

Kelly 00:00:01 The Ulta Beauty Rewards program now has 46,000,000 members in our program, but what's really staggering is we have 95% of all of our sales are coming from members.

Matt 00:00:13 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 welcome Kelly Mahoney, the Chief Marketing Officer at Ulta Beauty. Kelly's a proven marketing and strategy leader with more than twenty years of experience driving growth through data-led, consumer-centric innovation. We are here live in Las Vegas at CES. I'm so thrilled to see you. Thanks for joining.

Kelly 00:00:49 Thank you for having me. Appreciate it.

Matt 00:00:50 Absolutely. So it's interesting. I've been coming to CES for twenty-five years. And when I first started coming, it was called the Consumer Electronics Association. Now it's Consumer Technology Association. And back then, it was all makers of actual consumer electronics. And here you are as the CMO of a beauty brand at CES. Why are you here, and what do you hope to get out of your time here?

Kelly 00:01:11 Well, it is something I definitely thought about as well. But behind all good retailers and all good brands, I think it's powered by data and technology, and that's really what drives a lot of our growth at Ulta Beauty. So I'm here to talk about data. I'm here to talk about how we leverage our data to personalize the experiences we have with our guests, and I think there's a lot I can learn, too.

Matt 00:01:29 Absolutely. So let's talk about the Ulta business. Where does it stand today? What are its growth drivers? And what are some of your key focuses headed here into 2026?

Kelly 00:01:39 Well, Ulta Beauty is a phenomenal business. We're a retailer in the United States, and we have over 1,500 store locations, thriving digital —

Matt 00:01:47 Just US-based?

Kelly 00:01:48 We are not. So we just expanded globally last year.

Matt 00:01:52 Okay.

Kelly 00:01:52 So we're now in Mexico. We're in the Middle East, and we just acquired Space NK, which is in the UK.

Matt 00:01:58 Wow.

Kelly 00:01:59 So that's a big growth driver. In terms of what's gonna fuel the next set of growth for us, that is definitely on our radar, as well as wellness. So wellness isn't an assortment expansion. It's a strategy in and of itself, but we really perceive that beauty and wellness are inextricably linked now, more than ever. And it just makes sense that beauty is wellness, wellness is beauty. Let's really dive into this space. We can attract a new customer base, and I think we have a lot of credibility in the marketplace to do this and do this well.

Matt 00:02:26 Yeah. In terms of brand positioning, we've seen more broadly in the fashion industry kind of this barbell economy unfold where you have fast fashion and value on one side, and you have luxury on the other side. When you look at your category and your brand, where do you see you fit in? And it's funny because I worked on the launch of Victoria's Secret PINK. And I remember that was, like, one of the first brands that took more of an upscale luxury brand and had almost like a youthful counterpart. And that was sort of, like, I think, an early marker to where we are today. Just curious where the Ulta brand fits there.

Kelly 00:02:57 I think that's part of what makes us pretty amazing and special, is this high-low deluxe assortment that we can offer. Value is what we're known for, but we're not cheap. We are value in the sense that we can offer everything that a consumer might need, from the sort of everyday essentials to the what's new, trending, and what's also on the luxury spectrum, too. And we have it all under one roof, and we have it across our stores. We have it online. We're highly convenient. And our loyalty program—let's not forget. Like, our loyalty program provides exceptional value to every member. That's it.

Matt 00:03:29 Now, during COVID, there was so much talk about the death of the retailer and that no one's ever gonna go into a retailer again; obviously, has proven not to be true. Now we've entered a world where, obviously, it's not just one-sided. It's omnichannel is the name of the game, and you have to be having a multitude of touchpoints to the consumer that fits their lifestyle. What is Ulta's overall strategy in terms of its channel mix? And how do you see that evolving over time with your consumer?

Kelly 00:03:54 Yeah. I mean, we used to talk about channels very distinctly. We have an omnichannel customer that will shop us both. And what we've learned in our category in particular is it's not linear. It is now more than ever—it is not a linear journey for the customer. So we're trying to talk about the customer's journey and how the channels fit into the customer's journey, because then that sort of changes and shifts the way we think about making sure we truly do deliver a seamless experience.

Matt 00:04:18 Yeah.

