

## Christopher Thomas Moore 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 Christopher Thomas-Moore, the Chief Digital Officer for Domino's Pizza. With over 15 years of experience in e-commerce, digital marketing, and brand development, Christopher has been an innovator, builder, and forward thinker in the marketplace. Christopher, otherwise known as CTM, so great to see you.

**Christopher:** Great to see you as well. Thanks for having me.

**Matt:** Absolutely. Thanks for taking the time during your busy CES schedule to be with us today. Talk to me about why somebody in your role comes to CES here in Vegas and what you hope to get out of it.

**Christopher:** Yeah. I mean, there's just so much here, and CES is a hub of innovation, right? And it's, I come here, and actually, the brand hasn't been here in a while.

**Matt:** Yeah.

**Christopher:** And so this is the first year that we've had real representation here. But for me, it was important to be here to understand kind of what's on this next frontier. The last time I was here, we saw folding phones, and we needed to understand what that meant for our customer experiences, right? And so things like that are the next future innovations that you see when you come to an event like CES. And so I'm excited to see what's next.

**Matt:** And what is next? What are some things that you've seen here that are interesting to you that you're like, oh, wow, this is interesting? We should think about this for our brand.

**Christopher:** Yeah.

**Matt:** In 24.

**Christopher:** Honestly, I've not made it yet.

**Matt:** Okay. Gotcha.

**Christopher:** So that's my goal to get there this afternoon and tomorrow to do a deep dive and see what I can see.

**Matt:** Yeah. I'm sure AI is an area, but given the scale that you have, and the interactions that customers have with your brand in a multitude of different ways, it's something that you've been thinking about.

**Christopher:** Yeah.

**Matt:** What are your thoughts on the role of generative AI and other forms of AI for your go-to-market strategy moving forward?

**Christopher:** You know, I think AI for me sits in a spectrum of believability, but also I have a little bit of a pessimistic aspect and viewpoint as well. In a sense, I think that when there's a lot of hype on the topic, but I don't feel as though there's still a lot of work that needs to be done to refine the space, right? From government and legislative concerns to understanding how we find true adoption in the industry for this? Specific use cases that can be picked up. And run by organizations. There are some of those that exist but are not fully replicable across all industries. And so like, I feel like there's still a lot of refinement and learning that we have in the space of AI, generative AI, machine learning, all of it buckled together. So I'm interested to understand how we get there, right? And it's going to take some time. And so I believe some of the hype, but I have to see it to believe.

**Matt:** Yeah. It makes sense. I mean, I think when it comes to things like customer service and chatbots, I mean, you're already starting to see some of the airlines, and some of the financial service institutions integrate it.

**Christopher:** Yes.

**Matt:** To me, that seems like a way where you can really provide personalization and service at scale.

**Christopher:** Absolutely. When you have it sitting on like a language model, data sets, and specifically for like FAQ. Service-related items, help take out some of the resourcing that would be needed to do that work.

**Matt:** Yeah. Right.

**Christopher:** But as you start talking about consumer personalization and their experiences, changing behaviors like there's still a lot more to learn about the space.

**Matt:** Of course. And one thing I've experienced in the past year is that a lot of large enterprise brands, they talk about the promise of it, but when it comes to brass tacks and implementing it, the lawyers get involved and they say, well, what about privacy, legal concerns, this and that? And it's just, it's going to be a very slow roll. It's not going to happen.

**Christopher:** A hundred percent.

**Matt:** Right. And-

**Christopher:** Like content ownership.

**Matt:** Yeah.

**Christopher:** Like who owns this content that's being created?

**Matt:** Right.

**Christopher:** You know? And so there's still a lot that we have to figure out. And so that's why I think for me, I want to learn, I want to lean in.

