

**David 00:00:00** A lot of people say, "Oh, I'm gonna go to this networking event." I hate that, man. I really think networking might be the worst thing I've ever heard before my life. I really go to things trying to build authentic relationships with people. And I'm not trying to hit a hundred people; I'm trying to really build one or two really great relationships.

**Matt 00:00:18** 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.

Up today on the Speed of Culture podcast, I am thrilled to be joined by David Grutman, one of America's most influential hospitality entrepreneurs and entrepreneurs overall. He's credited with transforming Miami into a world-class nightlife and dining destination. Dave, I'm so excited for this. Thanks so much for hosting us in your beautiful South Beach home.

**David 00:00:56** Thank you. I'm so happy you're here.

**Matt 00:00:57** Absolutely. So let's start off with—as I told you before we started, I have a lot of background in nightlife. Somebody who we both know, Jason Strauss, was my partner at Boston University. And we're a little—

**David 00:01:07** But that's a little bit of a red flag.

**Matt 00:01:09** I'm gonna be honest with you. You know, we had a great partnership because he brought all, like, the New York kids. He went to a New York private school. I grew up in Philly, didn't really know anyone, and I brought the masses. And this is before social media. I had teams of people handing out flyers for me, faxes. Right. Exactly.

Different world. And he just had a network, and it was that combination that worked. But now we're in a completely different world. And you've done such a great job at building your personal brand and the brands of all your venues using social media. And I guess my question for you as someone who's been in nightlife equally as long, how has it changed over the years in terms of building a brand specifically in the hospitality space?

**David 00:01:47** Well, I mean, as you're building a brand, you always find what the best way to do it is. Back then when Jason and I started, it was faxes, then it was Evites, then it was Flash Evites with music and movement and all that. And then it was very event-driven and just mailed-out invitations. And then now with social media, it's a whole another platform. So there's always been some sort of platform for us to find to try to magnify our message.

**Matt 00:02:11** But I think you've particularly done a great job at just embracing social media, and you seem really natural at it. Whether you're talking about yourself, your ventures, your—your vast network, like, what's been your approach to that?

**David 00:02:22** So I do my own social media. Business wanna do it? No. So let's start there so it's authentic. And I think I just like to show my lifestyle, and hopefully, you buy into, like, how I'm living my life and all the touching points about it. So social media has just been like—listen. I guess it's like having your own show.

Basically, still, like, kinda show my tennis, my meeting with people, my family, me going to the restaurants, other people's restaurants, consumer brand investments, how I use them, why I went with them. I just think it's important people get a glimpse of your life.

**Matt 00:02:56** And part of what you do is seem like you just let—you're not afraid to let everyone in. Right. Of course. Some people are private, and you obviously live an amazing lifestyle just in terms of the way you spend your time and the network you have, but you're not afraid to share it with people. And my take from following you from afar is you love having people at your home. Yeah. Just like you love doing that, and have you always been that way?

**David 00:03:18** Yeah. I've always—like, I love hospitality, let's say, at the end of the day, and I love hosting people. And I've been doing it for so many years. I wanted to be that keyholder. When you come to Miami, I really wanna be the person that you call and reach out to that makes sure that everything's perfect. And it started off just taking people to restaurants and—

**Matt 00:03:35** Yeah.

**David 00:03:35** —then to my restaurants and then in my home and—and then hopefully party with them at nighttime at LIV. So it's been very cool to be that person.

**Matt 00:03:42** So the first time I heard your name was in 2003 when someone who I know you know, Ed Razek. Wow. I was launching Victoria's Secret Pink for Ed and Les. Right. And we built this giant gift box in South Beach. And, basically, it opened up, and we had a huge event. And that night, Ed wanted us to take a bunch of people out, and he's like, "I'm gonna call Dave Grutman". And I was like, "Who's that?". And he told me about you, and you came, and you obviously—it was before you had this whole infrastructure here. Take us back to the early days when you came to South Beach, and what was the path that got you to where you are today?

