

Miguel Lorenzo 00:00:00 Well, you have to go where the audience is. If you try to do it the other way around, good luck. And we're in a great spot that on the streaming side, we're able to tap into Peacock. It has over 46,000,000 paid subscribers. And you mentioned social. And then there's also FAST, which is an emerging and growing proposition being free. So we recently launched Telemundo Deportes Ahora, our 24/7 sports FAST channel in August, and that's a big priority for us so that we can reach new audiences and grow the overall brand.

Matt Britton 00:00:27 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're here live in South Beach at the Possible conference, and today we are thrilled to welcome Miguel Lorenzo and Miguel Gurwitz from NBCUniversal Telemundo Enterprise. Miguel Lorenzo oversees sports content strategy, live production streaming, FAST channels, and rights acquisitions for Telemundo Deportes, helping shape the future of Spanish-language sports media. Miguel Gurwitz, one of the network's leading on-air voices covering everything from the FIFA World Cup and Olympic Games to NFL Sunday Night Football. Gentlemen, so great to see you. Normally, we don't have two guests, so it's a lot for me to get through the introduction, but I'm incredibly excited. And I would just love to hear from both of you why you're here at the Possible conference and why you're so excited about the core topic we're gonna discuss today, which is the World Cup coming here to America.

Miguel Lorenzo 00:01:33 Yeah. I mean, you hit it. We're here because of the World Cup. It's the biggest sporting event in the world. I would argue it's the most logistically complex sporting event that's ever been organized this iteration because of the expanded format—now there are 104 games. It's taking place in the United States, Canada, and Mexico. The last time the World Cup was in the United States in '94, it really took soccer to the next level. It kick-started MLS. So we anticipate that this World Cup's gonna have similar types of effects for soccer fandom in this country.

Matt Britton 00:01:59 Yeah. And, of course, soccer, as most people call it football, has really had an explosion of popularity here in North America. And every four years when the World Cup comes back, I think there's exponential growth. More players are well-known to even casual, average fans. Of course, here in Miami, you know, we've had Lionel Messi come to Inter Miami, which has obviously created massive fanaticism around not only him, but the sport in general. So we'd love to hear from you, Miguel, like, what you're seeing with the fans, and how do you think they're gonna be opening their arms to this incredible new event coming here?

Miguel Gurwitz 00:02:36 This is a multicultural country. And we have a lot of Hispanics, a lot of Latinos. They love football. They call it football. They love football. That's our sport. Yeah. And this is a huge opportunity, you know, to engage, to connect, not only with the sport, but with our country. And we are so excited to be in that middle position between the players and the

fans. So it's really exciting for us. There's no bigger sporting event in the world than the FIFA World Cup.

Matt Britton 00:03:04 Yeah. I mean, sports right now is just bigger than ever before. I think in a time where people might feel divided, sports is the ultimate unifier. You know, there are few experiences that you can have, unfortunately, in today's day and age, where you'll have a stadium full of people—

Miguel Lorenzo 00:03:20 Yeah.

Matt Britton 00:03:21 —and everyone is cheering and rooting for the same thing. It's either a concert, right, or it's a sporting event. And maybe they're not cheering for the same team because they're from different countries, but you have that unifying aspect. And I think that is why it is really, indeed, the last bastion of live viewing on television and why leagues like the NFL and FIFA are able to command such high rates to broadcast these incredible live matches and games on their networks.

Miguel Lorenzo 00:03:45 And you see it this year, 2026, NBCUniversal had the most-watched Olympic Games in over a decade. Telemundo had the most-watched Super Bowl in Spanish-language history by about 47% compared to the previous record. And we anticipate a lot of viewership records are gonna be broken this summer during the World Cup as well.

Matt Britton 00:04:02 And how are new advancements and viewing habits changing the way that you look at just overall consumption of something like the World Cup? Because, obviously, if you talk to a lot of younger people, they are consuming the songs, not the albums. Right? They're looking at TikTok for highlight clips versus watching full matches. How does that translate to an event like the World Cup?

