

Sarah [00:00:00]: I think at the core is, like, having a great brand identity. So CarMax was the original disruptor bringing fairness to this industry that was really taking advantage of consumers all along the way. And having that core along the entire way with us, always being able to hearken back to that while all the change is happening around us has been a tremendous benefit.

Matt [00:00:21]: 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, we're thrilled to welcome Sarah Lane, the Chief Marketing Officer at CarMax. Sarah has spent more than two decades helping build one of the most recognizable brands in automotive retail, leading everything from consumer insights and analytics, to brand strategy, digital experience, and customer transformation. Sarah, so great to see you today.

Sarah [00:01:01]: Yeah. Great to be here. Thanks, Matt.

Matt [00:01:02]: Big fan of the brand and big fan of everything you do. You spent more than twenty years at CarMax, really watching marketing evolve from mass media to a much more programmatic, AI-driven world that we live in today. What has really changed about how consumers decide to trust a brand? What does it mean to build a brand here in 2026?

Sarah [00:01:22]: Well, you're right. I've been here two decades, which I recognize is a little bit rare in our field. But it's been such a benefit for me, and I think it's been so amazing to watch this brand grow during that time and follow the consumer change and the industry change that's been going on at the same time. And I think at the core is, like, having a great brand identity. So CarMax was the original disruptor bringing fairness to this industry that was really taking advantage of consumers all along the way. And having that core along the entire way with us, always being able to hearken back to that while all the change is happening around us has been a tremendous benefit. I think you—I count myself as super lucky to have a brand that's got such a strong ethos in that way. And so I think as we've evolved things that, you know, of course, all the themes that I'm sure all of your guests talk about, staying super close to the consumer, listening, understanding how things were evolving both in how they wanna shop and interact with us, as well as how we're gonna reach them and all the different potential that has opened up over the years in that. It's been just a tremendous journey and really fun to follow that evolution.

Matt [00:02:19]: Yeah. And, of course, like, you are in the car-buying space, which is historically one of the most stressful consumer experiences. So, I guess, what are the insights you've learned over time to try to maybe reduce that friction and make it seem less like a dentist appointment? Because so many people that—when they think about buying a car, they think

about stressful negotiations and a lot of back and forth. And, obviously, that's not what consumers want in the age when they're used to just pressing a button and getting an Uber or ordering from Amazon. Just curious what your thoughts are on the process itself.

Sarah [00:02:49]: It's really fascinating because there still is that huge industry baggage of where you expect you're gonna be taken advantage of in this process. And largely, surprisingly, that still is very much true today. Despite the fact that we've existed for thirty years, there's been a lot of concept copying along the way that has brought concepts like no-haggle and other things to bear that have really been great benefits to the consumer. Unfortunately, there's still this hangover and there still is the way that traditional dealers operate that really does make profit by taking advantage of the areas of understanding, how to do financing and what to value and trade, and all the complexity of the purchase, that it's pretty easy to take advantage of consumers. And so I think that's why we've built this on trust. And I think today, consumers have more information than ever. They've got digital resources at their fingertips. They can do all this education. And I think the big unlock here recently that's so exciting for consumers is the LLMs and what they're getting in ChatGPT. We're learning that about 40% of our customers are using those tools when they're shopping for a car. I just went through a car-buying process and used those tools myself as well too, and it's unbelievable the help that it can provide to help all the information, the symmetry that exists out there to really get a great vehicle recommendation at the end of the day. And so it's all these things. Consumers are seeking the truth. They're seeking to be treated fairly. They're seeking to do a lot at home. So the digital aspects of things, and we've brought a lot of this to bear over the years. If you can fully buy a car online, you can get any aspect of the deal you wanna figure out on your own digitally. You can do that at CarMax. You can do that in other places as well too to figure out your financing situation, to figure out how much you can get for a trade. All of that can be done online. But at the end of the day, what we find consumers really want though is to come in and touch and feel a car at some point.