**David 00:04:19** So I think when you talk about that part of my life, it was the VMAs and a lot of big marquee events were coming to Miami, but there was no real company or person for them to be able to communicate with like they were getting serviced in New York.

**Matt 00:04:33** Guy, basically. Right. Right.

**David 00:04:34** Not only who's the guy, but also, at that time, I had a firm with a guy named Brian Gordon, Ryan Schinman.

**Matt 00:04:39** I know Ryan.

**David 00:04:39** And we used to activate for the brands. And listen, New York and LA always got the bigger events and stuff like that, but then we grew the event business and being able to service them in a way that they needed to be serviced in a corporate way. Because there's always that balancing act between, "Oh, let's throw a party," and what's the corporation need to get out of it. Right? What's the branding? What's the message to get out? And at the end of the day, what's the target to push the new brand they're launching or song or artist or whatever it is? I mean, they're all brands. Right? So that was good.

And then, you know, Ed Razek—when I got the deal at LIV, and I took him to the back of the Fontainebleau, it was dirt back there, and I go, "Ed, I got this new Club LIV coming at this new Fontainebleau Resort. I think it's gonna change Miami. I need you to move the Victoria's Secret show from doing it in New York or LA—because those were the only two places at the time—and I need you to do it for the grand opening of the Fontainebleau". And he looked around, then he looked at me, and he goes, "Okay". I'm like, "Okay".

**Matt 00:05:33** A place in Miami at the point. Right?

**David 00:05:35** He still has the same place at El Mirage. Yeah. And, Ed, to his credit, he's one of those visionaries. Yeah. So he was like, "Let's do it". And I remember—it just really—those are—there's moments in your life that you'll never forget, and that's definitely one of them. When I was able to call Jeff Sofer, who owns the Fontainebleau and say, "Jeff, I got the VS show for us. And we'll do the after party at LIV, but I think it's gonna be a great thing for your resort". And Jeff right away is like, "Of course. Let's go". And it was one of the most—in my life—one of those big blue checks that was just like—

**Matt 00:06:05** I mean, Ed gave me my first big break too, so shout out Ed Razek in advertising. Of course. Best. And there are people along the way who will just—you know, you probably think when you look back at your life at those moments.

**David 00:06:17** Yeah. I mean, listen. Ed Razek had Monica Mitre with him as well. And to Monica's credit, I really had to work Monica for many years saying, "Yeah". She's—and I love really strong women like that, and I've come across so many in my life where everyone else is like, "Oh, I hate that". And I'm like, "No. These are the women that if you do what you say you're gonna do, they do everything for you". And those are the ones I really focus on more than anything because they're—they're the ones that change the world. So she's one. Amy Thompson was one that managed Swedish House Mafia and stuff like that. But to me, there's a couple really strong women figures in my life that's helped me be better at what I do.

**Matt 00:06:53** That's awesome. Yes. Yeah.

**David 00:06:54** Because they keep you in check. And I did a Super Bowl party for them right before that in Arizona, and I knocked that one out of the park. Like, for whatever reason, everything fell perfectly. They had a—a commercial in the, uh, Super Bowl that year, so they wanted to do an event afterwards for it. And from that, by knocking that out of the park, it gave

me the leverage to say, "I think this is gonna be something great for you as well," and everyone bought into it.

**Matt 00:07:15** And to knock an event out of the park means a lot. Right? You have to have the right people there, but that's only part of it. So what does it mean to knock an event out of the park, especially when you're on the road, so to speak? It's one thing if you're at your venue.

**David 00:07:27** Yeah.

**Matt 00:07:27** The road—

**David 00:07:27** First of all, you're kind of, like—you know, you're not at the mercy, but you're like, "Thank God I've built up enough name for myself that when I go to another venue or another city, they're not gonna try to mess around," then they follow my direction. And my team is so good at making sure they know exactly what I'm looking for and what's important to the brand because it's subtle branding. It's making sure that people don't feel like they're walking into a commercial, but at the same time, they know exactly why they're there.

