hard to line up an organization.

Matt: We can see ideas and they're like, well, how does this connect to my business goals? And they don't understand it.

Monica: Yeah, I mean, it's so powerful when a marketer can do that. That sometimes means beyond the financial acumen, also understanding your consumer in ways that I think are getting lost in today's environment and we're so focused on data and data, AI enablement, all of the things that you can do with agile methods are amazing. But I think we've swung too hard and we're losing out on observation. People will tell you things, but if you're not watching them as they shop in their homes, seeing what they're doing, you're missing the boat. Like the value of that ethnography. And I'm not talking about focus groups. I'm just saying like really getting out and seeing things, getting out in stores, getting out in homes. It's incredible. And it's so much more important now than ever because digitization and AI, which enables us to create all this content at scale, it unleashes this flood of consumer and shopper outreach. That if it's not relevant, just gets turned off. It becomes dissatisfied with your brand. So as a marketer, you've got to be better at the fundamentals than ever before. Otherwise, you're going to get tuned out. So it reminds me of that quote from Picasso, learn the rules like a pro so you can break them like an artist. And I think that's important for today's marketers. From a bigger-picture career standpoint, I've always just really believed in knowing yourself and what makes you tick. Because what makes me tick is different than you, Matt is different from anybody else. So knowing your motivation and then acting accordingly is important. For me, I follow people. Every decision I've made where that was very top of mind for me has worked out great. When I've not been true to that, maybe not as well. I always learn and get a lot out of any situation I'm in, but I'm more motivated than that by financial remuneration or some other things. But everyone's different. So it's just knowing what makes you tick, what kind of an environment is going to enable you to thrive, do your best work, and live in the way that you want to live and make your mark and search that. Don't search what other people tell you to do. Like, don't

chase the title if that's not important to you. You've got to be a little bit humble in doing that. And you have to have a lot of self-knowledge and not second guess yourself. And it'll change over time. And so I think probably my other bit of advice from a career standpoint would be don't beat yourself up if you don't have it all figured out. Because. Careers are long. Life is long. And you can change your mind, get endless redos, and keep finding the thing that makes you happy.

Matt: Amazing. We're going to leave with that. It's been an amazing interview, Monica, and I cannot wait again for our listeners to hear this. So thank you so much for taking time out of your busy schedule, which is busy, you know, to talk with us today.

Monica: My pleasure. I appreciate the opportunity.

Matt: Absolutely. On behalf of Suzy and the Adweek Team, thanks again to Monica McGurk, the CEO of Tropicana Group's North American Business Unit 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. Take care. The Speed of Culture is brought to you by Suzy as part of the Adweek Podcast Network and Acast Creator Network. You can listen and subscribe to all of Adweek's podcasts by visiting [adweek.com slash podcasts](https://adweek.com/podcasts). To find out more about Suzy, head to suzy.com. And make sure to search for The Speed of Culture on 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.