**Matt:** Yeah.

**Christopher:** But I'm not putting all my eggs in the basket until it's a little clear.

**Matt:** Yeah. And social media was kind of the same way when, when it first came out, brands were so scared. They were scared about losing ownership of their brand, what are consumers going to do with it? And it took some time for brands to understand and it shook out. And there's still a lot of controversy with social media as it relates to its impact on our culture and society more broadly.

**Christopher:** Exactly, or even voice. You know, I remember 2015, voice is the future.

**Matt:** Oh, it still never got there.

**Christopher:** Yeah. It never did.

**Matt:** Right.

**Christopher:** It hit a plateau. And so like I'm watching, observing, testing, learning, but interested to see where we

**Matt:** go. Yeah. I'm sure there were times at Domino's when you guys had conversations. Our consumers are going to say, hey, Siri, order me a pizza. But I'm sure it doesn't happen a lot right now.

**Christopher:** So we do have those offerings under what we call our anywhere offering where you can tweet, you can send a text, all these things. But you're right. It's a very infrequent-

**Matt:** I think ultimately it's about what consumer problem are you solving. And to cop on the Domino's app and order is so easy that doing it other ways and changing that behavior, doesn't solve a problem. That's incredible. Marketers lose a lot.

**Christopher:** Yeah. Exactly.

**Matt:** They get caught up on bleeding edge stuff. The novelty. And ultimately it's like, are you solving a problem-

**Christopher:** Absolutely.

**Matt:** That a consumer has?

**Christopher:** And that's a big part of how we view where we have the biggest breakthrough is leaning in on those customer tensions. Right? What are the tensions that exist that a brand action could alleviate that tension? Right? And so it could be in the products that we offer, the messaging, all of that kind of factor into where we find our biggest breakthrough.

**Matt:** Yeah.

**Christopher:** And not just the novelty of it.

**Matt:** Exactly. I think a lot of marketers get caught up on really losing the vision of what's cutting edge and what's bleeding edge. And bleeding edge might get you into ad week.

**Christopher:** Yes.

**Matt:** Right? But ultimately, is it going to drive an ROI?

**Christopher:** Completely.

**Matt:** Is it going to make sense?

**Christopher:** Completely. Yeah. Completely.

**Matt:** Yeah. It's like, are you trying to create a press release or are you trying to create a business?

**Christopher:** Yes. Exactly. And sometimes you do a little bit of both. Right? And so we have a view of what we call equity. And so there are certain investments that we make in technology that do drive equity for the overall brand, but don't have the result of driving the revenues to the bottom line in the sense of people using that actual technology. Right?

**Matt:** Yeah.

**Christopher:** But, that's the halo that drives more customers to the brand because we're a smart tech leaning brand.

**Matt:** Right. It's part of building the brand. Exactly.

**Christopher:** But it's not everything. Right?

**Matt:** Yeah.

**Christopher:** You got to have a balance there. Yeah.

**Matt:** So you joined Domino's in 2018. So you're entering year six and the change your industry has seen, like so many others, has been sort of mind-blowing because you had COVID where I'm sure you had just so many challenges and so many opportunities. 100%. And now we're kind of post-COVID and we're trying to figure it out. Talk to me about your journey at Domino's what have those changes been what have they meant for your role and where your focus is.

**Christopher:** Yeah. So I've had several hats that I've worn over the time at Domino's. Been fortunate. The brand and our culture inside the brand is one where they feel like smart people do smart work regardless of where they are. So I've been able to do a lot of different things. And so I started on the e-comm, global e-comm, and digital marketing side. But then during the pandemic, I had responsibility for our menu. So all of the product. And, so going and learning that process of building food and learning how to do that and do all of the qualitative research in the middle of a pandemic was interesting. So I had several different, four different roles or so that I've had since I've been with the brand. And it's this constant evolution that I feel privileged to have the opportunity to have TV media and digital media and product and all these other things that have refined my viewpoint and understanding of the brand. Right? Having responsibility for the product. I learned so much about our operations.