**Matt 00:07:52** Right. But you also have to think about the elements, like, the anatomy of an event. Right? It's the music. It's the vibe. It's the—

**David 00:07:59** —performance, the pop-up performance, the performance, the one that no one knows about, the lighting, the music, everything. It's all pieces of a puzzle to create something great.

**Matt 00:08:07** Have you struggled throughout your career when you think about—I've been at LIV during Art Basel, like, at the peak of an event like Calvin Harris there, and you see that every detail is perfect in terms of the lighting, the sound, the service, everything to get there. Have you struggled with, I guess, the dichotomy of allowing your team to do it, but then at the same time, you're looking at every single detail?

**David 00:08:29** Yeah. I'm a sick human being where— Right. Either my friends love going to dinner with me or hate going to dinner with me because I'm looking at all the different tables in front of—with the lighting and table service, and is the plate dirty in front of the person? Is their glass empty? And I'm constantly looking at—and I'm not one of these guys, like some of my counterparts, that will just write it down in an email and then they send it the next day. I correct it right on the spot. And that's not always the best way to do things, but it's the way I do things.

Right. And it's how I learn. Otherwise, I'll forget it, and I won't—so yes. But when everything's perfect like what you just said in an event and you just look around, you're like—it's like a perfect art piece to me. It is. Or like the wine—it's amazing. I just—I love it.

**Matt 00:09:10** I mean, I've produced some events in my life, and when they go well and you look out there and people are having an amazing time and you knew that you put all the pieces together—

**David 00:09:17** No. It's like the Catalina Wine Mixer. It's insane. It's perfection to me. I love when you see everything moving right in the—

**Matt 00:09:23** —check that out. Never been.

**David 00:09:25** And right afterwards, you high-five with your team. And this is where a lot of people in our business miss it—is you have an event that goes perfectly like that, and they forget that there's tomorrow. And tomorrow, we have to do it all over again. And being able to have that stamina for you and your team to keep them focused on that, that's where the real power is, and that's how you keep building brands bigger and bigger and bigger.

**Matt 00:09:47** So, like, greatness is in the agency of others. And one thing I've noticed about you is that you have a squad. Right? You have a team and people, and those people aren't just people that work for you. They're people that are kinda part of, like, your extended family, and they've built their own social media brand—

**David 00:10:01** Of course.

**Matt 00:10:01** —well. And, you know, I've known Purple for years and people like that who you've—like, talk to me about how that comes about and how you're able to lead, but still kinda make it seem like there's not like a hierarchy, but they're all just the extension of your network.

**David 00:10:14** Yeah. Listen. Because in our business, people wanna see certain faces around it. I can't be everywhere at all times. So how great is it that I have a team that builds their own profile as well and then—profile as well and then integrated it into our places? Right? So at any time, you could be in one of our venues and see a familiar face that you might see on social or you might have connections with or whatever it is. If it's just me, then I'm gonna be trapped. I'm never gonna be able to expand and grow my brands. But if it's about all of us, then it's way more powerful.

**Matt 00:10:42** And I wanna move on to some of the other stuff that you're working on now. But the last question on the nightlife side is you're a family man now. Right now, I read that you don't drink. And it's one thing when you're getting high off your own supply, so it's like going out and partying when you're running. I think that has a short—the most successful nightlife entrepreneurs don't party when they're out. I think you've kinda set the standard for that, but my question for you is, is it harder to do what you do now that you're not really in the scene as much even though you go there? Like, how do you balance that?