Kelly 00:04:19 A lot of times, we'll see that the experience with beauty starts in social, and then we have to make sure that the social experience they're having can translate well online when they want to go and actually consider and browse, to then maybe when they come in-store because they really wanna try it before they buy it. So that's one journey, and the channels facilitate that one journey. So it's really trying to smooth that experience out and

make sure whatever experience they're having, we can pick up right where they left off, whether that's in social, online, or in our store.

Matt 00:04:46 Yeah. And, of course, as a retailer, you have the benefit, especially with some of your loyalty programs, to have first-party data. And for so long, the jargon was "data is the new oil". And while data has always been valuable, AI has been the ultimate unlock of data.

Kelly 00:05:02 Did you know where I started my career?

Matt 00:05:03 No. Tell me.

Kelly 00:05:03 Oil.

Matt 00:05:03 No way. I had to say that. That's a whole another conversation.

Kelly 00:05:09 I'm sorry.

Matt 00:05:09 Do you watch *Landman*, by the way?

Kelly 00:05:11 I love *Landman*. I can relate to that so well. Because it is so true.

Matt 00:05:11 I'm sure.

Kelly 00:05:15 It's true.

Matt 00:05:17 Okay.

Kelly 00:05:17 Okay.

Matt 00:05:17 I'm sure. "Data is the new oil" because you have the background, and oil is actually—you probably know—way more valuable than data, but it is the ultimate unlock. And I'm just curious how you're looking at leveraging data to drive personalization, to drive deeper, more meaningful relationships with your customer in the age of AI.

Kelly 00:05:33 Yes. Thanks for the question. It's my favorite one. Well, I came on to Ulta Beauty to run our loyalty program ten years ago. And the Ulta Beauty Rewards program now has 46 million members in our program, but what's really staggering is we have 95% of all of our sales are coming from members.

Matt 00:05:48 Wow. That's a big number.

Kelly 00:05:52 That's a stage change.

Matt 00:05:52 I hate when I go to retail and they ask, "Do you wanna sign up?" I was like, "No, I just wanna buy and leave". Like, obviously, there must be value if people are signing up.

Kelly 00:05:58 Yeah. I mean, that's what we really have done and done really, really well. So people wanna sign up, and the quality of the conversations our associates have with our guests—because most of our sign-up happens in our stores—is really how we get over that objection that people might have. Plus, in our category, we have 600 brands sitting on our shelves or on our website, and beauty is about discovery. In order to really get the right products in front of the guests, we need to curate the experience. We need—

Matt 00:06:24 Right, if it's one-to-many, oh, you're gonna get emails that are like, "I'm not that age," or, "That's not my style". It doesn't talk to me.

Kelly 00:06:30 Right. And people want it. So that's another way in which we can overcome people wanting. They want to become part of our membership so that they can receive the curated —

Matt 00:06:39 Right. It's ultimately a value exchange. And I think we're entering a world where the days of one-to-many emails, one-to-many messaging are going to go away. I think consumers are gonna increasingly expect hyper-personalization—the relevance and context of a message being built just for them. And if, especially, if they're a loyal member—we just had the CMO of Sam's Club here right before you came in. They're a membership company; that's their core business model, and they're saying they're investing so much in 2026 in personalization. I think by using these AI engines to understand the consumer, you can deliver messaging to them that really matters. Do they have kids, or do they have a big event coming up? Are they getting married? What are their needs for those occasions? And then can you deliver messaging that hits on that?

Kelly 00:07:21 Exactly. Because gone are the days of traditional customer segmentation, then kind of justifies what your messaging is gonna be, and then you batch it out. We're now in this mode of: we don't segment based on those traditional demographics. Like 18+, I live in a —

Matt 00:07:35 Imagine that. The cookie-cutter eighteen to forty-nine demographics. Like, that was yesteryear.

Kelly 00:07:40 That's yesteryear. We are now—day one, right now, we are actually segmenting based on motivation.

Matt 00:07:45 Interesting.

Kelly 00:07:45 Because we do have all those signals. So we do understand that this is a shopper that really enjoys coming into our stores for the discovery, but they are replenishing with us online. They tend to buy skincare. We can then ascertain through data that the next likely category that we can introduce to them might be haircare.

Matt 00:08:03 Right.

Kelly 00:08:03 So then we're teeing up messages about what's relevant to them right now, but what we think is gonna be relevant to them and predictive for them. And that's when a consumer really starts to fall in love, because they say, "Hey. You know me. You understand my needs".

Matt 00:08:15 True loyalty.