**Matt:** I'm sure.

**Christopher:** In that process.

**Matt:** Yeah.

**Christopher:** You know, that it completely changed my perspective is now I have responsibility for the technology in the store. Having that strong understanding of both the product and the operations helps make that possible for me to think through where some of those challenges and how we get through some of those challenges.

**Matt:** Yeah. I mean, so many people get dropped in the digital roles or marketing roles and they don't really have an appreciation for how the sausage is made, so to speak.

**Christopher:** A hundred percent.

**Matt:** And then their marketing doesn't translate because it doesn't fit with the inner workings of the business.

**Christopher:** A hundred percent. So I feel very privileged to have a lens that's pretty broad of the organization, which I try to make sure that I apply to my role.

**Matt:** It's interesting because your title of chief digital officer, now everything's digital.

**Christopher:** Yeah.

**Matt:** Even TV.

**Christopher:** Yeah.

**Matt:** Now we've spoken to a lot of executives in the TV world, TV shifting digital. So there's not much that you would do. It's not like you have people on the street corner handing out flyers, right? That isn't digital.

**Christopher:** We still do a little wobbleboarding now and then.

**Matt:** How do you define the role of chief digital officer at Domino's and what success will look like for you in 2024?

**Christopher:** Yeah, it helps drive and define our strategy as it relates to digital interactions and touch points with our customers, as well as our team members in the store. So it's thinking about experiences from different lenses, depending on who that end user is. And so it's kind of painting that vision, organizing the organization to really kind of approach those challenges that we have.

**Matt:** So one of the main pieces, I'm sure, is the app. Because the app is a huge touch point. It is. I would imagine a very small percentage of customers are actually picking up the phone and ordering pizza anymore.

**Christopher:** Yeah, some still exist.

**Matt:** Is it 5%?

**Christopher:** No, it's a little more than that. We've tried hard to bring and shift those over. But right now, we're a little over 80% of our businesses, our sales are coming from digital.

**Matt:** I would think millennials are 95% plus, right? I mean, they hate talking on the phone, to begin with. Even their mom, they don't like talking on the phone. So when you think about the experience of the app?

**Christopher:** Yeah.

**Matt:** Because that could make or break the business. What does that look like? What works? And what are your consumers asking for when it comes to the app experience?

**Christopher:** When we think about e-comm, for the Domino's brand, what's been very, very vital to our success is a test and learn strategy. So we run over 100 different tests a year to understand just the nuances of the experience.

**Matt:** Like UX testing?

**Christopher:** UX and UI testing, exactly. So from placement of content to colors to whole experience flows, right? We're constantly iterating on our experiences to understand where opportunities to alleviate those tension points to make a more fluid experience for our customers.

**Matt:** And what would make that change? Because ultimately, you're still selling pizza. Like, why would it be different in 2020 than 2024 in terms of the UX? Is it based upon broader cultural changes that make consumers expect different things, technological changes?

**Christopher:** Yeah. I mean, like, our customer expectations are predicated on all the experiences that they have, not just the food experiences that they have, right? And so, some of it is understanding the current trends and expectations that exist. Some are defining what those new trends and experiences should be. But we do see that even small changes could have a really meaningful impact in the compounding effect of those small changes drive the brand forward.

**Matt:** Yeah. I mean, with the amount of volume, you have a couple of basis points of conversion.

**Christopher:** Yeah.

**Matt:** Reducing breakage.

**Christopher:** Massive.

**Matt:** Yeah. Because it's like, oh, screw it. I'm just going to go on seamless.

**Christopher:** Exactly.

**Matt:** It doesn't work. And that happens. It might not seem like a big deal, like, in spots, but when you add that up across all your markets, all your touch points.

**Christopher:** It's huge.

**Matt:** Right. And you probably have also just the checkout process, I would imagine, with Apple Pay, Venmo, PayPal, and making it easier for consumers to pay. How has that changed over the years as well?

