

Milo Speranzo Transcript

Milo 00:00:01 We've pivoted to what our customer demand and what they have told us they want now and what they want in the near and then far future, but one of those non-negotiables is certainly privacy. You heard it in our presentation last night, where it was, "with your permission"—we said it a lot.

Matt 00:00:20 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*.

We are here live in Vegas at *The Speed of Culture* podcast. And today, we are thrilled to be joined by Milo Speranzo, the Chief Marketing Officer for Lenovo North America. With a career that spans the US Air Force to entrepreneurship and now leading Lenovo's marketing efforts, Milo has been instrumental in driving Lenovo's brand relevance in high-growth sectors like sports, tech, gaming, and AI-powered innovation. Milo, it's so great to see you today, and welcome to the show.

Milo 00:01:05 Thank you so much for having me. It's great to be here.

Matt 00:01:07 Absolutely.

Milo 00:01:07 I need an intro like that everywhere I go.

Matt 00:01:09 Take me everywhere you go. There you go.

Milo 00:01:10 Love this.

Matt 00:01:11 You know, we're here at CES, and yesterday, I had the privilege of attending an incredible presentation that Lenovo put on at the Sphere. And I would love to just talk a little bit about that to kick off. First and foremost, what gave you guys the conviction to dive for with such a big presentation and do it at the Sphere?

Milo 00:01:32 Yeah. Multiple factors. The platform of the Sphere is obviously world-renowned, and to be a part of that and to be a part of CES is absolutely amazing. But, frankly, last year, when we were here, we did a pivot with CTA and worked a little bit more B2B and less consumer at the event. And we didn't know how it would go. So we had some amazing results and customers that wanted to attend that were maybe non-traditional CES attendees. They were very much small and medium businesses that wanted to see what the next gen of tech was. And we saw some of our large global accounts even want to attend and be a part of—if it's just the atmosphere or Vegas in general—but we had a really good showing last year from a commercial perspective outside of consumer.

So we started to ideate after that and said, "We typically have our annual event in North America in October." And it's very much what you saw with the Sphere, minus the giant globe with amazing visuals, but it's a hybrid consumer-commercial event. And once again, after the event last year, we started to think, "Why don't we just do it all here? Why don't we do it all at the Sphere during CES?" And slowly, with conversations happening with the Sphere and with CTA, it all came to fruition in the summer of this year, and we made it happen. So very excited to do it, and the turnout was honestly beyond—

Matt 00:02:57 it felt like it was a concert. It was completely sold out.

Milo 00:02:59 Yes. It was. It was completely sold out. We had over 14,000 in the Sphere. And what was even more interesting was we had Gwen Stefani afterwards, which was an amazing concert, by the way. And we had a lot of folks—not a lot, but we had some leave, matriculate out. And it was—they were there really to see the Lenovo launches and releases, which we didn't wanna see anybody leave. We'd stay for Gwen! And we did. It was amazing. But we did take that as a, "Wow. They really did come to—"

Matt 00:03:27 "Our stuff does matters, too."

Milo 00:03:28 Yeah. It was nice.

Matt 00:03:29 And, of course, it wasn't just like a keynote. It was a full-scale production. You had your partners from Microsoft to Intel and NVIDIA. You had Jensen Huang, who's one of the most important people in the world right now in the business world, let alone the tech world. What goes into a production like that to kinda go through step by step all the talking points? Obviously, the production side, coordinating with the partners—and what's that been like over the last six months?

Milo 00:04:00 Yeah. I mean, as you can imagine, it's a mind-numbing amount of emails. For one, a lot of communication and over-communication. But as the other marketers who might be listening will know, it is even beyond the production—there is paying for it and the sponsorships and the politics of who's on stage and when and how we actually deliver the visual of the show. And all of those complexities were, one, I think, very expertly handled by the team. I could not be more proud of not just marketing, but Lenovo holistically. So as we pulled it together, marketing took the lead in a lot of the areas, but we really relied on some of the, you know, let's call it the adjacent organizations: sales. We needed sales to drive the attendance.