Kelly 00:08:16 It does. It really does.

Matt 00:08:17 I would imagine that feedback loop also helps drive your shelf mix and your merchandising strategy as well because you know what consumers want, what they gravitate towards, and you're gonna wanna put more of that on the shelves.

Kelly 00:08:28 I mean, yes. So there's the guest-facing side to, as marketers, what we wanna do and we wanna perfect. But then, of course, there's all the downstream benefits of having really, really strong data and having 95% of all your data coming from members that allow you to be sharper about inventory and also just more efficient on how you run the business.

Matt 00:08:48 So let's talk about building the brand and driving attention from your consumer because, obviously, you have a great brand. You have loyal customers, but you are clamoring and fighting for attention with your customer across a multitude of categories and competitors, etcetera. What does it take to breakthrough in 2026 with creative, with content to make sure that you're capturing their mind share?

Kelly 00:09:08 Yeah. It's a great question. When I stepped into the role last year as Chief Marketing Officer, the first thing that we did as a marketing team is let's reignite our brand's purpose. Let's remind the world why Ulta Beauty exists. Because that's why people are gonna choose to come to Ulta Beauty in a crowded world. Like, our category is very, very crowded. You can buy beauty in a lot of spaces. So we had to remind people—like, there's a reason why you come to Ulta Beauty, and it's because we celebrate the superpowers of beauty.

We are—in a lot of ways—we consider ourselves a lifestyle brand. We are about self-expression. We are about empowerment. We are about connecting multiple generations all on our store floor inside our 10,000 square feet, and we're also about taking care of yourself—this idea of self-care and wellness. And when you can find a spot within people's lives and you can play a role in people's lives in a meaningful way, that's when loyalty can truly start to begin.

Matt 00:10:03 Yeah.

Kelly 00:10:04 And so that's really how we start the conversation about how do we grab attention, how do we distinguish ourselves. Then we make decisions around where do we show up. Like, where are we gonna show up? In our space, we have to be in social. We have to be shaping and supporting the conversation. There's no owning the conversation, but being a part

of the conversation for sure. And then there's meaningful moments in culture that just make sense where beauty and culture intersect. We think that's music. We think that's sports. We see places that beauty and taking care of yourself really make sense to activate and have an experience where we bring people in and they get to experience a little bit of Ulta Beauty in their element.

Matt 00:10:41 Yeah. A lot to unpack there. And one of the first things you mentioned was social. And this year, for the first time, the average age of a first-time mother in the US is Gen Z. So that means she grew up with the iPhone in the household. She grew up consuming content looking like this. And, of course, when she's consuming that content, it's not from traditional media sources, but from creators. So what role does the creator economy, influencers play in your strategy, and where are you stack-ranking that as you enter a planning cycle in terms of where you devote resources towards?

Kelly 00:11:12 It is an undeniably important role that every marketer, I think, needs to be paying attention to. Then, when you layer on beauty in particular, because where does discovery happen, especially for Gen Z and Gen Alpha? But across all—we're beauty for all ages and life stages, so we've got our eye on every single generation and what their habits are. And people go to social media to discover —

Matt 00:11:34 And be entertained.

Kelly 00:11:35 And be entertained. I was just gonna say it's fun. Right? So social media plays a really important role in our strategy and our planning, and creators in particular drive that authenticity and help us do what I was saying earlier, which is shape the conversation, participate in the conversation, but do it in the most authentic way.

Matt 00:11:53 That's—that's huge.

Kelly 00:11:54 That's huge. That's our path towards authenticity.

Matt 00:11:58 We'll be right back with *The Speed of Culture* after a few words from our sponsors.

So another thing that you had mentioned was the notion of tapping into passion points—things that consumers care about—and aligning your brand with it. So what are some of those franchises or partners that you are aligning with moving forward to help drive the brand forward?

Kelly 00:12:18 There's so many options out there. I think that's—you know, we have to make a call on where we see that intersection of beauty and culture the strongest. And it's really music, number one, and it's number two, it's sports. And there are different reasons.

Matt 00:12:31 Sports? Interesting because that wouldn't have been the case maybe ten, twenty years ago as a female-focused brand, but you see the rise of, like, WNBA, and you're seeing so much interest in female sports.

