[00:00:00] Joe Marchese: This has been a lie of advertising for a long time. Everyone who you can reach with your ad that isn't your target customer is a wasted ad or anyone who didn't convert that was not performance. That is such a crock because the brand has to matter to my wife, my husband, my friends, my co workers.

[00:00:19] Matt Britton: To thrive in a rapidly evolving landscape, brands must move in an ever increasing pace. I'm Matt Britton, founder 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 my old friend Joe Marchese, CEO of Human Ventures Holdings and co-author of Human AI. Joe's a serial entrepreneur, investor and media exec who spent his career at the intersection of advertising technology and human behavior. From founding Truex and leading billions in advertising revenue at Fox Networks to investing in the next generation of AI native companies at Human Ventures, Joe has front row seat to how the attention economy was built. Joe, so great to see you today. Thanks so much for doing this.

[00:01:08] Joe Marchese: Thanks for having me here. Good to see you.

[00:01:10] Matt Britton: Absolutely. So for those who don't know you, it'd be great to just hear a little bit about your background and kind of how you got to the point you are today. Reader's Digest version.

[00:01:19] Joe Marchese: Yeah, it's funny, I've been rethinking through all of that as we were writing the book and came up in the world of advertising when MySpace had a top eight and it was pretty funny. My wife said to me, every creator needs to read this book. And I was like, exactly. And she goes, because most of them weren't even alive on most of it happened. And it was like, oh, cutting...

[00:01:37] Matt Britton: Me and you were though.

[00:01:39] Joe Marchese: Yeah, we were there. But this idea of like the web going from MySpace top eight to Facebook to the news feed to the TikTok algorithm. I got started way back then and got to watch like the FarmVille revolutions on Facebook and how advertising changed the Internet overall and then got a front row seat in the TV side of the world, understanding how TV advertising was sold at Fuse and a music television network, it was owned by MSG at the time. And then I got to combine the two. Everything I been doing in Internet advertising and what I learned in TV and built a company called Truex that got acquired by Fox. And that is. That's the Reader's Digest version of how we got here. More in the book.

[00:02:17] Matt Britton: Right? Of course. But Truex was, I think, a breakthrough company in that you sort of redefined what really matters to brands in digital advertising, which is really attention. I would love to start with that and unpack it. What was that insight that you saw that kind of gave you conviction to sort of pivot the company? Because I remember you were there and you left it and then you came back with sort of an idea. And I love to sort of unpack that.

[00:02:41] Joe Marchese: Yeah, I mean, I think that some of the best ideas are just painfully obvious. And I just assumed that the market wanted better quality advertising and that a lot of the better quality advertising would come from better quality attention. And a lot of the advertising world and ad tech at

the time had been, let's trade, trillions of impressions that could be one second, could be barely viewable, it didn't matter. And we're like, well, what if we were an alternative to that? What if it was opt in, like engaged viewers? Like, would marketers pay more for that? And you would think that would be a kind of an easy conversation, but I think as you and I both know, it is not an easy conversation because it doesn't fit in a spreadsheet to say that these were better impressions. So, I mean, I joke that it was a Don Quixote esque, like escapade to try to make fewer better ads.

[00:03:26] Matt Britton: Right. Because at that time it was very much programmatic. Programmatic was really going mainstream. When I say programmatic, I also mean like it was calculative. Like you were saying, it's all just about how many impressions, what's the cpm. And all impressions aren't created equal. And your take was really engage somebody to really move the needle with the brand.

[00:03:45] Joe Marchese: Yeah, I mean, and I also think that at the time, and even now, everything swung towards data and outcomes. And I just have pretty simple idea that I could have all the data in the world about you, Matt. But if I don't have your attention, I can't do anything. If I do have your attention, but I have no data, I could still tell you a story, right? I mean, like, look at billboards today. AI is an absolute boom. It's the largest capital investment in the history of our time. And you know what they're buying to tell the world about it? Billboards. It is this thing that like these shared experiences and quality of attention are still primary, but since they were hard to measure, they were wildly undervalued. And undervaluing people's time led to a terrible experience.

[00:04:27] Matt Britton: It's interesting that billboards is also this sort of thing, I would say being on something like CNBC is very similar, where there seems to be barriers to get to a billboard or barriers to get on tv. So when people see you there, they think that you're real or legit in some way.