**David 00:11:10** So I think by not being super accessible is also okay, too. I don't find it an issue, to be honest with you, at all, to not drink and be at my club. I—like, I love it. I get to see more

things going on and stuff like that. And you know what? I don't know if everybody wants to be partying with me. I mean, I'm—I'm an older man now, but it's cool, man. Listen. I think it's very powerful not to have to drink and not to do that. And—

**Matt 00:11:35** Healthier too.

**David 00:11:36** Yeah. Healthier. And I don't think in today's society, that's the part about going out anymore. I think people just like to gather and have fun and do whatever. Now listen. I sell alcohol for a living, so I hope lots of people—

**Matt 00:11:47** How does that change your business?

**David 00:11:48** No. So, you know, listen. Let—I don't judge people for doing it, but, of course, I want people to party and have a good time and let their inhibitions go down. This is South Beach, and this is Las Vegas. So if there's a place to do it, I want it to be done at my place.

**Matt 00:12:01** Do you see the nightlife market changing with the private members' clubs like Zero Bond and Cipriani? Like, is that—and there's obviously ZZ's in a lot of places down here. Is that changing the nightlife table overall?

**David 00:12:15** You know? So Miami doesn't have that many members' clubs like they do in New York and LA right now yet. But, yeah, listen. I know in those markets, like, you know, all my friends are going to Casa Cipriani or Zero Bond and stuff like that and to Trademark. But they're just more nightlife extensions of people wanting to gather. For us in Miami, at the end of the day, people want a big club experience. They want a lounge experience, and they wanna have a more festive time at dinner. So it works.

**Matt 00:12:38** Yeah. It's interesting. A lot of people say, "Oh, consumers are never gonna consume AI-generated content." And I actually wrote a post on LinkedIn the other day. If you go to EDC—or you know better than anyone—people gather around, listen to music that's not made by instruments, and they don't care because it's about how it makes them feel. They're musicians, but they don't use instruments. And, to me, creative people can make AI content, and I don't see the difference personally.

**David 00:13:02** Okay. I mean—but people still wanna experience.

**Matt 00:13:05** The—my point is— That a lot of people don't believe that AI content's gonna take off. And my proof. —is that, essentially,

**David 00:13:14** —it even already has.

**Matt 00:13:14** Like, exactly. Exactly.

**Matt 00:13:15** We'll be right back with the Speed of Culture after a few words from our sponsors.

**Matt 00:13:17** So let's move on to just network. Like, you have built such a great network. If I look at your book—which we're gonna get into in a second—you have Tom Brady, David Beckham, Serena Williams on the back, superstars. How have you been able to build this network over time? And it doesn't seem opportunistic to me. These people are truly your friends. Like, what has your approach been to—

**David 00:13:39** Well, I don't try to take advantage of them, obviously, as well. And I think by just having great relationships and trying to add value to people's lives, they naturally wanna do great things for you. So it's not like—I think when you go into something, opportunistic people, you know, like anything else, you could feel when someone's trying to be opportunistic with you or not and if it's authentic or not.

**Matt 00:13:59** 100%. And how do you get to be comfortable around the Tom Bradys of the world? Like, it feels like you talk to them like you would talk to anybody else. Like, was that always in you, or is it something that you had to develop over time?

**David 00:14:10** I think, like anything else, I think by just talking to people all the time, and still asking people their stories and stuff like that and just having that interaction—being in the hospitality business kinda trains you to be able to talk to anybody anytime. But if you just focus in on that one celebrity and not the other people around, that's when you lose. So I wouldn't be here today if I just focused on the Tom Bradys and not all the people around him or all the people at the dinner that I'm with when there happens to be a celebrity or master of business or anything like that. I mean—

**Matt 00:14:43** You're not chasing. You're—

**David 00:14:44** Yeah. I just—I'm here to have a conversation and entertain and—and just make people feel comfortable.

**Matt 00:14:47** Yeah. Awesome.

**David 00:14:48** But not just the one person, the ten people at the table.

**Matt 00:14:51** Right. That's important versus zoning in on the most famous person.

**David 00:14:55** Man, I—

**Matt 00:14:56** People do that.

**David 00:14:56** And I've been to dinners like that when they didn't know who I was, and I'm just like, "Ugh, God."

**Matt 00:15:01** Right. Because you really know what's behind that.

**David 00:15:04** It's just like—

**Matt 00:15:05** Yeah. And that's probably why, ultimately, you've been able to build great relationships across the board.