Kelly 00:12:42 You see interest in female sports, but what you also see is females that wanna look good and play hard at the same time, especially for the adults. But what I'm really passionate about in the sports angle is the youngsters. The young women that are around 12 to 14—they actually defect from sports at twice the rate of young boys, and it has everything to do with their confidence. And their feeling of, "I don't know if it's okay to be tough".

Matt 00:13:08 Right. It can feel like counterculture almost.

Kelly 00:13:11 It does. It does. So if we, Ulta Beauty, can be a part of helping a 12-year-old, a 13-year-old, 14-year-old stay in sports because they do feel confident, empowered, they do wanna show up on a soccer field wearing the headband and a face of makeup, or they have the right skincare in order to take care of their skin while they're playing hard. I think that's really our angle into sports.

Matt 00:13:32 I think confidence is so important. I mean, especially if you look at where the workforce is headed. I think—I was giving a talk yesterday, and I was saying, if you have to wait to be told what to do when you walk into work every day, your job is gonna become at risk. Yeah. Because by nature, that means your job is deterministic by automation.

Kelly 00:13:47 Yeah.

Matt 00:13:47 And I think the other side of that is you have to take initiative, and you have to actually drive impact. And I think a lot of younger people in the workforce just are wired to wait for permission. And I think especially young women, when they go into a corporate environment, maybe don't have that confidence to actually take initiative. And I wanna hear how you've done it because you've ended up in the CMO seat, so you've obviously made a lot of the right decisions along the way. But how do you feel young women should approach the workforce, especially earlier in their career, to put themselves in the right position?

Kelly 00:14:22 You know, the advice I always give anybody that I'm talking to—female, male, youngsters that are just starting out—is a couple of things. One is—this is gonna sound strange maybe—but say yes to everything, especially when you're young.

Matt 00:14:33 Yeah.

Kelly 00:14:34 Don't know what to say no to—not yet.

Matt 00:14:36 And, like, you think you get invited to a dinner, and you think you know who's gonna be there and what's gonna happen, but the reality is you have no idea.

Kelly 00:14:43 You have no idea.

Matt 00:14:43 And the worst thing you could do is say no in that. Right?

Kelly 00:14:46 Yes. So that's the advice I always give. I think the other piece of advice—but this comes sort of later with a little bit of season—is lead with purpose, like intention, and really understand what the outcome is that you're looking to achieve. But I think that comes with a little bit of season in your career. Right about the ten-year mark is when you start to understand. Say yes to everything for ten years and then decide what you really wanna start to narrow your focus in.

Matt 00:15:09 Yeah. You wanna basically take as many shots as you can early, see where the ball's gonna bounce. And then once you zone in on what you really wanna do, then you have to be choiceful of how you spend your time and the things that you focus on. Can't be experts on everything.

So back on the Ulta front, I know that wellness is sort of like a—not a pivot, but it's just a broader, I guess, lens of the brand versus just beauty.

Kelly 00:15:32 Yes.

Matt 00:15:32 Where do wellness and beauty collide? Why is wellness an important place for you to kind of expand your focus on heading forward?

Kelly 00:15:40 It's great. I'll take us back to COVID. We have to just one last time. Right?

Matt 00:15:44 Of course. It comes up in every interview.

Kelly 00:15:45 Really?

Matt 00:15:46 It just shows how big of a seismic impact that has had on culture and business, and society that here we are in 2026 and 4, 5 years removed from it and still comes up in every conversation.

Kelly 00:15:56 It does. It does. We started to notice the importance of wellness and how wellness was starting to over-index or be prioritised within the enthusiast's mind. So what they were doing is maybe there wasn't an opportunity to do a full face of makeup or do what our beauty lovers love to do, which is express themselves. You know, "this is my night look; this is my day look". But what they were doing is they were really investing in their skincare. They were investing in their haircare. And that was starting to look like wellness as opposed to what we used to call beauty.

Matt 00:16:28 Right.

Kelly 00:16:28 Getting beauty products—which now, fast-forward four to six years later, what we see is that beauty—actually the art of putting on makeup and what's inside the makeup—is now geared towards wellness. So I like to say beauty is wellness now.

Matt 00:17:00 Interesting.

Kelly 00:17:00 And wellness is beauty in all categories. This is skincare. This is haircare. Even fragrance, to some degree, could be considered wellness. And then there's the wellness products that you might be thinking—the traditional, like, supplements that you might be. Moisturizers and skincare, supplements, collagen, things like that that we wanna continue to expand our assortment around. So for us, we have so much credibility stepping in the door of becoming the wellness destination for every beauty lover in the United States.