Matt 00:04:44 Mhmm.

Milo 00:04:44 That 14,000 people—we did email blasts, and we did all—

Matt 00:04:47 Nothing worse than performing to an empty room.

Milo 00:04:49 Yeah. Yeah. Yeah.

Matt 00:04:50 The room's the Sphere.

Milo 00:04:51 And when it's that big of a production, the traditional, let's call it, marketing strategies around digital and advertising—you're not super confident that that will fill all 14,000 seats.

Matt 00:05:03 Much competition at CES. Oh my God. It's yeah. To—again, everybody go to the Sphere. We're a little bit off the beaten path of the CES trail—

Milo 00:05:15 It is.

Matt 00:05:15 And spend two to three hours—that's no easy feat with everything else that's going on in Vegas right now.

Milo 00:05:15 Yes. You're absolutely right. So it was—sales took the lead on, let's call it, audience acquisition, and marketing played a role in all of that. Our corporate marketing team and comms team took the lead on developing the production piece. Our Alliances team took the lead on interacting with Jensen and Lisa, and Kristina.

Matt 00:05:35 He was there. Yeah.

Milo 00:05:36 It's amazing. Microsoft was a big player. They're a big player in that and also a big player in some of our announcements. So we bifurcated the responsibilities a bit and then had a central, let's call it, ownership team. We had one person and three people working with that person to orchestrate, really, what was everybody in Lenovo working to deliver what you saw at the Sphere. It was a company-wide—

Matt 00:06:01 I'm sure. So let's shift gears a little bit to what you actually revealed and talked about. I'll let you do the honors in terms of what was announced yesterday and why you were so excited about it as the CMO of Lenovo North America.

Milo 00:06:13 So, one, I'm obviously a big homer here, and I'm gonna give you the Lenovo speak. But I am honestly very, very proud of what we've done and the risks that we're willing to take and how we lean forward. And—and there's items, for instance, the wearables that we are very much involved in. We have late-stage concepts. We're ready to go to market. And there was a discussion of, you know, "Hey. Do we wanna talk wearables?" Absolutely. We wanna talk wearables. Do we wanna talk—you know, then Kira, the announcement for our AI agent that is really an orchestrator that orchestrates all of the AI tools across all devices, and Kira is amazing. Our new ThinkSystem servers that inference—which you need for all enterprise-level AI—are just killing the benchmarks. I think we had—I forget the number of world records.

Matt 00:07:01 I love the healthcare example that you gave about hospital patient data and how important that is.

Milo 00:07:05 Yeah. And it's securing on-prem the data as well as reading that MRI. So that's amazing. All the way to Moto, where you've got the Fold, the new Razr Fold, which is—personally, I think, the most elegant, sleekest designs that we've delivered via the Moto line in a long time. So it's exciting. I think what's the most exciting is we're the only ones that are actually delivering that end-to-end.

Matt 00:07:32 Yeah. There are—there are other companies in your space that have ecosystems that we don't need to mention, but that have not done it yet.

Milo 00:07:41 No. No. And it was no desire to do it. And that's that risk-taking, and it's almost adventure—is "adventurism" even a word? I don't know. Is that—

Matt 00:07:50 It is now. That should be your new, you know, tag line for 2026.

Milo 00:07:52 I like it. Lenovo. Adventurism. So with the R&D and the resources we have, there is nothing stopping us from making those leaps, and also what we already have in-house. So we have, obviously, "pocket"—everybody says pocket to cloud. That's a thing these days. The marketers that are listening will know they've heard the word "pocket to cloud." Realistically, nobody has phones, wearables, PCs, servers, storage, all in one portfolio. The competitors will say that they, oh, you know, they work well with this other device provider. But in real life, we actually have the ecosystem, which enables us, a pretty big differentiator in AI, especially when it comes to Kira, for instance, to be able to really navigate your day, build that personal AI twin that's gonna give you, one, more efficiency.

Matt 00:08:44 Yeah. Superpower you.

Milo 00:08:44 Yeah. It's really gonna superpower you. That's a great way to put it. Yeah.