Sarah [00:04:32]: Whether that's early on in the exploration or what is it that I want and what is it? Pictures and digital merchandising can do a tremendous job to show you the differences between car A and car B, but nothing beats sitting in them, driving them, pulling them, touching them to get the joy and the feel of what really is gonna fit your needs. And so I think that's something that CarMax is kind of uniquely positioned to offer is all the benefits of digital, but the ability to come and touch and feel before you have to commit to the purchase too. You can test drive the car before you have to commit to purchase. And so I think we live in—in a nice little sweet spot that meets the consumer exactly where they want with that ease of digital and that confidence of the physical.

Matt [00:05:11]: Yeah. It's interesting you talk about LLMs because we really are living in a new age of consumer empowerment. I think for so long, businesses, not all businesses, but many took advantage of, like, the information arbitrage, you know, where, basically, they know something that the consumer doesn't, and then they're able to take advantage of it. They're

saying that it costs \$4,000 to fix your transmission when it should cost 2,000 or to get anything fixed near home. And now consumers really can not just do research on how much something costs or what the features and benefits are. They can actually localize it to their market, to their ZIP code, and really understand. So I think it's good that you as a CMO of CarMax have pointed out as a positive because I think a lot of businesses in the past, to your point earlier, have traditionally kinda taken advantage of something like that, that lack of information.

Sarah [00:05:58]: I think you're really lucky. Yeah. To be on the other side of it would be a lot more difficult than being on the side of you've been transparent all along. All that information's always been available to customers for us. And so if these kinds of tools help to streamline, organize, whatever, that's fine. We've got no issue with that. We're gonna offer a great deal. We're gonna offer great financing terms. We're gonna offer you the best we can for your trade. And so as you're putting together all those pieces, if anything, I think it helps them get the transparency on the side of all the others where none of that was clear before to better evaluate the deal and really recognize the value that we've offered all along. And that when you put all those pieces together, when you do all that math, a CarMax deal is gonna be the best one you can find. So I think we see this change—consumer change—is nothing but good for us. We certainly recognize that it's gonna change the dynamic of the funnel. Maybe people visit the site a little bit less in their upper funnel as maybe interact with ChatGPT or Gemini as they're doing that instead. So it's gonna change the math and the way that we measure and understand the journey, but I think we're positioned incredibly well to benefit from that change.

Matt [00:06:59]: Absolutely. So I wanna get into kind of the tactics you're—you're leaning into to build the brand because I know that CarMax's early bet on women's sports was way before it was kind of in vogue. And now you have the Caitlin Clarks of the world really bringing women's sports to the front page, and the WNBA is doing so well, and you're seeing this really play out all around the world. And I know that's kind of led to a broader remit for the company to really lean into sports. Why is sports so important for CarMax, and what are some of the ways you guys are activating that you're particularly excited about?

Sarah [00:07:33]: Yeah. So we've been doing things in sports for, like, decades now in different ways. And I guess we've gone from a local company to a big national brand. In the early days, we were doing local team sponsorships as ways to build awareness and affinity in markets that we were coming into. But it was around 2020 that we were really embarking on some of this digital transformation that we were doing, becoming more of a digital brand, needing to kinda refresh the way we were going to market, the visual identity, other things to modernize things and make sure we were not thought of as that old place where you used to go and go to the dealerships and more know the—the online company where you can buy a car. And so we were looking for ways to modernize. We stumbled into basketball, and honestly, it was initially from the men's side of things. So NBA, of course, is so known as being youthful and connected to culture, and so that alignment to that felt like the right thing at that time. But as we began to

engage with the league and learning about the WNBA side of things, sure, it was before the big inflection point of a year ago, but the league was growing. The league was still growing. There was a lot of interest there. There was a lot of connection. The audiences there looked a lot like our audiences. If you think about who maybe we appeal more to, it's a person that sometimes feels more disenfranchised, whether that's women in car shopping, other minority groups that have been used to being taken advantage of more so than maybe the white man out there. Right? And so the audience lined up really well. And, of course, the numbers—the audience sizes—weren't as big as the NBA by any stretch, but even as big as today, but the prices were in line too. And so as we assessed that, we ended up doing both. So we ended up signing with the NBA and the WNBA at that time, and we were excited about the WNBA. They're smaller, but it was something that we felt like there could be a nice connection with. Fans were really passionate too. And so it made sense. It was kind of an obvious expression of our values to support everybody. We're here for men and women. So it—it just made a lot of sense.