Miguel Lorenzo 00:04:22 Well, you have to go where the audience is. If you try to do it the other way around, good luck.

Matt Britton 00:04:26 Exactly.

Miguel Lorenzo 00:04:26 And we're in a great spot that on the streaming side, we're able to tap into Peacock. It has over 46,000,000 paid subscribers. It's a huge fan base of content, and sports is one of the big drivers of Peacock. And you mentioned social. I mean, Telemundo across its different verticals—whether it's news, entertainment, or sports—we have some of the biggest social followings in Spanish-language in the world. And then there's also FAST, which is an emerging and growing proposition being free. That's one of the great benefits of it. And so we recently launched Telemundo Deportes Ahora, our 24/7 sports FAST channel in August, and that's a big priority for us so that we can reach new audiences and grow the overall brand.

Matt Britton 00:05:01 Yeah. I mean, the FAST networks, the viewing data is just mind-blowing because it's easy. It pops up on people's devices. And I think, increasingly, we're seeing that these device manufacturers are looking at it as a revenue opportunity as well, and it's really changing the way that a lot of people do consume television in general.

Miguel Lorenzo 00:05:20 And for us, it's an opportunity to expand our sports portfolio. When you look at different platforms, if you're only maybe focused on linear, you're gonna have a limited programming window—

Matt Britton 00:05:31 Sure.

Miguel Lorenzo 00:05:32 —especially at Telemundo where you aren't just a sports network. You have news and entertainment. So by having streaming, by having FAST, now we can derive more value out of our sports rights. And we can also go after other properties that maybe wouldn't work for linear, but we can experiment even if there's not a lot of data behind it. We can take some more shots on different properties that ultimately can grow audiences.

Matt Britton 00:05:50 One thing I've noticed in the past when you have a major franchise or major event coming in is to get more people interested and aware, it's about the stories behind the athletes. And so many of these athletes have such incredible stories, and the path they took to get there on the pitch during the World Cup. And we'd just love to hear from you. When you speak to athletes, when you speak to fans, what are some of the stories that you think really hit home that will get people more interested and tuning in?

Miguel Gurwitz 00:06:18 At the end, people maybe forget that they are, like, simple human beings. They had the same struggles maybe that you had in your career, but they're not always able to open those doors to the people. And for us, that's a great opportunity to know more about the athletes. Who's behind the Leo Messi that you see on the pitch and you cheer for him? Who's behind Lionel Messi? Who's behind Cristiano Ronaldo? And for me, it's not about the player; it's about the story of the player. And I love the underdog stories. I've been finding more interesting stories in those athletes who are they're not so popular, but they have a great backstory.

Matt Britton 00:07:01 Yeah. Because, ultimately, it's about relatability. Right? You want people to see a bit of themselves in the athlete. And then the next time they tune in, they're gonna be following that person. They're gonna care more and wanna be more engaged.

Miguel Gurwitz 00:07:12 That's part of our job.. I think it's not easy. Believe it. The easy part of sports is the game itself.

Miguel Lorenzo 00:07:21 Yeah.

Miguel Gurwitz 00:07:21 Right? That's the easy part. It's not easy because you have a lot of components that you have to bring together. But our challenge is: what happens after the final

whistle? What's gonna happen? Because back in the day—I started in the 1990s, I'm not that old—um, it was all about the match and the TV show. So you as the broadcaster, you had the power over the people. "I'm gonna tell you, you're gonna need to watch your game from three to five, and then my TV show from eight or nine." That's over. That is so over. When the final whistle comes, that's when the difficult, or the creative, or the challenging part comes in. You need to keep the people involved in a lot of platforms. We talked about YouTube, FAST, Peacock—all these platforms. You need to create content for them, 24/7. It's not only about the match.

