

## Laurie Lam Transcript

[00:00:00] **Laurie:** E.L.F. is continuing to shape culture with our community by **operating in real time**. And another facet of that, and, again, this might change in six months, is **captivating new audiences**. How do we decide? Where is the boldness coming from? It goes back to that principle of **disrupting norms**.

[00:00:16] **Matt:** To thrive in a rapidly evolving landscape, brands must move in 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*. Up today on *The Speed of Culture* podcast, we're thrilled to be joined by **Laurie Lam**, the Chief Brand Officer at E.L.F. Beauty. With a bold focus on purpose-driven growth, cultural storytelling, and boundary-breaking innovation, Laurie is at the helm of E.L.F.'s campaigns, global expansion initiatives, from empowering women in sports to launching next-generation beauty brands like Rhode and major retailers like Sephora. Laurie, so great to see you today.

[00:01:00] **Laurie:** So wonderful to be here. Thank you, Matt.

[00:01:02] **Matt:** Absolutely. You know, E.L.F. is such a great story and has really become one of the most culturally relevant brands in the beauty space. How do you define a brand today, and how is that definition evolving with all the changes we've seen to the marketing and advertising landscape?

[00:01:16] **Laurie:** Yeah. Well, the way that we view brands, too, is maybe a little bit different, but I really see it through our **vision**. And what we do at E.L.F. is we go and we seek building these powerhouse brands in this incredible portfolio that **disrupt norms, shape culture, and connects communities**. And I feel that starts with brand. And the way that we view that is through that lens. Everything we do starts with brand, and a brand has to be multifaceted to have all of those, the vision. And then, of course, our **mission**, make the best of beauty accessible to every eye, lip, and face, starts with brand. And the way that we view that is through that lens. Everything we do starts with brand, and a brand has to be multifaceted to have all of those division. And then, of course, our mission, make the best of beauty accessible to every eyelet and face, starts with brand. You can't kind of say, "Oh, that's a statement. We're going to put it on the wall," and that's it. You really have to live and breathe it. Also, when you think about our powerhouse innovation and every single insight-led social and TV campaign that you mentioned starts with brand. So we really see it as this **ecosystem**, if you will, of everything that we do is built around that, and that brands can't really ignore a single facet of it because what powers it is all these elements together.

[00:02:11] **Matt:** Yeah. Especially more than ever before, where the brand is really dictated and driven by the consumer. And you mentioned community, and I know E.L.F. really prides itself on

building and fostering communities. What's the brand philosophy behind that, and what have been some of the tactics that you found effective at building a thriving brand community?

**[00:02:30] Laurie:** Yeah. Our community that we serve is here because of the brand that we stand for. Right? And my role is ensuring that we're **listening to our community**, delivering clean and cruelty-free beauty with positivity, inclusivity, and accessibility. Our community, to put it in other words, is the foundation, and they are a **pipeline**. They are a pipeline for feeding what it is that this brand stands for, what do we care about, what do you care about. Like, what our community cares about is actually what we care about. What our community wants is what we actually put out there and serve them with. So they want **value**. They do want **clean**. They want **cruelty-free**. They want an alternative to some of the high-cost premium cosmetics that they see out there that they can't get in a brand that actually feels like we're your bestie. And I think that's the perfect combination of it. When you're listening to your brands and you're building that relationship with your community through social or through an event, that's what makes the difference. And our community, 100%, is the reason where E.L.F. is today.

**[00:03:26] Matt:** Yeah. I think another reason the brand also is where it is is that you're not afraid to make **bold moves**. So E.L.F. has played in the **gaming space**, which is somewhat unexpected for a beauty brand. Obviously, you've done a ton of work on TikTok, and, obviously, you've had partnerships like the one you have with Chipotle. What's the process for deciding kind of which cultural spaces are worth entering for the brand that you feel is going to just drive impact and ultimately ROI?