But I think at that time, we didn't quite understand how big it could be for us. And I think the inflection point in that was, like, pretty early on in it where we did some work with Steph Curry and Sue Bird. We've been doing some talent and putting talent in some of our content in the local senses. This was the first time we had become a big national campaign with things. And we had this one particular spot where the concept of something—a sales consultant was working with Steph and, like, remarking on his excitement over selling a car to a three-time league champion (or four-time, I think), and Steph corrected and said, "Actually, I've only won three." And this consultant pointed over to Sue Bird and she waved and said, "Oh, no. I got to work with Sue Bird today," something like that. So, like, a cute little joke making a nod to how successful she had been versus this male athlete who everybody knows and thinks of as an absolute force.

And so we just thought it was cute and flattered and whatever. But once that ran, it really, like, it sparked something bigger. We got a bunch of media for it, a bunch of social chatter. It was in, you know, some of the sports talk shows and things like that. And I think it was ah ha to us that there was something kinda brewing here that said something more than just connecting to an audience, but said something more about us as a brand and a message that I think, honestly, as a marketer has been hard to say. Like, I think when your brand is all about honesty and integrity and fairness, you can't make ads that say that. You just have to behave that way every day, which we do and we have and we've earned that trust over time. But this was an actual, like, marketing activation that helped to tell that story just by the stories we were telling to support and prop up the players in the league. And so it was tremendous.

Then we began to do more with it. We began to tie measurements to all that to make sure that it was the right moves and decisions for us. But it's really been tremendous. And I'd love to say that we had the forethought that we knew it was gonna just skyrocket from it. We didn't. We knew it was growing, and we were happy about that, but I think it became much bigger than what we envisioned it was gonna be in the beginning.

Matt [00:11:16]: Well, I mean, the world is shifting to live sports just being such a premium way to reach consumers because everything else on television is time-shifted. I think we are in a social media driven world. We're starving for places of commonality where we can discuss things that multiple different groups can kinda lean into, and sports is certainly that. And I think one interesting thing about sports—and we just had Todd Kaplan, who's the Chief Marketing Officer of Kraft Heinz on the podcast, who just made a huge investment in the NFL. And when we were talking to him, it became clear that different generations consume sports differently. It's almost like we used to consume the albums growing up, and now younger consumers just consume the song or just a clip of a song. And I would argue the same thing happens with sports. We used to watch the whole games. Now we follow players or watch clips. How has kind of that new shift with Gen Z changed the way you look at activating within sports?

Sarah [00:12:14]: For sure. I mean—and it's even more so on women's sports, I think, because these players have audiences. They came up in a generation where they have to be influential. They're building their brands as the league is growing. And so we found them to be much more keyed in on building their social brands, willingness to do content, other things with us. And so it's opened up—there's certainly still the elements of logos on the courts and all the—you know, the media value aspects of it, that making sure we're doing this in ways that are kinda be visible in social and not just in the broadcast, of course—since everyone's consuming, younger folks are consuming it all differently. But I mean, really, what it's opened up in terms of the creator economy and all things influencer is there's all these different—besides the players themselves that are great content creators, and we found tons of success using different players to give access to maybe behind-the-scenes at an All-Star event or things like that that are gonna open up and give some visibility to unique things that the fan is interested to see. But also there's—like some cultures around it as well too of different folks that are, like, known for creating clever content around sports. And so it's just broadened this ecosystem so far beyond what sports was fifteen, twenty years ago. It's a logo on a sign, some spots in the game to, like, really endless amounts of choices of how to engage. And I think it's some of those, like, deeper connective things that are really working for us with younger audiences, with the fan—the passionate fan—that exists in this women's space.