**David 00:15:10** Yeah. And I don't go into the relationships saying, "What can I get out of it?". Right?

**Matt 00:15:13** Right. So I'm sure a lot of it's just about value exchange, and you're looking to—

**David 00:15:17** And, you know, a lot of people will say, "Oh, I'm gonna go to this networking event." I hate that, man. I really think networking might be the worst thing I've ever heard before my life. I really go to things trying to build authentic relationships with people.

**Matt 00:15:27** Yeah.

**David 00:15:28** And, you know, I'm not trying to hit a hundred people. I'm trying to really build one or two really great relationships.

**Matt 00:15:34** And speaking of spanning relationships, you've obviously done a lot outside the nightlife industry, and we're here in your office and seeing all these different brands that you've invested in. How did that start? And talk to me about the process and how it's going and what you're getting out of that experience.

**David 00:15:48** So it's been one of the most rewarding experiences. And, you know, as you get older, you wanna keep pivoting—or bringing other extensions of your ecosystem into your life. And I started making an ecosystem for me in the hospitality. I have, like, you know, a restaurant and a nightclub and etcetera. So they all kind of feed each other.

Now on the consumer brand side, I started doing it, like, right around COVID time. My first thing was I partnered with ABG, and we took Prince out of bankruptcy. And—and I did that, and I saw that I had an effect on a clothing brand or a lifestyle brand like that. That was, like—

**Matt 00:16:22** —a distressed brand. Authentic Brands Group does that. You—they partner with—

**David 00:16:25** Yeah. It's—I mean—and they're, by the way, they're the best partners. They're able to take a distressed—

**Matt 00:16:32** They're fantastic.

**David 00:16:32** —and—and work with you on building it and making it a great brand internationally. So that was great, but where it really turned the needle for me is I met the founders of GoPuff.

**Matt 00:16:40** Yep.

**David 00:16:40** Raf and Yak. And GoPuff—which is the most amazing delivery story—it's—they're incredible. We would talk to these young founders of consumer brand goods together. So you have me and the GoPuff founders on the Zoom with them. And it was—of course, you could see the—the person on the other line a little nervous, but I learned so much with them how—and also the way I live my life is I want it to be win-win business.

Now the three of us together could really take advantage of an up-and-coming consumer brand. Instead, we never did stuff like that. We said, "Listen. Let's do this. We wanna not only invest, but we also wanna advise, and we wanna build your brand together. And I think you're gonna get there no matter what, but with us, you're gonna get there quicker, better, faster."

**Matt 00:17:19** Right. And just through the connections you have, the network, the whole thing. Right.

**David 00:17:24** Right. So after you've done it a few times and to see founders just call you and go, "I never imagined in my dreams this would happen". And that is the reward of all rewards. Forgetting about the money and all that. All that is just a utility of changing people's lives.

**Matt 00:17:39** It's so true. If I look back on my career, the things—you know, once you make a certain amount of money, you look for the intangibles and what gets you up and excited everything. To me, I look at people just how, like, Ed Razek gave you and I—you know, an opportunity. There are people who, like, when you look back, you're like, "Wow. Look what they're doing now." It's so rewarding.

**David 00:17:57** And, also, people that, you know, have had my company for so many years—to see that there have been people that have left me and started their own companies, and they've been very successful. That makes me very happy. So that's great, too. But I think as you work with these—with SkinnyDipped and Goodles and Coconut Cult and NeuroGum, and they're just exploding. Vacation just—did a crazy raise. It makes me so happy that I was a part of that.