**[00:03:51] Laurie:** That's a great question. I love that because I think it's been evolving, though. If you ask me this question six months later, it might not be the same, but that's okay. I think one of the facets is we move at the **speed of community**. Whether it's developing something like our viral halo gloss lip kits that we did for our community, by the way, was born out of our community, to dropping a care package in the middle of the ocean for a new sensation, Oliver and his cat. E.L.F. is continuing to shape culture with our community by **operating in real time**. And another facet of that, and again, this might change in six months, is captivating new audiences. How do we decide? Where is the boldness coming from? It goes back to that principle of **disrupting norms**. And so we are one of the first beauty brands that were on to go on to **Twitch** and do new platforms, not wait for these reports that tell you everyone's there already. As long as our community is there, we will go. And I think that's what took us from—when I talk about captivating new audiences. It's from disrupting norms as the first beauty brand to activate across **NASCAR, Snapchat, Roblox**, as you mentioned, Twitch, to open these new communication pathways for our brand, whether it's E.L.F. SKIN, which is one of our namesake brands, bringing that onto Instagram and saying, we have a new pathway to build with this brand. We have to do it in record time because they're there. Or it's where we continue to feel fandom on our existing platforms while capturing new fans in new arenas by bringing in other things that they would say, "I love cars, but I also love E.L.F.". "I love watching the big game".

[00:05:17] **Matt:** You're **overlaying passion points**, basically.

[00:05:18] **Laurie:** Exactly. You're finding a way to kind of overlap that **Venn diagram**. And I think another aspect of how we think, what to go after next, how to create this boldness, or where that radiates, is really around **cultivating cultural capital**. And what I mean by that is we live at the intersection of beauty, culture, and entertainment, just to bring that Venn diagram into play. And feeling new subcultures in a culturally relevant and **emotional resonant way** is where we found we win, whether it's a collab, whether it's a launch that we're bringing that our community asked for, whether it's even partnering with someone like Project Hello Sunshine and bringing on Sunny and trying to really build another platform for us to build cultural capital, but also captivate a new audience in the meantime.

[00:06:00] **Matt:** Absolutely. I know that I would imagine being **omnichannel** also really helps. Having a real in-person presence allows you kind of when you talk about community and understanding your consumer versus just being, you know, e-commerce brand. Talk to me about the omnichannel approach and how you're able to lean into a physical presence to also kind of, I guess, round out your overall touch points with the consumer.

[00:06:23] **Laurie:** Yeah. I think we do that with a lot of intention, I'll say that. Because when you think about it, E.L.F. was started as a brand that was actually **digital first**. It started for those who are listening who actually don't know, started as a brand father-son duo that sold cosmetics over the Internet for a dollar over twenty-one years ago. And a dollar, like, Matt, a dollar. I don't know that even now, that would work. And we're like, "Oh, I don't know. I don't know if I want to take that gamble". But this was twenty-one years ahead of its time. And when the founders did that, it was done with intentionality. It was, how do I create a sense of community and really allow a consumer low barrier for them to come into a cosmetic brand? And so we started Digital First. So a lot of the principles that you see in terms of our digital disruption, the way that we listen to our community, they started with them. It was before ratings and reviews became a thing, and you have a dollar lip pencil. "Sure. I'll give you some feedback. I wish it was creamier". Great. The founder's like, "Let's make the next formula creamier". And that very essence of how the brand was founded is still in place today. So when I say we don't want to forget our digital roots, it's actually who we are. It shapes our disruptive marketing engine. But we have matched that with obviously, there's been a lot of retailer interest to get us into stores. So it's been a very intentional track, I would say. Right? Going into **Target** that was our first retailer. Now our number one retailer. Really proud of being there, eventually building to the point where we're in multiple retailers. Even last year, going into **Sephora, Mexico**, because we know Mexico has high demand for our community. And I can go into that later in terms of where we've broken international global barriers, really. And at the same time, we went into **Dollar General** because we realized there's beauty deserts and the people who have to—it's not as easy as finding a Sephora in your corner, and it's not as easy as driving to an Ulta that's maybe five blocks away or 10 minutes from your home. We are reaching every, and that's part of who we are as a brand. It's like, when you stand for **every eye, lip, and face**, which is our acronym and our name, you really want to make sure that's fully

represented in every single way possible. And I talked about that earlier with accessibility. Positivity, inclusivity, **accessibility**. Accessibility, that word has so many different meanings. Price accessibility, ability to get to it and find your products, and not have to drive through two hours to find a suitable SPF, for example.

**[00:08:45] Matt:** I mean, you must have read my mind because my next question was about **global expansion**. Because, obviously, it's hard enough to understand the consumer with all the changes that are taking part in culture and society. But, obviously, when you layer on the cultural nuances of global expansion, it becomes even more complex. So what are the considerations before you go into a new market, and how is marketing to consumers different on a market-by-market basis? And, I guess, what goes into executing upon that?