Matt 00:08:47 Yeah. So there's a lot of themes that I kind of extracted from the story that Lenovo told yesterday. First of all, it was on kind of the edge computing aspect where the demands of AI only continue to grow. And if you're relying on the cloud to deliver, it's gonna take more time. And there's a lot of use cases where you want that compute to happen on the device itself. You want that on your laptop, your phone, etc., that will give you—you had mentioned the privacy aspect with the speed, etc. Do you see that kind of driving a completely new buying cycle for the hardware that you guys sell?

Milo 00:09:24 So, yes, I see the evolution of AI driving an accelerated buying cycle. So we're starting AI in its infancy.

Matt 00:09:35 Yeah. First inning.

Milo 00:09:36 First inning, I believe. Yes. I—I agree with you. And Jensen explained it really well yesterday as far as how it's a platform. It's the new platform. But as we evolve from an AI perspective, we're starting to see these new, let's call it, consumer demands. And one of the

consumer demands is privacy. So last year, privacy was kind of talked about in the periphery; then it was one of those. And the environment is another one—it's really coming to the forefront. It's becoming mandatory now. So we're allowing AI to be done at the edge, at the PC, without even being connected to the internet.

Matt 00:10:11 Right.

Milo 00:10:11 And we think that's gonna be a demand.

Matt 00:10:13 I agree. Even I was on a flight out here to Vegas and the Wi-Fi was choppy, I was saying, "I just wish I had an LLM that could run globally on my device."

Milo 00:10:21 That's it. So we've pivoted to what our customer demand and what they have told us they want now, and what they want in the near and then far future. But one of those non-negotiables is certainly privacy. And you heard that in our—we might have said it too much, but you heard it in our presentation last night, where it was, "with your permission." We said it a lot because we know.

Matt 00:10:43 Everyone's thinking about that. Because we're almost in a dystopian world right now where this technology is so powerful, and everyone's always thinking, like, "Well, what's the downsides of it? You know, how can I control it?" You have this kinda counter-narrative of AI. And the way I think you hit that is the way that Lenovo did yesterday. You hit it head-on. You can share as much or as little as you want. We have this powerful ecosystem. Put it to work for you the way that you think is best for you.

Milo 00:11:08 That's it. Yeah. And then functionality-wise, it actually functions better. So when you talk buying cycle, having that LLM kind of on—when we say on-prem, it's usually an enterprise discussion.

Matt 00:11:19 Right.

Milo 00:11:19 But having it on-premises, on-prem—

Matt 00:11:21 On a personal basis, On-prem, yeah.

Milo 00:11:21 —consumer at the edge somewhere, you know, where you can leverage it on a plane or even in the middle of Vegas, but privately.

Matt 00:11:28 Yeah.

Milo 00:11:29 So we do think that's gonna spark a bit of a consumer—that new consumer buying cycle from an enterprise perspective and B2B, which we also hit on deeply here. Like we talked about, that buying cycle for AI PCs is already. Demand is right now.

Matt 00:11:44 So because, like, laptops had a moment during COVID where it was all about mobile, and then. Once COVID hit, everyone was buying new laptops and even desktop devices and...

Milo 00:11:55cameras—everything..

Matt 00:11:56 Everything was coming. And then it kinda went away as, you know, the pandemic kinda wheeled down. And now you see this other boom coming, where you probably do wanna upgrade your device if you wanna take advantage of this technology in the best possible way.

Milo 00:12:08 That's it. And if you look at the install base of what was sold during COVID, the majority are not—I mean, obviously, I don't think any of them during COVID are AI PCs or capable of really leveraging the LLMs and all these new tools like—

Matt 00:12:22 Yeah.

Milo 00:12:22 Canva—everything that's coming out that's just amazing. Sora. So having that is gonna be a—I wanna say almost a necessity even on the consumer side to interact with maybe the games that are coming out. You know, in the gaming environment, in the R&D perspective, we see a lot of architectural and engineering firms. They cannot buy anything but an AI PC now because they're drafting, and what they're using in their own in-house agency is—

Matt 00:12:50 Yeah. Rendering.