**Matt 00:18:22** Yeah. And I think the food and beverage space is changing so much. You look at GLP-1s, and people wanna live CICO lives. And the incumbents—the Coca-Colas and Mondelezes—they're getting hurt by these new—

**David 00:18:32** Olipops.

**Matt 00:18:32** Yeah. Of course. Great example. And Poppy, that's a big investment.

**David 00:18:35** Yeah. So—

**Matt 00:18:37** We had—uh—David Lester on the podcast. Great— Yeah. —great guy.

**David 00:18:40** Great guy. I think Olipop is a disruptor of all disruptors. I think—to meet Coconut Cult, now that they have these single-serves that are out in—

**Matt 00:18:53** What is Coconut Cult?

**David 00:18:55** So it's a probiotic yogurt that's for—it's gonna win the battle of gut health. As a Jewish boy, it's changed my life. That's for sure. And it's just one of these very disruptive brands that you see come across your path, and I'm so lucky to be able to invest in it. It's awesome.

**Matt 00:19:02** And your latest venture is going into—you know, I was watching the Super Bowl a couple weeks ago.

**David 00:19:06** You saw that?

**Matt 00:19:07** My—yes. My wife's like, "That's Dave Grutman." Like, I'm like, "What?" No. And we rewound it, and I was like, "No way." And then it made sense because I think I'm really sure we were with Bad Bunny.

**David 00:19:15** Yeah. Yeah. For me.

**Matt 00:19:17** Um, well, first of all, how did that come about?

**David 00:19:18** It's so funny. Back in the day, EDM was, as you know, the most explosive music style there was. And we used to have a Thursday and a Saturday of EDM music. And then when EDM took a dip down, the Thursday was more the night that we incubated new DJs, and that had to go away. We just focused on the Saturday. So we did a Latin on Thursday in Miami, and I was like, "Okay. Let's do it." And I saw the reaction of people when this guy Bad Bunny would come and do the show or come and host the night or whatever. And—

**Matt 00:19:51** This is before anyone knew him. This is early.

**David 00:19:53** I mean, listen. These are very early days. And I'm having dinner with Drake, and Drake goes, "Who's the hottest reggaeton guy right now?". And I go, "Oh, yeah. Bad Bunny." He goes, "He doesn't respond to my DMs." I'm like, "Are you sure you have the right DM?"

That night, I called him and his team, and they didn't believe it. I said, "Drake wants to record with you. He's recording a *Scorpion* album now—*Scorpion* album—and he'd like to see you tomorrow". And they go, "We don't believe you." So I hand the phone to Drake. Drake goes, "Either you come to me or I'm gonna come to you." They come the next day. They do—for me—one of the biggest hits, I think, in Bad Bunny's and Drake's. I mean, it was just a monster hit, and he never forgot it.

And there's been other times along the way that we've been helping each other. And Live Nation buys 51% of my company, and Michael Rapino—who's the greatest partner, CEO, president in your book—he's just the greatest. Goes, "Hey. I really wanna do with Latin like I did with hip-hop with Jay-Z and Roc Nation. I wanna do—" I go, "Well, there's one guy to do that, and that's Noah Assad, who's Bad Bunny's manager."

And when Bad Bunny went to do the stadium tour deal, he said, "I have another condition. I want David Grutman to do a restaurant with him." So, A, it makes me look great with my partners from Live Nation. First of all, the fact that he left this independent promoter that he was with for so long and go with Live Nation and launch this tour, and then he goes, "I wanna do a restaurant with David Grutman". And we have Gekko. And Gekko has just been such a special place, not only just for the food and times and stuff we get to share there, but the fact that we did something special together.

**Matt 00:21:25** Yeah. And he just said, "I'm gonna be in the Super Bowl halftime show when you come down."

**David 00:21:30** Well, I went to his residency—which there should be a case study from Harvard on—because that's how impactful his residency in Puerto Rico was this summer. And he had something called casitas. So, usually where the friends and family riser is, he built a Puerto Rican house. With satellite dish and couches and bar and every—and front porch and the whole thing. And I went to it this summer, and I was in there.