**[00:09:12] Laurie:** I'll start by saying that we are all one connected global community. If you hang out on our social or join a live stream from our team or our C-suite, you will see a tapestry of countries and different communities represented. It's beautiful. And E.L.F. today actually has **less than 20% of its business outside the US**, but the ripple effect of social has broken those barriers. At the end of 2024, we were in about **15 countries**, all of them being driven by the community. Because I want you here. Please, E.L.F., I can't find you. And I think the way that we've gone through this is the same way that we've done our US expansion: intentionality. We've expanded our reach with our unique value price proposition first and foremost. That doesn't change. Whether you're shopping in Italy or you're shopping in US, you're going to get that very same things and the same principles of what E.L.F. does. You're gonna find this product. It's gonna be clean. It's gonna be value-driven. You're gonna see that. The powerhouse innovation, the disruptive marketing engine, also resonates. And that growth that we've seen in non-US markets and that consumer demand is coming because of social. And what we do, and I think part of that strategy, is that we **engage with the community before entering that market**. So we drive up that consumer demand and excitement.

**[00:10:22] Matt:** You don't just launch and say, "We're here," but you make sure that there's a groundswell of interest on the brand.

**[00:10:27] Laurie:** Exactly. None, just planting a flag, but really engaging with that community, finding that there is a demand for us. And then what we do is we partner with key retailers. We build strong connections with our local communities, and that's sort of how we go to market with it. A great example of where I think demand—when you talk about the cultural nuances, I think you were going in there. Right? You've got to listen to grow. Expanding internationally is not just a revenue stream or our ticket to that. You have to really listen to what they're saying. And sometimes you also to make the calls yourself. So I'll tell you a really good example. We launched in **Italy** in the end of 2023. The launch itself was a call from our community to which my Italian husband found a lot of pride in, and his family actually helped bet our tagline at the time. True story. And when you work at E.L.F., it's a family affair. But so what we found was that Italian women weren't using primer. So, meaning, they weren't applying **Power Grip Primer** to their face before their foundation to lock in that look. And we said, "Oh," but the team was like,

"They don't do it. It's not something that they do". We trusted our guts. We heard the community. We saw, like, on social, "No way," because that demand is there. They're like, "Bring this here. I want this primer. Make it in this color. Make it in that". And so we took that gamble, and we placed the bets, and we launched with Power Grip primer, actually being one of our key primary assets. And it became the **number one product**.

[00:11:46] **Matt:** That's a great story. I mean, it just shows also just the power of a real **consumer insight**. I think that word gets thrown around so much, but it's a great example of how it can truly unlock business and growth.

[00:11:56] **Laurie:** I love what you just said. It's an opportunity to learn. Right? You have to learn new consumer behaviors and adapt products meaningfully. TikTok is TikTok. Right? Social is social. And when you think about it, too, what's interesting is we commit to traveling as a family. And what I find is even when you're abroad, whether it's Ulta here or Sephora abroad, team behavior, **Gen Z is Gen Z**. They are still making **values-driven choices**. They're still reshaping their expectations based on transparency as a company, sustainability, your brand purpose. What do you stand for? Am I proud to have you in my bag?

[00:12:27] **Matt:** Right. Those are almost **universal truths**, if you will.

[00:12:29] **Laurie:** Exactly. They're universal truths, and I think that's one thing where I see social has broken down that, and we have a very global tapestry, and that's what's really driving our international strategy.

[00:12:39] **Matt:** We'll be right back with *The Speed of Culture* after a few words from our sponsors. So you mentioned social and how important it is, even before your products are available in the market. Obviously, social's rooted in community, which we've already touched on, but also content. What types of content and content applications, whether it's the form factor of the content or the channels you're leaning into, have you found to be really effective? And, ultimately, what is your storytelling strategy for the brand?