[00:04:41] Joe Marchese: Yeah, no, it has a meta piece of information. So the billboard doesn't say other people also see this on it. But because we know it's out in the physical world, you know, other people also see this. You know, the same thing. I could not agree more. CNBC is such a valuable place where the curation or the front page of the New York Times, like these places that have to curate because they have a certain amount of time and space, means that some human took the time to curate what was worthy of other people's time and attention. And the problem is it's hard to monetize that because you don't give fair value all the way through.

[00:05:16] Matt Britton: It's interesting because that used to be the case with video, where when we were growing up and the only way you can be on TV was if you went through the curation process of Hollywood or a movie studio, whatever it may be. And now, obviously we have the creator economy. So does that mean now, I guess the algorithm is a curator and does that matter as much anymore?

[00:05:36] Joe Marchese: That is a hundred percent the case. And it could matter more than ever because we're at another fork in the road. Like for the last 25 years, humans created content. The algorithm was the curator, and it decided what was worthy of other people's attention. And it did that in service of advertising revenue. There's no two ways about it. Even Sam Altman made a comment that Facebook News Feed was the first misaligned AI at scale. Which is, there's different questions now as to what he meant when he said it or why. But the point was that the AI, it wasn't doing anything nefarious or evil. It was just trying to optimize time spent. And we all know that that had some negative repercussions. And here we are. AI is actually engaging people's attention with machines. What are we

going to do if we give it an advertising incentive, and if not going to give it an advertising incentive, where do we market?

[00:06:25] Matt Britton: That's so true. I mean, we talk about trusting agents because they have context on our lives, but are we really just trusting who's paying the agents? And then if it's pay for play, then is it really serving our best interests?

[00:06:37] Joe Marchese: I mean, think about that for a second. There are agents in the real world, we know them. It's WME and CAA and UTA or it's your real estate agent or it's your insurance agent if they are not acting on your behalf. And like, there's a thing called fiduciary duty.

[00:06:52] Matt Britton: Which often they don't. Right?

[00:06:53] Joe Marchese: Right. Well, I mean, I actually, I think that a lot of times, like you can sign a contract with an agent that says, hey, I'm not going to take fees on the other side, or you can trust me when you're doing. And it's a human relationship with trust. I think this AI, the optimistic view on these agents and AI is in order to keep consumer trust, they will have to operate in the best interest of the consumer. Meaning if they're all powerful, a new way to search for commerce or information. I have to trust that it's finding me the thing that's best for me. And if the thing that's best for me isn't paying, does that mean that it's not going to recommend it?

[00:07:26] Matt Britton: Right. Well, it's interesting because at least with Facebook they can make the argument. It's the old adage, like, if you're not paying, you're what's being sold. So Facebook never charged for usage, so they could get away. But in the case of ChatGPT, you are paying. So if you are paying, so do you think that they should have advertising towards paid users for that reason? Because if you're paying to use it, maybe you're not the product.

[00:07:47] Joe Marchese: So I think there's plenty of history to paid users still getting advertising, cable, famously, or watching streaming tv. So it's fine to have advertising that is clearly marked and delineated. I think the question of in an AI agent, if an AI agent shows me an ad for something and I ask my AI agent, is this the best product for me or can you go comparison shop for me? Is it going to tell me the truth? And I mean, we should hope that it will. And if that's the case, I just think that we're not thinking through what the implications are of search. The our entire Internet ecosystem, our entire economy is built on top of search. Not just Google, YouTube and Amazon, TikTok. AI is a lot of things if you. It is one thing for sure, it is a new version of search. Some people say better, some people say it's not as good, you have to check your sources. But either way, it is a new version of search that there's going to be a new interface with.

[00:08:41] Matt Britton: And how bullish are you on these changes because obviously like we can't even check out in chatbots yet for the most part. But when we can, which I think we're going to want to because it's more convenient and convenience is always one, what does that mean for companies like Amazon? Where do they fall into the ecosystem? Is it become a great disruptor for businesses like those?

[00:08:59] Joe Marchese: I think there's certainly that potential. I mean that is why you'seeing Amazon and Muse kind of going to the head. And the interesting part about for meta, they monetize on Instagram. As of right now, they don't have to monetize inside of Muse. The Muse can be your agent and

then all of that is going to compete with Anthropic who's famously said they're not going to put ads in. So I think more for the CMO community and the media buyer community, I could almost reduce it to something as simple as anything the machines can understand, they will optimize for. And that won't be your job someday. The only things worth investing in are things machines can't understand. Like strategy is future competitive advantage. So machines don't understand experiential. Machines don't understand like culture. Like that's typical. And so these things that are hard to scale, like as a matter of fact I'd be thinking about my marketing teams. What is hard to scale and machines don't get it. Let's do more of that right now.