Matt [00:13:41]: We'll be right back with the Speed of Culture after a few words from our sponsors.

I know you've also used women's sports and WNBA specifically to activate on a local level. So I know you have a partnership with Paige Bueckers, which incorporated, like, a local Dallas area aspect. Talk to me about how you're able to localize with some of your athletes.

Sarah [00:14:02]: Yeah. I mean, there's a local aspect, and there's also just, like, the authenticity aspect that I think—I mean, it's probably relevant for all sports and all things that you align with. But I think what we've really found with women's sports is the fans have been there for a long time. They appreciate the brands that show up for them and support, because they know

that it's a business. They know that for it to gain the momentum and the popularity they want, the brands have to be there to support. And I think what's been so key to us is listening to those fans and being an authentic partner.

Again, beyond the logos, beyond all that stuff, but really understanding what are the stories that are going on. It all starts with us being fans. So, like, our team and our agency, the team formerly known as Wasserman, have been really influential and thought leaders of, like, "You guys—you need—if you're in the space, you have to know the space, you have to know the players, you have to know the storylines," and that's what the fans are really gonna resonate with. And so we've had a bunch of great examples. The Paige Bueckers one is one where, you know, she—like, what an amazing personality, what an amazing talent. You know, number one draft pick last year. We were eager to align with her for sure. But what a fun story. She grew up in Minnesota, was in Connecticut, and all of a sudden got drafted to Texas, like, total culture shock for her. And so it's acute—those types of stories—that it's not rocket science. Like, the fans know that happened. The people who don't really know Paige, they probably don't recognize why she's in a cowboy hat or whatever, but it's a little wink and a nod to the fandom. And I think that's what we have found to get more amplification of the work that we're doing.

And another example is with A'ja Wilson who was a two-time MVP at the time that we shot some content, but we knew that she was on a tear. We knew that when we were filming some of the things we were doing in the spring that, likely by the end of the season, she might be a three-time MVP. So we filmed our spot with her making a comment about that she's a two-time MVP, but we also filmed it as a three-time. And when that then happened, thankfully, we swapped out the creative. We amplified—made some social around it. We got a bunch of earned media. And it's like a wink to the fans. It's like, "We're here with you. We get it. We know it." More than just "We're putting the celeb in the spots." And I think that's been key is, like, really acting and behaving like a fan, listening and authentically connecting in that way. There's even a crew called the—the StudBudz. Do you know who they are?

Matt [00:16:18]: I don't know.

Sarah [00:16:20]: So two WNBA talents, Courtney Williams and Natisha Hiedeman, they blew up last year at the All-Star game. So they made some super fun behind-the-scenes content, not branded by CarMax or anything like that, but it went absolutely viral. They're all over TikTok. And so, again, that's a thing that only a true, like, women's sports fan would know that that happened. We, of course, noticed that. We were fans. So we watched that. We knew that. We brought them a few months later to a soccer event to film some content for us around the NWSL Skills Challenge and final. It was such a fun crossover. It's another one of those spots where we could've just ignored that. Right? We could've not tapped into it. But by knowing these stories, tapping into what's hot right now, it's just really helping us to create halo around all of our work.

Matt [00:17:02]: Yeah. It's interesting. The other way sports has changed is just when you talk about athletes and athletes' stories, we just have so much more access to the life of athletes. Like, we see them share their thoughts year-round during the off-season. We see what they're wearing and the headphones they're wearing when they're walking into the tunnel of the game. And many of them started their own businesses and they're entrepreneurs in their own right. So when you work with athletes, it's not just about the highlights on the court. It's really about being part of their story and part of their journey.