[00:13:07] **Laurie:** Yeah. I love that question. I would say maybe it's not a strategy, but I think it's a mode of operation is **moving at the speed of culture**. Our brands create campaigns that are culturally relevant, but they're also **emotionally resonant**. So **humor helps with recall** first and foremost. Audiences are **80% more likely to retain something that's funny**, surprising content, and we don't take ourselves too seriously. We take our innovation, our product safety, and our comments very seriously, but we don't take ourselves too seriously. I'll give you two examples of that. One where humor helps with recall, and we drove with that strategy. We had launched our amazing **Halo Glow Liquid Filter**, and we, through our community, discovered it's not a one-trick pony. Some people thought it was just a concealer. Some people thought it was foundation. Some people use it as a highlighter. Some people use it as—it was so many different purposes. They were using so many different elfin ways that we actually took it from a one-trick pony and talked about how it's not a one-trick pony, and it's actually a **multi-talented, small-bone horse**. And that campaign was—I mean, it was talking horse. Like, our creative team

sat in a barn for, like, a week. So name a team that would do that. Right? Name a team that would use a horse as a spokesperson, so to speak. And we did because you weren't applying it on—you know, there was no application even. So we break the traditional mold of how advertising is done in beauty in a way that it becomes humor helps with recall. Another example I would say is, I don't know if you saw this, Matt, but our **Liquid Death** campaign.

[00:14:27] **Matt:** Yeah. We actually had Dan Murphy from Liquid Death on the podcast recently.

[00:14:31] **Laurie:** We love Dan Murphy. And, actually, speaking of Dan Murphy and his team, Liquid Death was one where it played up to humor helps with recall, but the creative trust that we had in our teams and Liquid Death's team to come together, and we dared each other to play a different game. We are not going to do something like get ready with me. We're not going to just launch a water here and and go with it. We're going to redefine a get-ready-with-me by going with **corpse paint**. Right? Like, here, create your corpse paint look and just wear it and rock it like it's your everyday look. And we did it on a random Tuesday in March, the last Tuesday in March. This made us so uncomfortable, Dan Murphy, our teams, that it was a good thing for us to strive for every day. We take ourselves too seriously. We went for the crazy, and we went under that. The other things I would say, just as a nod would be, I would say **creativity under pressure**. At E.L.F., we have learned that from our Billie Jean King, pressure's a privilege. And the **Super Bowl's** a prime example. We went and we prepared a commercial ready to be prime time, big game ready in just **three weeks**. Otherwise, what would probably take companies eighteen months. So when I talk about moving at the speed of culture, this is what I'm talking about: creativity and pressure, humor helps with recall, going after to help democratize access to dreams. And that's been a big one that we've been going after as well. And I would say overall, human connection wins.

[00:15:46] **Matt:** For sure. And, obviously, Liquid Death isn't going to partner with a brand unless they're willing to take risks and they're bold. So it's almost like a badge of authenticity for the brand, if you will. One question that's kind of burning my head as I hear you talk is you almost talk about these things like they're matter of fact. And being someone who's worked with probably over a hundred large Fortune 500 brands in my career is they often get in their own way. They often stumble. There's often bureaucracy that waters down ideas. And it just seems like E.L.F. does not have that dynamic. So talk to me about the **internal culture**, which can breed such a bold way of thinking and, ultimately, such differentiated creativity?

[00:16:26] **Laurie:** I love that you asked that. I think one of the very—I believe one of the things that is differentiates E.L.F., not only because we strive to be a different kind of company, great work thrives for our marketers that actually practice a culture of what we call **HPT** internally. It's **high-performance teamwork**. It's **healthy conflict**. It's **passionate relationships**. It's **mutual accountability**. It means "I got your back, you got my back, but I'm going to hold you accountable to the work". And if something's not working, we're actually going to talk it out. I'm going to give you real-time feedback because the feedback is not to benefit me; it's to benefit you. So it's for the betterment of the team. And that's one thing that I feel companies have this

in many different forms. E.L.F. is one that practices every single day. And our marketing engine, because we operate at such a speed, you can't have these things that would hold you back be barriers to actually getting great work done. And while our marketing engine is fueled by our community, we recognize that it's fueled by our employees. And it's also fueled by an orbit of extended E.L.F.s that don't receive a paycheck from E.L.F., meaning our agency partners. And you have to build an orbit around you that want to be part of your orbit because of what they're seeing. They see these passionate relationships, these real bonds and connections that when you're working in a pressure cooker, these are partners that live and breathe E.L.F. just as much as anybody at E.L.F.. And part of our marketing engine is built this way because it's marketer to marketer. It's human to human. It's what creates culture, and it's also what creates loyalty amongst the team.