Matt 00:17:16 Yeah. And even here at CES, I mean, health tech is just a massive vertical we're seeing this year. And I think the notion of "quantified self," which is taking data on your body that you're getting from all these wearables—whether it's your Oura Ring or your Eight Sleep mattress, right, or your Apple Watch—and then taking that data and analyzing it through the power of AI and giving you insights on your body and your health, I think it's gonna explode moving forward. And the extent that you can kinda capture some of those tailwinds for your business, I think, does drive new entrants into the category, new consumers, and just will create more growth for the business moving forward.

Kelly 00:17:50 That is our hypothesis.

Matt 00:17:52 Makes a lot of sense. We're aligned there. So speaking of AI, obviously, it is the year of AI here at CES. And as I've been coming here for twenty-five years, in the past, I remember when it was digital streaming was the big thing. I remember when the iPhone was the big thing. There's all these accessories. There was a whole world of, like, 3D printing and 3D videos, and now it's about AI, which I think is far more substantive than all of those things.

Kelly 00:18:15 I agree. Yeah.

Matt 00:18:15 How are you looking at AI as a leader, as a CMO, and what role does it play in how your organization and brand is gonna go to market in the year ahead?

Kelly 00:18:24 Well, we have to be thinking about AI. And we are absolutely thinking deeply about AI. I think the thing we have going for us at Ulta Beauty is the data. So we talked about the 95%. So I came ten years ago, and we've structured our data. That was the first priority. Let's structure our data in a way that allows us to leverage that data, because we knew—and back then, we weren't talking about—I think we might have been using the term "big data" at the time. We certainly weren't using the term "automated marketing" and "personalization". Right? But we are now. But we wanted to structure our data in a way that allowed us to leverage that data because we knew we wanted to do something with that data.

So now we're well-positioned to apply AI in a lot of different spaces to power our guest experiences, like we talked about before. AI is behind that. So there's AI at its core—all the models that are kinda scoring our customers and understanding propensities, and it's the backbone of how we're able to deliver curated recommendations, for instance. That's a really

big use case for us. But even generative AI and the spaces around creative—how do we more efficiently create it so that we can tee the right image up or the right message up to the individual at the right time? We can rely on tools like generative AI in a real way going forward.

Matt 00:19:33 Sure. It's only gonna get better. It's, you know? AI is doubling in its power and potency every seven months. So if you think you do something well, then, hey, it's gonna do something incredibly well later this year, and you almost have to act and plan accordingly.

So given all that, what are the new types of skill sets you're looking for as a leader as you continue to build your team, to make sure that you're bringing on people to have the right skills and tools to be able to take advantage of this new, fascinating era that we're in?

Kelly 00:19:58 We talk a lot about adaptability and AI adaptability in particular. Because it's not the technology that's gonna take over the jobs. It's the human that knows how to use the technology that's gonna take over the jobs. That's how we really believe. So in order—the capabilities you need, number one, is I always look for a data-centered marketer. So, like, gone are the days where there's, you know, you can just be that sort of creative —

Matt 00:20:21 Big idea person. Right.

Kelly 00:20:22 We need to have data, and that's true for our creative team. So even within creative, we're looking for somebody that understands data, somebody that understands technology like our generative, our AI Adobe platform that we're using, Firefly.

Matt 00:20:35 We have the Adobe CMO coming in next.

Kelly 00:20:37 Oh, do you? Right?

Matt 00:20:38 Right after you.

Kelly 00:20:39 Oh, that's very good. Very good. We're partners with Adobe.

Matt 00:20:41 Yeah.

Kelly 00:20:41 So we committed to Adobe about a year ago. We've got their CDP in place. We're now leveraging their Firefly, and we'll just continue to expand that. So in creative, like, you need to be able to adapt to technology and really understand how to use that technology and then accelerate it. So very much a test-and-learn, very agile mindset type of person, and the more curious, the better. And I think that's something you can't learn.

Matt 00:21:02 That's—curiosity. Yeah. It's—a lot of the skill sets you talked about, whether it's taking initiative or curiosity, you really can't teach. I mean, hopefully, over time, parents and educators will realize that the world's changed. It's not about memorizing, regurgitating facts anymore, but it's about these soft skills because that's what's gonna be needed in the corporate world moving forward. Yeah.