**Christopher:** Yeah. I mean, it's been evolving in more recent terms. So, we've launched Venmo, we have Apple Pay. And what it is, is that meeting the customer where they are, providing optionality that's convenient for them versus what we want them to do.

**Matt:** Exactly.

**Christopher:** And we do that regardless of where it is in experience, payments, it could be signing, it could be whatever. It just alleviates some of that tension that helps drive a cleaner conversion.

**Matt:** It's all about convenience. I mean, think about the success of Uber. The number one thing Uber did is just save people time.

**Christopher:** Mm-hmm.

**Matt:** And they didn't even need to talk to the driver. It's like, it's just a seamless way that they can live. They get into a car and they get out of the car. It's just seamless as possible.

**Christopher:** 100%.

**Matt:** And I imagine saving time is a huge part of the overall strategy.

**Christopher:** It is. I mean, when we think about our brand, our brand is a part of, an individual's experience in life. And if we could take something out of that, make your life a little easier, hey, that's a win for us.

**Matt:** Ordering pizza and getting, getting something I want to eat in my house is now easier, saves me time. It's a seamless experience. It makes my life easier.

**Christopher:** Put my energy somewhere else.

**Matt:** Yeah.

**Christopher:** And so like, that's what our goal is when we think about our, the experiences that we're building is really how can we bring joy in the experience to the consumer? But then how can we, again, just make it as simple as possible?

**Matt:** Yeah. I know your Domino's rewards program is huge, and it makes sense. I mean, right now, all the things we're hearing are so consistent across categories. You talk about the challenges with the cookie and privacy and the changes Google is making. And we talk about with that, the importance of first-party data. You guys are in an enviable position that you do serve the consumer directly. You do have our first-party data in the way that you do, one way to leverage it is a loyalty program, right? Because it's a lot easier to grow an existing customer than find a new one.

**Christopher:** Yeah.

**Matt:** Talk to us about, the Domino's rewards program and some of the innovations that you have your eye on this year.

**Christopher:** Yeah. So 23 on September 12th, we re-launched our loyalty program under Domino's rewards. And it was about bringing more value to the customer. And so there were a few changes that we did. We lowered the minimum threshold to receive points. And then we expanded our redemption menu, as well as added a lot of new perks and other benefits that our individuals get. And in an environment where you're finding a lot of loyalty programs moving in the opposite direction of taking value out.

**Matt:** Right. Like airlines.

**Christopher:** Exactly. Which I'm still bad about.

**Matt:** Yeah.

**Christopher:** Oh. I was excited that we were able to infuse value, right? And it's paying off. You know, we're receiving such great feedback from our customers around the new program and providing the optionality that they've wanted for a long time. You know, so we're excited about Domino's rewards and what it continues to do for the brand.

**Matt:** Yeah. And I'm sure another big piece that you're focused on in terms of just messaging, mediums, communication, your business is a lot about context, right? If everyone's watching the Super Bowl, everyone's a consideration set, literally, in America to buy a pizza, where at maybe 9 AM local time, is not the case, right? So that's an example, a black-and-white example of context, right? So when you look at digital communication strategy, what has been working and what are some of the things that you're looking at maybe doing more of to make sure that you can deliver the right message to the right consumers at the right time?

**Christopher:** Yeah. Like right before the AI hype, the buzzword was personalization, right? And it still is. And it's still so relevant. And it's relevant because I view all of this as just relationship-building, right?

**Matt:** Of course.



**Christopher:** And it's just like. At scale. In any relationship that you have with someone, the more you know about that person, you kind of dress them differently. You have a different relationship as you kind of.

**Matt:** Next time I see you in person, I will have the benefit of this conversation.

**Christopher:** Exactly.

**Matt:** I'll know what to say from when I just met you.

**Christopher:** A hundred percent. And that's where personalization is important, right? And it's about building that tighter relationship and acknowledging the information and what you've learned about that individual. And if you can take that and then now make that individual's process. Life a little bit more simpler. And that's where that value exchange that happens from that data transfer becomes valuable for the end user.