Sarah [00:17:32]: Definitely. And I think particularly, again, back to the women, like, they are committed to building their own brands because they've had to. Right? That's how they're gonna make money in this. They're not coming out of the draft with million-dollar contracts. Maybe one of them is nowadays. But back a few years ago and certainly today, the majority are still not. And so I think they've added incentive to, like, really be willing to put themselves out there, to create personalities for themselves. And we've actually been able to do some things for our Changemakers relationship with the WNBA, which is a level of sponsorship where there's a commitment to actually helping the league grow beyond just a normal sponsorship. And as part of that, we've had a theme of access to help the talent build their brands. And so it started with, like, media training. So these women coming out of college hadn't had a lot of media training, and all of a sudden they're thrust into the spotlight, particularly as the popularity has grown. So we've been doing some media training and things for them. But this year, we actually pivoted that to be more influencer training. The world is changing. Right? So it's both—you gotta be able to show up and talk to the media and build your brand there, but we really focused it more this time. We brought the StudBudz back, big influencers on the basketball scene, to help with some training of their social spaces. But they're coming in so savvy already on that. I think even within NIL, they all recognize in college that this is something that's a huge part of being an athlete today—is learning how to be an influencer or creator at the same time.

Matt [00:18:53]: Absolutely. I mean, it's one of the things that young kids wanna be the most right now—is an influencer when they grow up. And right now, the Cannes Lions advertising festival is going on, and a lot of people who are there are saying it's the year of the creator economy has finally taken over. And if you think about this year for the first time ever (I say this during a lot of my podcasts, so I think it's such an interesting stat), for the first time ever, the average age of a first-time mother in the US is Gen Z, which means she grew up with the iPhone, which means she's consuming content not on traditional media, but on the iPhone. And more often than not, when they're consuming media on the small screen, they're consuming media from other people, which is where the creators come in.

Sarah [00:19:32]: Yeah. No, for sure. It's—I think just like any company, it's become much, much larger piece of our mix. And there's still some catch-up in terms of measurement and understanding of what we're doing. I think we've got a pretty good kind of balanced portfolio approach from some of our, like, heavy brand work all the way down to, like, heavy-duty

performance marketing. Where that sits in the mix, it's—there's certain things that we just gotta try and be there and do a lot of it and try to view the measurement on the back end of that and hope that it works with a really strong strategy to it. So I think it's a place of lots of work that we're doing both on the sports side and the non-sports side to tap into different moments that are going on, different seasonal times where car shopping—you know, when you get a tax return, that's a big time for car shopping—financial influencers. So we're doing lots of different things across the year to tap into that. And as excited as you are about Gen Z, I'll mention that Gen Alpha this year is getting their driver's license. So we're excited about that and thinking a lot about that.

Matt [00:20:25]: What's interesting is I have two small children, two and five. And one thing I think about is: are they ever gonna drive a car by the time they get to be 16, 17, or is it all gonna be autonomous vehicles? It's so interesting to think about.

Sarah [00:20:39]: Well, what's funny, Matt, is I have a 16-year-old son. And sixteen years ago or seventeen, whenever I was pregnant with him, we were doing some work with a consulting firm around kind of the store of the future and doing the fun exercises that you do to think about fifteen years from now, how's the world gonna be different. And I remember standing there with my big pregnant belly, and I said to the group, "I bet I'm not even gonna teach this kid how to drive. Like, they won't even drive someday." I look a little silly now because, I mean, I felt that—I felt that with conviction back then. There was so much going on with autonomous cars and everything. It seemed like inevitable that that would be the case. But here we are. He's 16. He's got a license. He's—

Matt [00:21:16]: Yeah. I mean, there's so much infrastructure, I think, that has to support driverless vehicle at scale, and that takes municipalities and bureaucracy, and that takes a long time. So you're right. Everything usually does take a lot longer than we think it's going to. Have you ever been in a driverless vehicle? Have you ever ridden in one, Sarah? In a Waymo? What are your thoughts on it? Were you scared?