Matt Britton 00:08:13 Also, I think one big thing that's changed is the athletes have their own brand and their own voice. So I think you can see what athletes are wearing when they're walking in and out of the arena. You can see the things that they say, how they react, and those become stories in their own right. So it is a 24/7 cycle, and you're right. It's not just about when the whistle starts and the whistle ends. It's about everything in between, and that's all part of the story of sport.

Miguel Gurwitz 00:08:37 Yeah. And I think that the way that people are consuming content has changed a lot. Of course. You just named it. It's what is he wearing? What shoes does he have? I mean, in 1995, who cared?

Matt Britton 00:08:49 Right. Nobody cared about it.

Miguel Gurwitz 00:08:50 It's all about knowing more about the sport and the players.

Matt Britton 00:08:54 And in today's environment, a lot of them are weighing in on political issues and social issues and all sorts of things, especially when you're talking about a global event, like the World Cup. How do you balance something like that? Because on one hand, people go to a sporting event or tune into a sporting event to escape from the everyday world. But on the other hand, these people, they come from different backgrounds and different experiences, and you almost want them to have a platform. So do you find that that's a balancing act?

Miguel Gurwitz 00:09:23 I think so. You just mentioned it before. I think sports is the only platform that has the power to unite. Unify everything. In 1994, we had that beautiful picture with the United States and Iran. Only sports is able to do that. You have a lot of examples in the Olympics—it's this guy from Qatar and this guy from Italy sharing the gold medal at the same time. "Hey. What do we do? Do you wanna share the gold medal? Yeah. Let's do it." Only sports has that power. And for us, that's a great opportunity to, you know, develop those kinds of stories.

Matt Britton 00:09:57 Yeah. So for Telemundo and for NBC more broadly, what are some of the more interesting ways that you're looking to broadcast these matches and just give them a deeper experience in the World Cup overall?

Miguel Lorenzo 00:10:11 So there's a lot of priorities with the World Cup. I'd say one of the most important is our on-air talent. And just today, this morning, we announced the first wave of FIFA legends and experts that will be joining Telemundo. Some big names like Andrés Guardado, who used to be the captain of the Mexican national team, José Pékerman, who coached Colombia, Guti, who was a Real Madrid legend. They'll be joining Miguel and the rest of the Telemundo Deportes team. And we think not only big names, but big names that come from a diverse background are so critical to what we wanna do. Because we know that Hispanics aren't just from one country. There are many, and they're all gonna be represented not only in the World Cup, but in our talent. And we think that if you watch a World Cup game and you hear commentary and you hear points of views from voices that you recognize, those voices are relatable to you, we think that's the most authentic viewing experience that we can create, and we think that's a differentiator for us. There's a 104 games. It's a lot of ground to cover across 16 cities, three major countries, but we're gonna be live at every single game. That for us is also a priority because this World Cup, more than any other, is a local World Cup. It's taking place in our country, in our cities, in our communities. And going back to the storytelling opportunities, it's storytelling opportunities around players, coaches, but also of the fans. And—

Matt Britton 00:11:22 —who are traveling from all over the world.

Miguel Lorenzo 00:11:24 Exactly. You have millions here or the millions coming in. Think about the storytelling opportunities. Soccer fandom is so different in Mexico compared to the United States. But even within the United States, soccer fandom here in Miami is pretty different than Seattle.

Matt Britton 00:11:37 Yeah.

Miguel Lorenzo 00:11:37 And then you, on top of that, add all the different communities around the world that are gonna be coming. It's gonna be an amazing storytelling opportunity. I mean, if you love telling stories, what better time than this summer to do something?

Matt Britton 00:11:48 Yeah. And you're seeing a demand in terms of just record prices for tickets and hotels and everything, and it's gonna obviously have a massive economic impact on every city—

Miguel Gurwitz 00:11:58 Yeah. Absolutely

Matt Britton 00:11:58 —that hosts it. So one thing—this is just a curious question I have—is one thing that's obviously changed in the world of sports now compared to four years ago is the legalization of gambling, sports gambling, which obviously has had a massive impact. There are people that say it's great because it drives more fandom, then those people that say it's not so great. Just curious about that, and obviously, fantasy sports and all sorts of extensions of that. Do you think it's a good thing for the game? Do you see it bringing more people into the

fold? Just curious on your thoughts on that and how it's impacting sports, the business of sports.