And I happened to be with him when he got the call that they got the deal for the Super Bowl. And I go, "Are we doing the casita? Because I wanna do the casita. I wanna put the people in there." And it wasn't even a question; they were all about it. And they're just great people. Noah Assad, his manager, Bunny, and his whole team—and they've been with him for so long. There's special people out there, and it's great to be a part of that team.

**Matt 00:22:12** So speaking of entertainment, so I know that's your latest venture.. World of production entertainment. So let's talk about it. I know you have a big show with Alix Earle coming out. Yeah.

**David 00:22:21** Yeah. Production Uh, finally got greenlit on something. It's amazing. And currently, we're filming the Black Coffee documentary right now, but I've pitched a lot. So it's been—it's me and Evan Rosenfeld, and we just partnered now with Wheelhouse. So we're partners with Wheelhouse on the production company. But right before that, I had pitched a lot of shows. And a lot of shows, they were like, "No. It's not right now."

**Matt 00:22:40** Wanna get into their—

**David 00:22:42** Because being in Miami, I come across so many amazing characters that I feel like their story needs to be told. And knowing Alix and Alix's world, for me, it makes all the sense in the world for great TV. And convincing her and her entire family to wanna do a reality show—or a docuseries, sorry—was not the easiest. I had to, like, FaceTime a couple big friends of mine to have them convince them.

**Matt 00:23:06** Right.

**David 00:23:06** And then this Ben Winston, who runs Fulwell—who I just know does such a great job—Ben didn't know Alix at the time. I just kept pushing Alix. I'm like, "Ben, trust me. This is the one." And then as he did his research, he's—he's like, "She's the one." And finally—so we're partners on producing the show together.

Three different streaming services made offers on it, but we went with Netflix. And I'm so excited for the world to see the Earles. Because it's not just Alix. It's the whole family, and they're all such great characters. And first of all, it's amazing what she's created, but I think you're gonna be equally amazed on what the rest of the family does.

**Matt 00:23:42** And, you know, Kim Kardashian obviously wrote the foreword to your book.

**David 00:23:45** Of course.

**Matt 00:23:46** They kinda set the tone and the road map for reality TV and how it can help you branch big time into so many different ventures.

**David 00:23:53** Of course. I mean, look. They've used that as a platform, and, you know, there's so many superstars in that family that have gone on to grow their own brands which is incredible.

**Matt 00:24:00** Yep. Yep. Kylie, Kim, and Kendall.

**David 00:24:03** I got my Cloud protein popcorn last week. It's the best.

**Matt 00:24:06** And when something like that comes out, they know to send it to you, and you're always getting stuff in the mail here, and you're posting it. You're just building the network.

**David 00:24:13** Well, it's about supporting your friends. So I think whether it's a post, whether it's even just calling them saying, "I gotta tell you, it's—what a great brand," telling other people about it. I think being people's cheerleader is the greatest thing you could do in life.

**Matt 00:24:26** 100%. So you got the entertainment venture. You have the restaurants. You have the nightclubs. You have, you know, all these ventures that you're doing. What's the pie chart of your day look like?

**David 00:24:36** Well, every morning from eight to nine, I—I do tennis or I— Like, every morning. Or I like to call it fitness because I don't overhand service.

**Matt 00:24:43** Was that hard for you to carve out given your family commitments, your work commitments, to make sure that you do that every day? Because a lot of people don't take the time to do that.

**David 00:24:50** So I think it's important—what you—you make time for. So that's—by having a consistent time with that, that helps me kinda do the rest of my day. And I do meetings every half an hour to an hour, a lunch meeting. I do everything at my house, though, to be honest. Meetings here. Lunch is here. And then my kids come home, like, around between four and five, and I take, like, an hour or two with them to try to be present, have dinner with them. And then I do my second job of going to visit my restaurants and or any clubs.