**[00:17:52] Matt:** So, Laurie, many heritage brands, especially in the beauty space, talk about inclusivity, but E.L.F. really seems to live it. So how do you ensure **authenticity and representation** rather than just kind of box-checking of which we see so much of in the advertising industry today?

**[00:18:08] Laurie:** Yeah. Well, I think this actually goes back to the fact that **purpose is a huge driver** of what we believe in. In E.L.F., we believe in **showing up for our community no matter where they are**. And for twenty-one years, we've been showing up in unexpected places to make the world a better place for every eye, lip, and face. And I paused there because I talked about being for every eye, lip, and face, you have responsibility to ensure that your communities express in every eye, lip and face and that's an important part for us because we feel this is actually how we align our business decisions with **meaningful causes** that are not just because they're noble acts, but it's because it's the right thing to do. So one of the things that we've done as a company is really focusing on the fact that so many decks talk about representation. And why our company is taking a stance to increase or have the stance towards diverse representation boardrooms is because we actually realize there are more men named Richard, Rick, or Dick on corporate boards than entire groups of underrepresented people. And the average US corporate boardroom is **88% white, but 27% women**. And despite the fact that research shows that ethnically or gender diverse boards actually **outperform, financially** outperform those that don't have it. So when I think about what we commit to and how we really live our truth, this wasn't something that we just turn the switch on overnight. This is actually something that has been **built by design** from our CEO with our board, that is diverse. And it shows that when we actually focus on this, our the long-term goal of our campaign, that some have seen is called **So Many Dicks**, and it's to drive **systemic change in corporate leadership**. And our goal is actually to commit to **doubling the rate at which women and people of color are added to corporate boards by 2027**. And that three-year platform for us has started with NACD, where we've actually worked with them to prepare diverse candidates for board seats, working with nonprofits like **Fifty Fifty Women on Boards**, working with the **Latino Corporate Directors Association**, for example, and actually creating a coalition that drives towards one purpose, which is to see more diverse people in seats. Of decision-making power. These are the people who are making decisions for your brand or your service.

[00:20:17] **Matt:** And, obviously, that is the pinnacle of you sitting on a corporate board. We have so many younger listeners here on the podcast. And I was just wondering, given the success you've had in your career, what advice would you have, specifically maybe to **young women entering the workforce**, in terms of what are some of the skill sets that they need to acquire and areas they need to lean in early in their career to end up in the C-suite like you have or perhaps even on the corporate board one day so there won't be so many dicks in boardrooms?

[00:20:48] **Laurie:** I love this question. I know I've said that with every question, but I truly do love this one. If I was talking to someone who wanted to be in my seat one day, for example, I would say, **Don't tell yourself you have to be a certain age** or you have to have hit all these steps in this type of succession before this X milestone, and after you achieve that, that something can happen before you get to your goal. What I mean by this is you gotta let your journey be **fluid**, and you gotta realize that you don't have to start after each stage gate. You can start now. Be **curious** about what it will take for you to get to your goal state. Allow that journey to be fluid. And probably the biggest thing that I've learned in my career is **setbacks are not a death sentence**. It's actually a redirect for you to sharpen your lens and sharpen your strategy.

[00:21:31] **Matt:** And it might not even be a setback. I think, to your point, a lot of people think that there's this kind of linear up-into-the-right progression, both whether it's the success of your company or whether it's the success of your career. And, ultimately, sometimes you do have to take one step back to go two or three steps forward, and you might not see it at the time. But as long as I think you're staying true to yourself and you're leaning into what makes you truly unique, you're going to end up on the right side of change.

[00:21:55] **Laurie:** A 100%.

[00:21:56] **Matt:** Absolutely. I'd love to shift gears a little bit and talk about you and your career journey as we wrap up here, Laurie, because you spent quite a long amount of time, especially for today's standards, at **L'Oréal** before leaving for E.L.F.. I think you were there over fifteen years.

[00:22:10] **Laurie:** **Twenty**, nearly.

[00:22:11] **Matt:** Twenty years. So that's obviously a very long time, and we've done a lot of work and continue doing L'Oréal. It's a great organization. What goes into a decision to leave a place like L'Oréal, where you've continually elevated your title and status and influence to jump to more of a startup relative to L'Oréal? How do you get the conviction to make the leap? And maybe what are some of the takeaways that some of our listeners can derive from change and actually leaping forward?