Milo 00:12:51 It's so demanding. And that's a flow that we've seen forever. The highly technical B2B, the highly technical consumer, the engineers—they are the tip of the sphere, and then it leaks into everything else. So we're seeing that rapidly get adopted this year. So we do think that great refresh cycle is happening, and AI PC is definitely the anchor.

Matt 00:13:13 We'll be right back with *The Speed of Culture* after a few words from our sponsors.

There was a device that was also shown on stage that was a pendant—the pendant you can wear.

Milo 00:13:22 That will be way more fashionable.

Matt 00:13:24 Right.

Milo 00:13:24 Right. But, yes, that's what's—

Matt 00:13:25 But I understand it was in that early prototype phase.

Milo 00:13:25 Prototype phase.

Matt 00:13:25 Let's talk about that because that's a big consumer shift. I've played around with some of the existing ones that are in the marketplace, and I remember being at a dinner with a CNBC reporter, and I told her about it. I'm like, "But it's not on." And she was like, "Is this, like—am I being recorded right now?" Yeah. There's, like, the trade-off with AI, and I get it all the time after I talk about AI on stage—is because I talk about a health bot that I built where I took twenty-five years of personal health information loaded into a model, and it helps me make health decisions.

Milo 00:13:57 Oh, that's awesome. I love that.

Matt 00:13:57 Yeah. It's cool. But one of the questions I always get is, "Aren't you worried about just all the privacy implications?" And my answer's always the same: I'd rather not drop dead on stage and risk that ChatGPT knows my cholesterol score. Like, in other words, it's a trade-off. And we make trade-offs in social media. People post pictures of their family on vacation; maybe their house will get robbed. But, like, to them, they feel safe, and it's a trade-off, and they wanted to show people the life that they're having and their kids. Everything in—in the use of technology is a trade-off. In the case of the device that you're—the pendant that you're wearing, how do you think that trade-off's gonna play out with the consumer? Because I see the benefit of capturing everything, and I'm probably gonna be the first one to adopt that. But a lot of people might even be freaked out about it.

Milo 00:14:35 I know. The people around you, not people wearing it.

Matt 00:14:39 Exactly. Especially the camera on it, too.

Milo 00:14:40 People that you interact with. Yeah. We're very, very sensitive. And at the beginning, when you start to go into the R&D process, you say, "Well, everybody's carrying a camera anyways. All we're doing is just holding it up so it could see the thing."

Matt 00:14:52 But it's on all the time. That's the difference.

Milo 00:14:53 Yeah.. Right. So then that always-on function and then the listening. And then whatever other capabilities that end up growing into these—we have to be very, very sensitive, not just with the user privacy, but with the privacy of holistically what you're capturing. Right?

Matt 00:15:11 If it's on, there should be ideally a light that's showing it's on. Yeah. If it's off, somebody could use it and not—

Milo 00:15:17 Which there is. But I think that's kind of table stakes. We have a committee at Lenovo that focuses on privacy and consumer advocacy. And so, internally, we look at it, but then you don't wanna write your own report cards. So, externally, we bring in external companies—either governmental agencies or just third parties that come in. And so we looked at homes on Zillow now or whatever the app is. Google Earth—I don't know. You can zoom in and see a house. Well, now you can opt out, and your house is—

Matt 00:15:46 Yeah. I read that.

Milo 00:15:47 —blurred. So you can't—you can't see your house. We need to cross-reference all those, and we are cross-referencing all those privacy capabilities and say, "Hey. Listen. Let's leverage what's already out there. If Google Earth is not allowing these houses, then we need to, on our wearables—"

Matt 00:16:04 Interesting.

Milo 00:16:04 —make sure that that is excluded, you know? So we have a—which is, honestly, the tech is there a thousand percent. We have the tech for it. We have fancy versions. We have ones that, you know, designers can make. But the reason it's not in mass production is because we have to make sure it's—

Matt 00:16:22 It's early days. You don't know.