Miguel Lorenzo 00:12:33 I mean, we've seen, for example, if you take fantasy sports whether it's football or soccer—it's something that's really engaging and that it generates consumption for games themselves that maybe you otherwise wouldn't care about. You may not care about a Browns versus Raiders game, but you might wanna watch it because you have players in it, right?

Matt Britton 00:12:49 That's right.

Miguel Lorenzo 00:12:50 So in that sense, it's definitely had a huge impact on viewership. And then you see on the content side how it's a priority and how we incorporate that into broadcasts—whether it's leading up to the games or the analysis afterwards. I think it's had a huge impact, and I think technology is helping for these experiences to evolve. I mean, if you take AI, for example—the way AI is allowing more in-depth data and analysis of maybe your draft strategies or maybe your lineup changes... I mean, it hasn't helped you much in yours—

Miguel Gurwitz 00:13:17 I know. I know. I know.

Matt Britton 00:13:18 I know, no need—no need to rub it in.

Miguel Lorenzo 00:13:21 AI has a way to go, but no, I mean, I think there are a lot of benefits to it—both in the amount of engagement that it has with audiences and in how it is basically another tool in the storytelling kit opportunity for us with the broadcast.

Matt Britton 00:13:44 We'll be right back with the Speed of Culture after a few words from our sponsors.

At CES, we spoke to the marketing leadership team at Lenovo, who's a big sponsor of the FIFA World Cup, and they were talking about new technology they're deploying on the field to have special cameras that are attached to the referees and all sorts of things, so the new demands of the technology allow fans to be brought closer to the game than ever before. Are those elements that you're also leaning into, I would imagine, for the broadcasting strategy?

Miguel Lorenzo 00:14:04 Yeah. So the Ref Cam, for example, is something we're really excited about. They tested it in the Club World Cup. They're gonna have it in this World Cup, so that'll be part of our broadcast. And, really, when you look at new technology, there's a couple ways to look at it. One is: how do you improve the overall viewing experience? And then: how do you use that to try to engage new audiences and younger audiences? So leagues and media companies are trying to attract younger audiences, and they, in their content consumption, focus on personalization. They focus on gamification. It's no surprise you see some broadcasters create alternative broadcasts of games, and they do it with different camera

angles. They do it with data overlays that basically resemble if you're playing *Madden* or *NBA 2K*. So that's done very intentionally to try to attract audiences.

Matt Britton 00:14:45 Right.

Miguel Lorenzo 00:14:46 Maybe it's for them to watch sports that way moving forward, or maybe it's just a gateway to, "Oh, now I'm interested in this, and maybe I'll also—"

Matt Britton 00:14:54 Like how the Manning brothers do. Or I think Nickelodeon with the NFL.

Miguel Lorenzo 00:14:57 Yes. So there are a lot of different opportunities, and you have to be constantly looking to evolve your broadcast. Because if you're only focused on one particular way of doing it, you're gonna limit your opportunities to speak to other audiences.

Matt Britton 00:15:08 Right. At the same time, I would imagine it's a balancing act because the sport has been around for so long, and there are purists and people that just love the game. And sometimes maybe the technology... like, I forget what the instance was where they had, like, a drone camera—I don't think it was your network—but, like, it was, like, dizzying to the person who was watching it and actually distracted them and took away from consuming the game. So technology, I think, when additive can be really powerful. But if you push it just for the sake of pushing it and people can't focus on what they're trying to watch, I would imagine that has, you know, a detrimental effect.