Sarah [00:21:35]: No. I think it's fine. We own a Tesla, too, that, like, drives for you sometimes. So kinda used to that feeling. I mean, I think overall, it's probably safer, right, if everybody had one. I think where it gets a little dicey is when it's a mix.

Matt [00:21:47]: That's exactly right. So shifting gears as we wrap up here, I would love to talk about you and your career journey. You began your career in consumer insights and analytics before becoming CMO. How do you think that foundation kinda shaped the marketing leader that you've become today?

Sarah [00:22:03]: Yeah. I mean, I think it's a lucky foundation from a couple different standpoints. Obviously, understanding the consumer, following the consumer—like, every marketer, that's job one. And so being able to kinda grow up close to the way the—all the listening posts that we have and how those have evolved over these years is just in my DNA to

focus in that way, and I think that's a really lucky way to start it. And ideally, on the analytics side too, it just gets you closer to the business. And I think that's such an important part as you grow into a CMO, right, is to speak—to speak—to understand the business, how we make money, how all the interconnections work between all the different functions, and getting to, like, grow up in that and learn that as time went on, I think, was—has been really helpful for sure.

Matt [00:22:42]: And was there sort of a—a moment, I guess, along your journey where you sort of gained the confidence or conviction that you could lead at the executive level? Because I think a lot of our younger listeners feel like "I'm an individual contributor. I don't think I can ever really be a leader." Maybe a lot of people think that early in their journey, but clearly, there's a moment for you and many others where kinda the light switch flips on and you gain confidence that you can be an executive and you can one day be a CMO.

Sarah [00:23:08]: That's a good question. I don't know that there was a light-switch moment or whether it was sort of a gradual. I think I had a lot of great managers along the way that pushed me into roles that honestly I didn't feel ready for at the time, I—many times. And I remember being like, "Oh my gosh. Are you sure I can do—" and they would be so great of, "You can definitely do this. You've got this. I'm here to support you." And so I could give moments like the first time I managed a team and, like, it was a group of folks that were, like, really good, really good and talented, and had a little bit of imposter syndrome in that moment. But then it was such a great confidence boost to do it and do it well and feel like I've built up the skillset to actually lead people. And then I've been really lucky I'm—restoring it. So you would take steps kinda right as I was on the cusp of being ready for them, getting some early confidence, and then it helped me to believe I could do the next one.

Matt [00:23:53]: And luck's obviously a part of it, but, obviously, you wouldn't be where you are today and on this awesome podcast if you didn't make some right decisions along the way. So when you look back at your journey, besides taking the leap into roles that maybe you didn't feel you were ready for (which, as I mentioned earlier, we hear a lot that people—you know—no one's really ready to do something new, and you just have to bet on yourself—and I'm glad that you said that because it's really reinforcing what we hear a lot). But are there other things that you think you've done right along the way, whether it's skillsets you've leaned into or relationships that have set you up for success?

Sarah [00:24:26]: Yeah. I mean, I think the most important thing to me that's been a through-line in everything is, like, staying really curious along the path. And I think there's been an amazing amount of people that have opened their doors to help you learn, whether that be internal things or external things, but especially internally—that been able to just, like, collect skills along the way, kind of buoy across. I mean, I have really been within the marketing chain primarily, though. I worked in the sales team for a little while. I mean, I sort of moved a little bit sideways as I went up the chain as well too. And I think it helps to have a curious mindset. I

think that's the number one, like, piece of advice that I give people is, like: stay curious, stay learning. And if you find yourself not interested in that, then you're probably not in the right role.

But I think things here have always been so freaking interesting to me, both learning the internal and the business dynamics. There's so many different interconnections between our pricing and our inventory and our operations and our finance that all work together to, like, drive this business forward. And I'm still learning. Like, I've been here twenty-three years, and I'm still learning. And I'm still not shy to ask questions and—not to endorse. And I think that's just such a critical part of it. And I—I—if I wanna be able to lead the growth of this company, like, I've got to understand all that stuff.