**Matt:** Sure. Right.

**Christopher:** And so at the end of the day, I think that that from a digital communication standpoint has become and will continue to be very, very important in leveraging the information that our customers have provided so that we can make their lives.

**Matt:** Such as what?

**Christopher:** So from personalization experiences within the e-com experience, right? How am I bringing you through a flow that's leveraging information? Like, the fact if you never eat meat on your pizza, why are we showing you that? You know, like things like that.

**Matt:** Ordering history.

**Christopher:** Exactly. That drives a streamlined experience.

**Matt:** Payment method, all those different things.

**Christopher:** 100%. A hundred percent.

**Matt:** So in terms of some of the channels that you're using, I know that you probably focus on a younger consumer, although you have a broad audience. But how are you looking at things like social media, social commerce, and TikTok's rising popularity as part of your over strategy?

**Christopher:** Social has been a big part of the brand. For several years. I've always felt like we've had a very different approach than some brands in the sense of, for several years. Have evaluated our media, specifically digital media under a viewpoint of incremental return on ad spend.

**Matt:** Right.

**Christopher:** And to get that, you need lift studies. And so you need a lift platform in that publisher to be able to evaluate no impression versus impression and what's the true lift that you're receiving. Not all publishers had that.

**Matt:** You're saying you're doing attribution at the awareness level, not just at the performance level.

**Christopher:** Completely. But it's all performance media, right, at the end of the day. And so because we're driving an ROI as that's driving to the bank, right? But we don't advertise with publishers that don't have platforms for us to evaluate the lift that we're getting. And so we've built that in concert with several publishers from Facebook to Snapchat to just recently TikTok. We've played a role in refinement and building out lift platforms so that we can evaluate the success or lack thereof of our media. And so TikTok is a space that we are growing. We're the number one pizza company on TikTok right now. But it's through a way of understanding really what's working and what's not working, right? And our viewpoints have shifted over the years. Five years ago, we weren't leaning into influencers. We weren't finding incrementality in that space. Now it's very different. TikTok has a great platform to do that. And so we're evolving as society is evolving and thinking about ways that we can meet them where they are in really meaningful ways.

**Matt:** Yeah. And what types of content does Domino's see driving that lift on a platform like TikTok?

**Christopher:** It's different. It's not the same across platforms. Different platforms have kind of a different core kind of voice and tonality. And so like TikTok has been really fun content and really scrappy content. It doesn't require a whole production studio and everything. It's a new version of UGC, I think. And it's great to see like, how people are responding to it. So we've done some really fun things in that space.

**Matt:** Yeah. And in terms of the category that you're in, are there changes that you're seeing with the consumer in terms of the things that they want to eat and what they ordering more or less of right now that are driving the product? And then, as a result, marketing strategy?

**Christopher:** I think that at the end of the day, customers just want hot and delicious food, right? And so it's our responsibility to make sure that we can effectively do that to the best of our ability. And so it's thinking about all of the considerations from like how long it takes you to order it to how long it takes you to receive it, right? And so I think it's about the convenience, the time and effort it takes to order, which I think there's this expectation that it should be less and less as you kind of continue to build that relationship with the customer.

**Matt:** And is pizza a category overall that is holding its own? You have certain form factors like tacos, for example, really explode it over maybe 10 years. Pizza has sort of been a main, at least in American culture. Yeah. Is it kind of keeping up? Are you seeing any pressure in the category overall?

**Christopher:** I mean, I think the pizza category is fun. Oh, yeah. It has weathered many, many storms, right? And during the pandemic, it was an extremely important space because we were delivering, you know, in an environment where it was fashionable and of going out into the wild and, you know, getting food other ways. And so I think through the pandemic played a really important role in getting safe, hot food to individuals, right?