Miguel Lorenzo 00:15:42 There's gotta be a value to it. If it's just, "Hey, let's have this shiny object"—

Matt Britton 00:15:45 Right, just to show we have it.

Miguel Lorenzo 00:15:47 Exactly. But if you do it in a way that's really gonna enhance the viewing experience, and if you do it also tactically—maybe roll it out a little bit—and then as it gets more adoption, more buy-in, then you can have more of it. But to your point, it's important to have a viewing experience for everybody. And having it on different platforms and having different platforms available gives you the flexibility to do that.

Matt Britton 00:16:07 And what are some of the new ways advertisers are looking to activate this event? Because I know you work with a lot of advertisers trying to bring the incredible exposure that the World Cup will bring to their brands. What are some of the ways that you're leaning in there?

Miguel Lorenzo 00:16:19 I think having multiple platforms gives brands the opportunity to engage audiences in ways that they never have before. I think if you're a brand right now, this is the best moment to be able to do that, especially in sports. You know, as you mentioned, it's the unifier. It's also the type of content that can still draw audiences live—

Matt Britton 00:16:37 Live.

Miguel Lorenzo 00:16:38 —and then when you have different platforms, it gives you flexibility to speak to audiences, and you also mentioned this 24/7. It's not just right before the game, during, and after; it's truly, truly 24 hours a day. And brands leaning into that, I think, well-position themselves to attract those audiences.

Matt Britton 00:16:55 Yeah. I mean, and I think what's really great about the World Cup is you don't have to deal with the time zone issues from the Olympics where if it's a seven-hour delay, what do you show live and what's delayed? You don't really have those issues here if everything's in North America. So at least for the audience here, I mean, it creates an ideal situation to really garner eyeballs, I would imagine.

Miguel Lorenzo 00:17:13 And that's one of the reasons, one of the many reasons why this World Cup's gonna be so special. Not just that it's in our communities, but it's in our time zones, right? So prime-time audiences, it's viewing throughout 39 days. We're really excited.

Matt Britton 00:17:25 Amazing. So, Miguel, just curious from your perspective, what does preparation look like for an event like this? It's happening this summer. What are you doing over the next couple of months to make sure that you're game-ready, so to speak? Because this is a big deal, right?

Miguel Gurwitz 00:17:37 It's three things: read, read, and read. Keep reading. Yeah, you need to prepare yourself. I mean, maybe twenty years ago, you could get away with a couple of mistakes here and there. Nobody knows, nobody had the opportunity to connect, and say, "Hey, you're wrong about this." Now?

Matt Britton 00:17:56 Oh, forget about it. Oh, forget about it, right.

Miguel Gurwitz 00:17:58 Like this. So you need to be prepared. And being prepared is—you need to be prepared maybe for the pregame, five hours. We just have five hours of Super Bowl preview. And now, it's not about the pregame; it's about preparing yourself and being ready to react because it's life. You never know what's gonna happen, and that is so, so exciting. That's powerful. You have your research. Okay, you can read maybe three books—how are you gonna adapt those three books in 45 minutes? What are you taking more consideration: the game or maybe the story? Is that the time to tell the story about the player? So you need to have everything ready to adapt. Because as I said, it's sports, it's life, it's unpredictable. In Mexican Spanish, we have a phrase—I hope I don't get lost in translation—it's called, "Tell your plans to God, and then He will laugh." So, you don't have a script. You need to be—

Matt Britton 00:18:56 Well, Mike Tyson once famously said, "Everybody has a plan until you get punched in the face." Yeah, yeah. That's the more American way of putting it.

Miguel Gurwitz 00:19:02 I—I mean, it's not maybe—I don't wanna get philosophic, but it's like life itself. You don't know what's gonna happen tomorrow. You don't know what's gonna

happen after the thirty-fifth minute. So you need to be prepared. You have to know your research and then adapt to life.