Milo 00:16:23 Yeah. It has to be ready for consumption.

Matt 00:16:26 Younger consumers. Look at Gen Alpha who—

Milo 00:16:27 Oh, everybody. I don't know that they're even gonna care.

Matt 00:16:33 That's my point. I know. Or even Gen Z. I mean—they are the social media generation.

Milo 00:16:35 And I don't know that that's great.

Matt 00:16:36 What is good or bad anyway?

Milo 00:16:37 I know.

Matt 00:16:38 There's some people who thought electricity wasn't good when it was invented. It's like every time there's evolution, there's people who kinda wanna hearken back to the way it was. Yeah. But the reality is there could be tremendous benefit in capturing anything. You're creating a second brain that can remember, and it could advance humanity. It can allow us to focus on what's really important. You don't need to take notes anymore; it's all kinda done for you.

Milo 00:17:00 Yeah. And that personal AI twin is really the beachhead into what AI will be in your life. So you'll have robotics—I mean, we've seen at CES, robotics—ridiculous. Yeah. So, you know, you're gonna have—LG just released the robot that I watched yesterday, fold—fold clothes. Very slow. Very slow, but I loved it. Like I said, they're gonna speed that up. That's good.

Matt 00:17:19 Because I hate folding clothes.

Milo 00:17:20 I hate it.

Matt 00:17:21 I gotta pick that—one of those up.

Milo 00:17:22 But your personal—that AI twin is gonna be the interface between, "Hey. We know that you need this for this meeting that you have to—" It's gonna orchestrate daily chores and life, but then also the enterprise AI twin. When you go to work, if your enterprise or your work is enabled with AI, it's also gonna help you when you walk in the door, and you're a quality inspector, and the robot dog has found 19 different potential issues throughout the night. Your AI twin is gonna interact with the enterprise AI—which is what we call hybrid AI—and it's gonna say, "Hey. Here's what you need to do immediately this morning." So there is no checking emails and—"You have a leak on pump 4. You need to go—" Yeah. That's your first priority today. So, harmonizing that AI is gonna be, I think, the next wave, and a lot of it's agentic. We hear the word agentic a lot, and that's what it's—

Matt 00:18:40 often misused, but in this case, it really isn't a—an issue.

Milo 00:18:41 Often misused. Generative AI is another one, often misused. A lot of it's just predictive right now. But that orchestration between the agents is gonna be just absolutely—whoever does that wins. Yeah. Whoever can do that the best—and we think that's what Kira [is].

Matt 00:18:32 Yeah. That's what—and of course if you couple in, like, the wearables and you're getting data on your body, you can really paint a whole picture of your life, your life's dashboard. Yeah. What's important to you, what this AI agent is seeing and hearing. And—and I love the device integration. I mean, we've seen companies really take advantage of having that "last mile," meaning, like, when you have the physical device in a consumer's home or in a consumer's hand. And what's starting to happen with companies like Lenovo and others in the category is you used to just sell components. Yeah. Low-margin components. Yeah. And now you're really a data company. Right? And these components are really just a conduit to collect data, use the power of AI to make consumers' lives easier, which I would imagine makes your job as a marketer and a CMO completely different than it would have been five years ago if you're the CMO of Lenovo.

Milo 00:19:19 Completely different. And you're right. It all stems from data. So I don't know when it was—maybe four or five years ago, six, seven. Who knows at this point? All these years run together.

Matt 00:19:28 Yeah.

Milo 00:19:28 But there was a lot of discussion around: "The most valuable commodity in the world is data." And everybody said it. It was a big thing, but—but nobody could actually figure out how. Now—

Matt 00:19:39 Right. They would say data is the new oil.

Milo 00:19:40 The new oil. Right? Yeah. Data is the new oil. Like, more valuable than water. Well, there's a lot of companies that store—there's distributors that have infinite amounts of data. Now, all of a sudden, that data is actually becoming valuable. Yeah.

Matt 00:19:53 Useful in a personalized way.