[00:22:41] **Laurie:** Here's the thing. There's a journey that is not something I would have seen. I have to say there was—I love L'Oréal. I still have incredible mentors and mentees that are there. It's really an incredible twenty years that I had across continents, zones, roles that expanded beyond marketing, that I really love. And for me, it was a very pivotal time in my life here. It was about two years post-COVID, and I had two young girls. And I was really defining what I wanted to do, and started thinking about **legacy**. It was post-COVID, so I was having them, and they were in the house with me. And I really wanted them to see Mom is doing something that she really finds to be impactful in filling my cup. And it was also a really personal time in my life because I had just **lost my father**. And I say this because I don't think people talk about this.

[00:23:27] **Matt:** Sorry to hear that. I went through the same thing recently. It really changes you in a way that I think that's changed me, unlike anything else that's happened in my life. When you lose a parent, it really does reframe what's important to you, and you know, it really does change you forever.

[00:23:40] **Laurie:** It does. It makes you think a lot of things. Your legacy, what do you want to stand for, where do you want to live? And the year that I had joined E.L.F. was actually the year I had set up my own intention word, which was **unleash**. And I was ready to unleash my creative potential, unleash a different chapter of me that I did not see. And while I had an incredible journey at L'Oréal, when I met some folks at E.L.F., I actually saw a place that just to talk about the fact that they lead with diversity, sitting down with our CFO, our CMO, and our CEO. And I actually realized these are leaders that actually **walk the talk** as well. They really, really stand by this. And it was an environment where I knew E.L.F. was at a stage where they were **small enough to pivot, but they were big enough to do good things and great things**. And that was really my entry point, where I knew I would be able to come into a company that still very much feels that we're a startup. We still feel like the underdog. And I knew this was a place where I would be able to live out my intention word. And I think that goes back to what we said earlier. Your path is never going to be linear. It's gonna be messy, and there are gonna be setbacks, and there are gonna be things that you actually look back at, and you're like, "I'm really glad that happened to me, because it made me stronger". It actually made me realize what I want even more in my next chapter. And I think that's a really big part that you have to continuously doing is **listen to yourself, listen to your gut**, listen to what it's telling you, and define what it is that you want in your next chapter. There was an incredible boss I had that said, When you're leaving one place to get to the next, it's like you're holding on to one vine. And there is a point when you're leaping for the next vine, where you are letting go of this one at the same time. And that's the part where you actually, I think, have the **most clarity** in terms of what is it that I want to do. So it's like, I would push everyone to reach for that line, that leap where you are in between vines and go for it.

[00:25:27] **Matt:** Amazing advice. And, obviously, I'm sure you've learned a lot from all the ups and downs of your career, and I think other people having that perspective is super important. To wrap up here, we always ask our guests if there's a saying or a mantra that has helped define their professional journey to date. What comes to mind for you?

[00:25:44] **Laurie:** There's a fun one that I have. "**Blessed are the curious, for they shall have adventures**".

[00:25:48] **Matt:** And did you bake that up, or did you read that somewhere?

[00:25:50] **Laurie:** I've actually had that since I was a child, and I've kept that quote with me everywhere that I've went, everywhere that I've lived. It's a great one to kind of think about because it goes back to what I said, right, about being curious about what it is that you want. Don't wait for a certain time.

[00:26:03] **Matt:** Never stop learning. Right?

[00:26:04] **Laurie:** Never stop learning. Yeah. Adventures will definitely come from it.

[00:26:07] **Matt:** That's for sure. Well, I'm sure you're going to have nothing but continued great adventures in your endeavors at E.L.F. Beauty, and thanks so much for taking time out of your busy schedule. I'm a big fan of you and the brand, as you know, so it's great thrill to have you here on the podcast.

[00:26:19] **Laurie:** Thank you, Matt. It was a pleasure.

[00:26:21] **Matt:** Absolutely. On behalf of Suzy and Adweek team, thanks again to **Laurie Lam**, the Chief Brand Officer of E.L.F. Beauty, for joining us today. Be sure to subscribe, rate, and review *The Speed of Culture* podcast on your favorite podcast platform. Till 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, subscribe to all Adweek's podcasts by visiting [adweek.com/podcast](https://adweek.com/podcast). To find out more about Suzy, head to [suzy.com](https://suzy.com). And make sure to search for *The Speed of Culture* in Apple Podcasts, Spotify, 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.