And I think somewhere you're staying curious on the external. Right? I mean, it's—that part's the easier and maybe the more fun that I would imagine most people come—if you're in marketing, that probably comes a bit naturally to you to be curious about the customer, but also how media is evolving and all the changes in our industry and technology and AI and all that stuff. I—I'd say right now is the most fun time. There's been all those changes along the way—mobile, social—all the things that have changed our industry, that this AI one is super, super fun.

Matt [00:26:04]: I couldn't agree more. It scares a lot of people, and I think a lot of people don't really know what future-proofing themselves look like because it is not necessarily just learning AI. It's really retraining yourself, um, reprioritizing a different set of skills that I think are gonna matter moving forward because I'm of the belief set that, like, the knowledge economy—we talked about earlier the arbitrage of knowledge where companies used to be able to take advantage of it, and now consumers have knowledge, and that's kinda going away—but everybody has knowledge, which basically means in the workforce, that's no longer just a competitive advantage. So just knowing how to do something, like write a contract or doing someone's taxes, isn't really enough anymore as AI gets smarter doing it. So it's so much on the soft skills, the critical thinking, the creativity, the problem-solving. That—those are the areas that we have to really lean in.

Sarah [00:26:53]: Yeah. Yeah. I totally agree. And, like—and staying on your toes. Right? I mean, staying nimble, staying—figuring out what that is gonna do and thus what you need to do and how you work with that. Like, it's always just about the evolution. We're never gonna be doing the same—we never have, like, been doing the same thing, like, year after year after year. You gotta be evolving and I think this is making us, but in good ways.

Matt [00:27:12]: For sure. Well, it's been a great conversation. To wrap up, we always ask our guests if there's a saying or mantra that has helped encapsulate their professional journey. So far, given that you're such an avid sports fan, maybe you'll have something from the sports world or who knows, but we'd love to hear what first comes to mind.

Sarah [00:27:28]: One thing I try to keep in mind always is, like: take the work seriously, but don't take yourself seriously. Everything in business and marketing—it all moves so fast, and mistakes are real. And getting things right and fast—it's all important. But the world also changes so quickly too. And so I think making sure that there's, like, rigor about the work—and take that super seriously—but also, like, humility and lightness to stay open, to stay curious, and to have a ton of fun doing it. Right? I think we are so privileged to get to work in our field. I—it's gotta be the most fun job out there, I—I think. Right? I can't—certainly in a corporate environment, I can't think of another one.

Matt [00:28:02]: Being a WNBA player is probably pretty fun, too.

Sarah [00:28:04]: Sure. Sure. But for those of us not as skilled, to do in a corporate environment, just like working in marketing, like, what could be more cool than that? So maybe surely balance them.

Matt [00:28:12]: Absolutely. Well, I love that. I think it's great advice, and I think you have to be open-minded. You have to be curious. So many of the points you hit on are things that we often hear, and it's great to see it come together for you. So congrats on your success, and looking forward to continuing to cheer you and CarMax along from the sidelines. So thanks for taking the time today, Sarah.

Sarah [00:28:29]: Great. I appreciate it. Take care.

Matt [00:28:31]: On behalf of Suzy and Adweek, thanks again to Sarah Lane, the Chief Marketing Officer of CarMax, for joining us today. Be sure to subscribe, rate, and review the Speed of Culture podcast on your favorite podcast platform. 'Til next time. See you soon, everyone. Bye-bye.

The Speed of Culture is brought to you by Suzy as part of the Adweek podcast network and Acast Creator Network. You can listen and subscribe to all Adweek's podcasts by visiting adweek.com/podcasts. To find out more about Suzy, head to suzy.com. And make sure to search for the Speed of Culture in Apple Podcasts, Spotify, or anywhere else podcasts are found. Click follow so you don't miss out on any future episodes. On behalf of the team here at Suzy, thanks for listening.