Matt Britton 00:19:18 So we have a lot of younger listeners on the podcast, and some of them probably wanna be on-air one day. And, obviously, you have an amazing job. And I know it's hard, but I also think it comes with a lot of benefits, and you have great experiences. What were some of the things that you've done along the path of your career to set yourself up for the position that you're in today?

Miguel Gurwitz 00:19:37 I mean, it's fun. I love what I do. It's demanding. It has, like all of the jobs, some not-so-fun parts because you spend a lot of, you know, weekends without your family. Uh—I'm gonna tell you a story. My wife, we've been together maybe thirty years. I spent top five of her birthdays away because it's March 26—it's always a FIFA match. Right, always a FIFA match, right. You make a lot of sacrifices, but it's a beautiful—I mean...

Matt Britton 00:20:05 Sounds like she's very understanding.

Miguel Gurwitz 00:20:07 Oh, yeah. She—right. I have a hashtag in Spanish that translates to "And they call it work," because it's so fun. And I love what I do. I love what I do in the company that I'm at. What I really appreciate about Telemundo is that—and it's challenging, but they took this challenge the best way possible. Miguel spoke about the multicultural people in this country. You're not only talking to the Mexicans, or to the Venezuelans, or to the Colombians. You need to attend to every single audience. And going back to the point, you need to prepare for those. Because I don't know if a Colombian has a Mexican calling a game, maybe he's like, "This doesn't resonate. I wanna hear a Colombian guy." And this is what we've been doing on this preparation: you need to talk to the specific audience.

Matt Britton 00:20:54 Absolutely. So we're here at the Possible conference in Miami, and it's a huge tentpole every year for the marketing and advertising community. Just curious what you hope to get out of this conference. Obviously, it's local here in South Beach, so it doesn't hurt, but how are you spending your time here, and what are some of the more interesting things that you're looking to learn from other brands and other entertainment companies that are here?

Miguel Lorenzo 00:21:15 Yeah. I think it's always interesting to see what brands' priorities are when it comes to reaching audiences and how they wanna do that, what their timing is, and what their priorities are. And in this particular moment, it's seeing how we can mirror that with the opportunity that we have this summer, which is the World Cup. I mean, Telemundo has owned the biggest sporting events along with NBC Sports—we've had the Super Bowl, the Olympics. For us, nothing is bigger than the World Cup this summer. So it's always interesting. Okay, that's our priority—how does that align with brands and their priorities, and then what are the opportunities for us to collaborate?

Matt Britton 00:21:46 Right. Because you know that you're gonna be able to get them eyeballs and awareness and impressions. Yeah, but how, and how is it going to meet their business needs, right? Are you gonna need to drive more engagement? Help them collect first-party data, whatever those things are that they're prioritizing. And to your point, how do you connect the two to see if there's a marriage? And at this point, I would imagine it's probably too late for the World Cup and probably for the future, right?

Miguel Lorenzo 00:22:08 It's never too late.

Matt Britton 00:22:10 Really? Okay, they are 45 days away. You're telling everyone these guys are willing to do business. Bring out your checkbook, right?

Miguel Lorenzo 00:22:15 Yeah.

Miguel Lorenzo 00:22:16 But, yes, certainly in the future—whether it's future World Cups, future Olympics, future tentpoles—there's always an opportunity to learn from an existing opportunity and apply it forward.

Matt Britton 00:22:24 Very cool. We always wrap our podcast up asking our guests if there's a saying or mantra that helps kind of encapsulate the professional journey. And we're talking about sports—sports is all about mantras, right? And since there are two of you here—I'm gonna have you each tell me a mantra, and then tell me why that's what you picked. So let's start with you.