**Matt:** And just giving consumers a sense of normalcy.

**Christopher:** Absolutely.

**Matt:** Yeah.

**Christopher:** Absolutely. But through that, we had to reinvent our brand. We never had contactless delivery before the pandemic. And we spun that up, I think, in three to four weeks as we saw what the world was changing.

**Matt:** Is that like knock, knock, zoom, zoom? Like you put the pizza in. You knock on the door and you drive away.

**Christopher:** So when we started, we had what we called the pizza pedestal, which is a cardboard-like box that was hollow that we could put the pizza on because we didn't want to put it on the ground.

**Matt:** Right.

**Christopher:** And, you know, new procedures that we wanted to step back and provide distance to make sure that that pizza was picked up.

**Matt:** Crazy, right? To come up with that on the fly.

**Christopher:** Absolutely. And so it was a change to digital experience, to the operational procedures, and all of that had to happen quickly. But pizza has always been part of our lives in some form or fashion. And so to find a way that we could still do that in an environment where the world was changing quickly was exciting.

**Matt:** Yeah. So let's shift gears a little bit to you because you strike me as somebody passionate, knowledgeable about the space, and continually evolving. How did you find your way into this role? Did you always know that you wanted to be in the marketing space?

**Christopher:** No.

**Matt:** Okay.

**Christopher:** Not at all.

**Matt:** Okay.

**Christopher:** So my career and the marketing space started, I joined an agency out of North Carolina called Pace Communications.

**Matt:** Uh-huh.

**Christopher:** And I joined as a temp in their call center because I needed a job to pay for school. And so I worked full-time while I was going to school. Very quickly, I was assigned different projects by the leadership and eventually started helping build out brands for white labeling of e-commerce products for different publishers who didn't understand the space or wanted to expand. And by the time I graduated college, I had four years of experience in building brands and e-commerce platforms. And, so I had to make that decision about what I wanted to do because I was pre-law, a poli-sci major, took the LSAT, and was ready to go to law school. But there was just some level of

passion that I had for this space. And what I've always said is why I think I've gravitated to digital is that I prefer to be the individual that tells you my performance versus you tell me my performance. And the ability to track and understand the influence and impact is why. I've always loved digital. And so I've just kind of grown through the business from call center up. But it was never kind of my initial view of who I would be or the role that I would have in the future. But yeah, it is amazing. It's crazy.

**Matt:** There are a lot of people, a lot of young people, they're like, they want it now.

**Christopher:** Yeah.

**Matt:** You know, they see other people flexing. And it's just not how it works. It's not at all. You know, you put in the time.

**Christopher:** No.

**Matt:** You work in the call center. And here you are as chief digital officer of one of the most prominent brands in the world. So what steps did you take, that maybe other people, younger people would benefit from so they could have the same ascent?

**Christopher:** For me, I think it's always been a level of curiosity and willingness to feel comfortable in sharing my opinion and doing things based on where I saw a need. So like with the agency, I joined there wasn't a clean training program. And so six months after I joined, I built a training program.

**Matt:** You weren't asked to do it.

**Christopher:** No.

**Matt:** Initiative. The initiative is where it's at.

**Christopher:** And so I was like, someone needs to have a training program.

**Matt:** Some people are waiting for permission.

**Christopher:** They are.

**Matt:** Right.

**Christopher:** And I've always felt comfortable just jumping out there.

**Matt:** Why?

**Christopher:** And I don't know why. It's a good question. But I've always felt, and maybe it's this desire to make things better for someone else.

**Matt:** Yeah.

**Christopher:** Right? Like someone doesn't have to go through the same struggles and challenges that I went through. But that initiative, I think, has provided opportunities that otherwise I wouldn't have received. And those opportunities have led me to where I am today.

**Matt:** Looks like, you know, then you went on to an extended stay. And literally every two years, you just get promoted. Two years, get promoted. Two years, get promoted. Do you think you've gotten promoted through aptitude or by just asking? Some people are great at their job, but they just keep their heads down.