Milo 00:19:54 It's almost like cryptocurrency. Like, it's kind of in the ether, and then all of a sudden, now you can use it for things. So that's really the pivot that we're seeing. And in marketing, it's the same way. So it has changed how we do analytics. And you're very aware of brand studies, how we engage consumer engagement. There's all these external data pools that are now available to us that show we've had major insights. Like ITDMs—IT Decision Makers—are not the ITDMs we think all the time. You know, especially in the AI world, we're seeing Chief Financial Officers drive the IT evolution inside a company faster than a CIO because they're like, "Hey. We need this AI tool so we can reconcile at the end of the month, so we can do the shareholder thing. But you don't have servers that can handle that," and they're pushing the CIOs. So now we're marketing to these, let's call it, non-traditional ITDMs. So data is very much, to your point, changing the way we do marketing, for lack of a better term.

Matt 00:20:56 Absolutely. Yeah. So moving forward here in 2026. It's another big year. Not only did you have this incredible presentation at the Sphere yesterday, but you are a major sponsor of the FIFA World Cup.

Milo 00:21:05 We are. And it's here in the US—so exciting.

Matt 00:21:07 Yes. It'll probably be one of the largest sporting events ever. Um, let's talk about why the FIFA World Cup is important to Lenovo, and what are some of your plans to activate? I did love one concept I need to say—where—and I—I think I interpreted this the right way: You have cameras on the refs, on the field, and if you have a Lenovo device, you can see the feed. Yes. We had Tim Ellis, the CMO of the National Football League, on the podcast previously, and I actually brought up that exact idea to him. That referees on the field—that even the helmets on the NFL should have cameras in them. Yeah. And here you guys are doing it, which is an amazing idea I just had to tell you.

Milo 00:21:46 Yeah. That—well, thank you. So there has been—and I don't know if you remember—years ago, I forget the American football sport; it was the USFL or maybe Arena Football. It was. They attempted to do the cameras in the ref's hat and the cameras in the—but you couldn't do it. You couldn't stabilize it.

Matt 00:22:02 It wasn't ready yet. Through 5G

Milo 00:22:03 It—it wasn't ready. And then— exactly. Yeah. And then a couple years ago, they said, "Okay. Connectivity is there. Let's try it again." And they did. They tried it again in a

couple—I think in some cricket matches, and I think even in some football a little bit. It still wasn't ready. Now, with FIFA and using AI stabilization, the broadcast center will own that feed from the refs and fully powered by Lenovo—Lenovo's AI — AI is the critical function for making that commercially viable. So it's a product that would not be viable—

Matt 00:22:36 First it was data, then it was the hardware, and now it's AI.

Milo 00:22:38 Now it's AI. Yeah. So AI stabilizing that. And FIFA as a whole is—I mean, very, very exciting for us. I can't say how excited I am to go and actually see some World Cup—oh, yeah. Right! And be a part of it. But FIFA's mission really aligns with what we wanted to do from a small and medium business perspective. We wanna leverage AI to democratize, essentially, their ability to compete. For somebody that starts an Etsy business or somebody that has a small dental practice that maybe in the past couldn't compete with bigger franchises or chains—AI is that level-setter. So AI allows them to punch way above their weight, and we wanna deliver that to our small and medium business customers and allow them to compete at a level they never could, which will create jobs. And it's a great story.

FIFA wants to do that with the countries. They want Tanzania to be able to use the analytics that England could only afford to crunch data-wise. And so with Football AI, which is what we developed in conjunction with FIFA, we're doing that same thing. We're democratizing the analytics. Every country—the smallest countries to the biggest—will all have the same ability to parse the data. "When Messi comes in, and he does this, there's an 80% chance he's gonna pass or—"

Matt 00:23:55 Right.

Milo 00:23:55 —we're giving that data and allowing these smaller countries to punch way above the weight. So, yeah, it's really exciting. So when we started working with FIFA, we had a lot of, let's call them, marketing meetings where we said, "Well, you know, what are your goals? Let's see where we can work together." And it's been seamless throughout the past year since we inked the deal. And then you'll see on the stage automated AI offsides that we're gonna have—the VAR with our technology.