Miguel Lorenzo 00:22:44 So, probably cliché, but it really does apply to me, and that's: don't be afraid to step out of your comfort zone. There have been so many pivots in my career that have been either doors I didn't even know existed or doors that I wasn't interested in, but they opened. And I dove into it either because I felt, "This is an interesting opportunity. I can learn something new," or I can pick up experiences along the way even if it's not necessarily something I envision myself doing long-term. And in every step of the way, it has helped me both professionally and personally. And more on the personal side, the other thing is I always try to look at the positive in everything. Again, pretty cliché, but, you know, the way I was raised... generations of my family left Cuba for the United States literally with nothing. So I find myself always thinking, "What do I have to complain about when I think of the sacrifices that they had to make?". And that has always helped give me good perspective, good balance, never take myself seriously, work hard, and always try to help others where I can.

Matt Britton 00:23:36 Yeah. I think perspective is so important. And on your first point, I think many people are either afraid to make that leap or just are looking for a sense of conviction before they do so. And sometimes you do just have to act on intuition, right? Like, what has caused you throughout your career to have the conviction to make a leap? What comes to mind for you?

Miguel Lorenzo 00:23:57 Well, I started my career at the local TV station here in Miami, WTVJ. I was on the linear side. I actually started as a sports broadcaster with the camera. Eventually—

Matt Britton 00:24:05 —I'd buy that. I could see it.

Miguel Lorenzo 00:24:05 Thank you. And the opportunity to come to Telemundo was twofold in things that I had no experience in. One: it was in Spanish. I speak Spanish, but I had never worked in Spanish. And the other was in digital, whereas my experience up until that time was only linear. But I saw it as two opportunities to grow, two opportunities to be exposed to things where I saw, "Okay, Hispanics are growing in this country, Spanish isn't going anywhere, and digital and streaming is obviously gonna be increasing as time goes on." This is a great opportunity to learn. And I dove into it. It has developed into so many other opportunities even within Telemundo that I never studied for, but I learned on the go. There was a need, I did it, and it's really helped serve me to this point.

Matt Britton 00:24:48 Fantastic. What comes to mind for you? You've had a lot of time in prep now, listening.

Miguel Gurwitz 00:24:51 Yeah. No, for me, I always—uh—when I have this Saturday, we have the Kentucky Derby. Next night, it's gonna be Mexican soccer. So for me, it's always the same thing; I think about the same thing. Consider this broadcast as if it's gonna be your first and your last one. Why? Because you need to prepare. You need to have those butterflies. You need to feel that. And I'm being serious—there's not one, and I've been working in this industry maybe now thirty years, I never went on the air, like, feeling I'm so chilled and cold—never. Think about the next broadcast as if it's the first one and the last one. So you need to be prepared. You need to be ready. You need to be excited, because you never know what's gonna happen.

Matt Britton 00:25:37 And the audience feels it. If it feels like it's just another routine, then there goes the emotion.

Miguel Gurwitz 00:25:43 So I always go with that mindset.

Miguel Lorenzo 00:25:46 And can I just add, he is so versatile in everything that he does? And you mentioned all the different sports—and he's always got this disposition of preparation, but also, again, of, "Hey, we have the Kentucky Derby. Alright, let's do it. How can I help?". And that is such a great quality and something that, obviously, we love to rely on.

Matt Britton 00:26:05 Yeah. Pressure is a privilege, as they say, right? You know, being able to be in those environments is obviously such a privilege, and being able to travel for these incredible experiences is an amazing way to spend your career

Miguel Gurwitz 00:26:15 And then you think about the millions of people who would die for the opportunity that you have every single day or every single week.

Matt Britton 00:26:25 Yep. Well, it's clear you've earned it. And I really appreciate the both of you taking time out of your busy schedules as we lead up to the World Cup to share your stories and what you're experiencing with this incredible activation. So wishing you just a lot of luck this summer, and everyone be sure to tune in to the World Cup wherever you are.

Thanks so much. On behalf of Suzy and the Adweek team, thanks again to Miguel Lorenzo and Miguel Gurwitz from NBCUniversal Telemundo Enterprises for joining us today. Be sure to subscribe, rate, and review the Speed of Culture podcast on your favorite podcast platform. We're here at the Possible conference in Miami. Talk soon. Bye-bye.

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