**Christopher:** Yeah.

**Matt:** And other people maybe are slightly less great, but they just keep asking. And some people are both. But, how do you continue to evolve and go up the chain so quickly?

**Christopher:** Yeah. And I can honestly say that I've never received a promotion, by way of asking for it. I've-

**Matt:** It is always given to you. Right.

**Christopher:** I've always tried at the end of the day just to show my contributions and impacts either directly or through the teams that I've had the opportunity to lead. And so for me, that's where I've always anchored. I mean, I don't care about all the other stuff.

**Matt:** Right.

**Christopher:** Like if I'm making an impact, I'm learning, I'm growing, I'm happy, then I'm just going to keep pushing, you know. And so I've been blessed and fortunate that I've been in organizations that have acknowledged that. And have given me new opportunities.

**Matt:** Where do you see yourself in five years?

**Christopher:** That's a good question.

**Matt:** Like, what's next for you? Yeah.

**Christopher:** I don't know. There's so much I'm super excited about what we're doing at Domino's. Every year, there's new excitement. I learn new things and I'm continuing to grow as an individual. And so I'm just really excited about where we are in understanding that there's still a ton of runway in front of us, but I'm not sure. I don't know. I'm keeping it tight.

**Matt:** You probably didn't know five years ago that you'd be in this position.

**Christopher:** I didn't know.

**Matt:** Right. And how are you this year? How are you planning on spending your time maybe a little differently to make sure that you keep growing and learning and selling?

**Christopher:** That's a good question. I think that I want to continue to challenge myself with understanding the nuances of the industry, and where we're going. And so events like CES provide a

platform for me to do that. I want to continue to expand my network to understand individuals, but I'm excited about just continuing to build up my team so that they are the future rock stars, which they already are.

**Matt:** Which is incredibly rewarding, I can tell you.

**Christopher:** It is. To me, that's the most rewarding thing to see it. That you maybe had a little bit, you know, of influence.

**Matt:** And then they go on to do great things and you're like, wow, I had some type of role in that.

**Christopher:** Exactly. So I am excited to see where this next generation goes and how I can be a part of that.

**Matt:** It's awesome. So to wrap up here, Christopher, is there a sort of mantra that you like to live by? I mean, you seem intentional about your career decisions. I was just wondering, like, you could sum it all up in some type of mantra.

**Christopher:** I do try to live in this world of working hard, playing hard.

**Matt:** Yeah, I love that.

**Christopher:** I feel as though we grind every day. And we do our best to contribute. But we also have to make sure that we're enjoying this life that we have. Because I do not want to look back and feel like I didn't have a fun and exciting life because I was just head down working. And so it's that balance that has been important to me. It's something I advocate for everyone within my organizations and anyone I know that you have to find that balance because you work hard, but you have to enjoy the life that your hard work has provided for you. And so I try to find that balance in my life.

**Matt:** I hope you'll have the chance to play hard here in Vegas as well. Just not too hard.

**Christopher:** I don't know. This schedule is a little crazy.

**Matt:** Well, it's been awesome. I'm so happy we had the chance to catch up. It's fascinating hearing about your career and the stuff you're working on. I have no doubt you'll continue to achieve great things at Domino's and wherever else.

**Christopher:** Thank you, sir, thank you so much.

**Matt:** Absolutely. On behalf of Suzy and the Adweek team, thanks again to Christopher Thomas-Moore, Chief Digital Officer at Domino's Pizza for joining us today. We're here live in Las Vegas at CES. And be sure to subscribe, rate, and review the Speed of Culture podcast on your favorite podcast platform. Until next time, see you soon, everyone. Take care. The Speed of Culture is brought to you by Suzy as part of the Adweek Podcast Network and Acast Creator Network. You can listen and subscribe to all of Adweek's podcasts by visiting [Adweek.com/podcasts](https://adweek.com/podcasts). To find out more about Suzy, head to [suzy.com](https://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.