Matt 00:24:21 You're bringing your technology to work in practical ways that allow people to see its power and efficacy.

Milo 00:24:26 Yes. So we think it's gonna be a showcase for one, the world's most popular sport, but also the Lenovo ecosystem. So exciting.

Matt 00:24:33 So, shifting gears as we wrap up here—and this is such a great discussion; I can't wait for our audience to hear it—would love to just talk about you and your leadership style as CMO. And first and foremost, like, what do you think you did right along the way in your career and professional journey to put you in the position that you're in today?

Milo 00:24:51 I don't know. I don't know! But I know what I did wrong.

Matt 00:24:52 Okay. Let's start with that.

Milo 00:24:52 I think that might be what I did right—recognizing the things that you could have done better. So I—there's key mentoring moments in my career as I pivoted from—I was in the military. I had no real transitional skills into the private sector.

Matt 00:24:54 And then what happened?

Milo 00:24:54 And then I got out. I knew some IT. I was passionate about something. So I went into the IT field, and I started working for some government contractors because that's what I knew. I came from the military, the DC side of the house. And as I started doing sales—it—started at sales, and I said, "Okay." And I looked at the environment, and I said, "Oh, you know, marketing—that might be more me. That seems fun." So I made the pivot slowly through networking and engagement inside of the companies I worked doing sales, and then I made a transitional pivot. And it was a sales and marketing role, and then it was just a marketing role.

But throughout the entire process, authenticity. I can't—and I know everybody says that—being your authentic self.

Matt 00:25:53 Your true self. Yeah. And having—not being "Work Milo" and "Home Milo," but just being Milo. Right?

Milo 00:25:58 Yeah. And having those conversations openly and building trust with one, the company, but also the people around you. People got me to where I am. There were a lot of things that I didn't know and a lot of false starts, but a lot of people that I was authentic with and opened up to really, I would say, were much more willing to mentor and guide me and say, "Oh, no, no, no, no. Don't do that. Focus here. This is where you want marketing. Don't think of marketing as PR. Think of it as..." and they rein you back in.

So I really do think authenticity, relationship building, trust—and sometimes you get burned on trust. I gotta be honest. I mean, there's been times in my career where I've really trusted somebody or something, a process, and the process did not work, or the person was not there necessarily to mentor, but maybe get themselves ahead. And you just move past it. You gotta have—you know, be a goldfish in a lot of ways. Forget the things that maybe were outliers that—you know, I have 10 amazing relationships with trust and authenticity and one real—shitty one. Like, yeah. So that one, you gotta just forget, and you gotta move on with those other nine. And ninety percent's a heck of a ratio. So it's authenticity, learning, trust, relationship building, networking. Once you get in, it's gonna get you wherever you wanna go. And that's been my—That's been my philosophy.

Matt 00:27:23 So with that, to wrap up here, we always ask our guests if there's a saying or mantra to help and encapsulate the professional journey.

Milo 00:27:29 Oh, my God. Everything that I do is gonna be—it's like Ted Lasso sayings. So, one, I feel like I'm cheating it, but it's to "be a goldfish," but also learn. And we're doing that with the Sphere. The Sphere was amazing. What we did at the Sphere was—I'm so, so proud of it. There's 10 things that I wanna fix for the next Sphere event. So don't rest on your laurels. Focus. Double down. Do it better next time, but also be a goldfish. Forget about that outlier. Fail fast and be a goldfish. That's what I'll say. I'll combine two.

Matt 00:27:57 You heard it here from Milo, everyone. Be a goldfish in 2026. Focus on the positives. And I just wanna thank you for a great talk, and I know you're really busy here this week. And it was really inspiring being at the event yesterday, and wishing you nothing but success and hat tricks at the FIFA World Cup 2026.

Milo 00:28:12 I love it. Thank you so much.

Matt 00:28:13 Awesome. On behalf of Suzy and the team, thanks again to Milo Speranzo, the Chief Marketing Officer for Lenovo in North America, for joining us here live at CES. 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. Bye-bye.

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