Kelly 00:21:21 Yeah. I think this is gonna be an evolving topic, though, honestly. I don't know if anyone has the real secret to how to hire people that know how to adapt to AI for business. I think engineering's different.

Matt 00:21:32 Yeah. Couldn't agree more. So shifting gears to wrap up, Kelly—and it's been an awesome discussion. I would love to hear, you know, you'd mentioned earlier that you started your humble beginnings in oil, which I didn't know. And here you are, CMO of Ulta. Would love to hear about, as you look back on your career journey, what are some of the things that you think you did right along the way that put yourself in a CMO position now, and maybe some of that wisdom we can impart to our listeners so they can take similar paths.

Kelly 00:21:58 Well, first of all, I would say I'm just truly grateful to be the Chief Marketing Officer of Ulta Beauty. That's number one. Humble beginnings is probably the right way to describe where I came from. And I—I just have a really strong work ethic, so that stayed with me in school, and that stayed with me through college. I said yes for the first ten years of my career to a lot of different opportunities, and lucky for me, BP at the time could provide that for me—such a global company. I always say I probably had four different careers while I was working at BP, and it just wasn't a tremendous training ground for leadership, management, and operating a business at scale, which is amazing.

So say yes to a lot of things. I think being a good person is the other thing—kindness and being able to establish relationships with people, because you never know when you're gonna encounter that person again.

Matt 00:22:48 It's a smaller world than you think, and everything from leaving your job the right way to how people perceive, all that stuff matters.

Kelly 00:22:55 So important. So important. So don't underestimate the power of relationships because you're gonna need them at some point. So even if you are in the big job, I always try to save time for people that wanna have a conversation, especially if they're looking to make a job change or if they need help.

Matt 00:23:09 And that's when the relationships matter—at times of transition. When I started Suzy, the first 10 people I called were people who I was friends with that would be willing to take a leap on me. The people whom I hired were people who I'd worked with in the past that were willing to join a startup they had never heard of. So, like, when times are a need, that's when relationships matter the most. And it actually fits really well with your suggestion earlier by saying yes, because the way you create relationships isn't by sitting at your home and watching Netflix. It's by getting out there.

Kelly 00:23:37 Doing this. Being at CES. And it's uncomfortable sometimes to walk through one of those parties and networking events. Yeah. But what I find is most people, when you do put yourself out there, are really kind and graceful at accepting that and having an exchange. So make time for that. It's really important.

Matt 00:23:54 I love that advice. So we always wrap our podcast by asking our guests if there's a saying or mantra that's helped kind of encapsulate the professional journey today, and just wondering what comes to mind for you.

Kelly 00:24:03 Yes. "Impact over ego".

Matt 00:24:06 Okay. Let's unpack that.

Kelly 00:24:07 Well, you know, I just found that I'm very much a people-first leader, and I'm about driving culture, because if it's all coming from one person and it's always coming from the top, we're not gonna win. We gotta win as a team. And so I just think leaving the egos—and that's true for not only the people at the top, but everybody in the organization. It's not your agenda; it's the company's agenda. We can find common ground. We can achieve your development goals at the same time while we're building a business, but leave your personal agenda, leave your ego at the door, and let's really focus on what we're trying to do and make the impact happen.

Matt 00:24:43 And some people can't do that. I mean, we've both encountered people that it's always about them. Yeah. And I think when you have people like that that are in your organization, that's when you have to make those hard decisions, because it's like death by a thousand cuts in terms of building a culture, and you need people that are focused on the bigger, higher-order goals of the business. And with that, it's like a great idea can come from anywhere, and doesn't matter what your title is. And all those things, I think, contribute to that "impact over ego" framework. Well, that's a great one. And I love that question because it always just kind of gives people a little bit of a view of how people's minds work.

Awesome. Well, thank you so much for joining. It's been a fantastic discussion. I know CES is a very busy time at the beginning of the year, and I'm appreciative that you took a little bit of your time to spend with us on the podcast.

Kelly 00:25:27 This is so much fun.

Matt 00:25:28 Awesome. This is great. On behalf of Suzy and the Adweek team, thanks again to the great Kelly Mahoney, the Chief Marketing Officer of Ulta Beauty, for joining us today. We're here live at CES in Las Vegas. We've got more to come. Be sure to subscribe, rate, and review *The Speed of Culture* podcast on your favorite podcast platform. Till next time. See you soon, everyone. Bye-bye.

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