**Matt 00:25:20** Very cool. So to wrap up here, the book, *Take It Personal*. What made you decide to write a book, and what do you hope readers will get out of it?

**David 00:25:28** I've been teaching a college course for the last five years at FIU Hospitality.

**Matt 00:25:33** "The Dave Grutman Experience." Very cool.

**David 00:25:37** "The Dave Grutman Experience." Yeah. And the reason why I wanted to teach and the reason why I wanted to write a book is there was no blueprint for what I do back then, and I've been able to—there's a lot of stuff they don't teach you in college. And I think it's important that to be able to do what I do and where I'm at, there's certain things along the way that I made a priority, and I put that all in the book. Because I wanna be able to give the next generation a blueprint of stuff they may not learn in school—or just ethics and beliefs and relationships and how that really, over time, by playing the long game, works out great.

**Matt 00:26:09** And it's not lost on me that you call the book *Take It Personal* because, like, you're inextricably linked to what you do professionally— and who you are as a person. Some people, they're a lawyer. No one's—talk about how they're a lawyer during the day, and they're a different person at night, but you are—it's all one. Is that a part of why you wrote the thesis of the book behind *Take It Personal*?

**David 00:26:27** I think because I keep things so inside me that I take it personal. And one of the best ways that I've ever learned was when I made mistakes, someone came pretty truthful and hard with me, and I—it really resonated inside to me. I take things so personal that that's why I think I'm successful.

**Matt 00:26:44** Yeah. I mean, speaking of which, there—we have a lot of younger listeners to the podcast, and there's probably very few that wouldn't wanna have the career trajectory and the life that you've built for yourself. You know, you have a beautiful family and a great career, and you're well-liked, and you have incredible experiences. What piece of advice would you give to younger people starting off on their journey so they can essentially realize their potential in life like you have?

**David 00:27:09** I mean, I think for me, it's so—I go into every interaction as a win-win. And when you just go into it, like, you wanna do good for somebody, it comes out great. And I always see, "How do I make this—"

**Matt 00:27:21** Not keeping score. Not thinking what you're gonna get back at.

**David 00:27:23** No. I keep score in fitness. That's for sure. There's a guy named Cedric Gervais that we're— yeah. He's—he's a terrible tennis player, but no. Listen. I think when you go into something and your ethics and beliefs is something just for your self-gain and not for the other person, it pays off ten times over just to do good for that person. And I think that's what's helped me so much in my life.

**Matt 00:27:42** Amazing. So the wrap-up here, we always ask our guests if there's a saying or mantra. I know you have your tennis thing. We make everyone else say a mantra, so I'm gonna make you do it now. What's a saying or mantra that's encapsulated your career professional journey today?

**David 00:27:54** I—I mean, I really just wanna bring it back to the book. I wanna be like—to me, guys, "taking it personal" is how you need to live your life. I mean, take everything super personal. Why that person is not in your restaurant? Take it personal, why things aren't going right—because you have to look at yourself when things aren't going exactly how it is. You need to change your tone.

**Matt 00:28:12** Well, we're gonna leave it with that. Thank you so much for taking the time.

**David 00:28:15** Man, this has been great.

**Matt 00:28:16** Your journey. It's inspiring, as I knew it would be. I'm wishing you nothing but success with the book and everything else you have going on moving forward.

**David 00:28:22** Thank you.

**Matt 00:28:23** Awesome. On behalf of Suzy and the Adweek team, thank you again to the great David Grutman for joining us today live from South Florida. The king of South Beach is here, and he has his new book, *Take It Personal*, which is available April 14th wherever books are sold. I'm gonna pick up my copy. Make sure you pick up yours as well. Be sure to subscribe—bringing you to the Speed of Culture podcast on your favorite podcast platform. Till next time, see you soon. Peace out. Bye-bye.

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