[00:09:51] Matt Britton: Absolutely. So you mentioned investing and obviously for the last, I guess decade you've been running a very successful VC firm, Human Ventures. I guess what has been true throughout your tenure at leading that firm in terms of I guess what gives you conviction to invest and what is still true today and what has changed dramatically in your investment thesis over the last couple years given a disruption we just discussed.

[00:10:15] Joe Marchese: So there are two sides and it's really been my business partner Heather Hartnett who's kind of been leading the charge. Like while I spent time at Fox until Disney bought most of Fox and then a little bit of a pandemic in there. But I think what the things that have been wholly consistent is the attention economy. Like humans are made up of what we pay attention to. Like the number one sign I actually was Heather gave a talk at Milken on longevity. And the number one indicator of longevity is the health of your human relationships. It's not a few ice bath at 5 o' clock in the morning. It's like. And it's also the reason why we live longer is to spend more time with other humans. And so the consistent thesis for us is San Francisco's gonna be the center of AI. Just there's no two ways about it. It is the center of tech. But how AI goes through advertising, media, culture, mentality, like New York is at the center of it. I've got the human or nothing hat on. On the back it says New York or nowhere. Like, I think that's been a thesis of ours. Like 70% plus of our investments are here.

[00:11:10] Matt Britton: Interesting. So based on the thesis that relationships are sort of what will withstand the test of time.

[00:11:16] Joe Marchese: Well, also based on this idea, like there's AI that can help humans, like better connect and there's lots of tech for it or experience or media companies tied through real life, like events. So Breakaway is a great example. The largest touring music festival in North America. 400,000 kids. They do even more around the world. We've partnered with them on building a media company. Typically, we wouldn't want to start a new media company. We saw what happened when you're relying on the platforms in Web 2.0. But if you have a DJ competition show that ends up in physical space, if you have consumers that come to a physical place to celebrate for days or two, that gives them a point of connection that the rest of the year you can have a media company that's differentiated in another one is we invest in Caper, which is a media company that covers the business of hospitality. What chefs are moving, where restaurants are opening up. Again, it's a media company, but its main purpose, its reason for existing is kind of the B2B in a space of hospitality where humans are connecting. And again, very New York and centric.

[00:12:15] Matt Britton: So when you think of you mentioned earlier, kind of creators and we talked about our content shift, I know you've done a lot of work in the entertainment space. How do you think AI is going to be impacting entertainment in the short term? You know, we've already seen the big shift from Hollywood to Silicon Valley and the streaming platform sort of rule all, where's this all headed? In a

world where you can dream something up and the next day, which most people don't even really realize how good it's gotten, you could next hour, I should say, you see it come to life.

[00:12:41] Joe Marchese: Well, I think the big questions will be, what are the filters? So is it still the algorithm that's going to just intermediate content that gets made from the audience and who sees it? The other thing is that if this whole Paramount, Skydance, Warner Brothers showed us anything, it's that media has a value that is very hard to be captured and monetized. It has social influence that can't be monetized. But we know that it's worth way more than what it shows on a balance sheet. If we had taken the name Warner Brothers off of the financials of Warner Brothers and we had taken all the IP and all and we just had a spreadsheet, it would not be worth what it got bought for. It wouldn't have been in the bidding war between Netflix and Paramount. You see doing the upfronts for Fox. And I was on stage selling 15 and 30 second spots in the NFL and Ryan Murphy shows and Amazon and Netflix thought that that was quaint and old school. I am certain that Amazon and Netflix were selling 15 and 30 second spots in the NFL and Ryan Murphy shows this year in and upfront because like these things are universal. So like there is value to these platforms and like they're investing in this space not because they have nothing else to do, but because it carries an outsized amount of influence. Now the hopeful side is that if search and retail media begin to see agents bypassing them. And again, if you can bribe my agent, I have a problem with my agent. Now where will that money re express? You go back to marketing to humans. And I do think that creators creative relationship to their audiences because they're human. I mean that's the hopeful side. There is the other side where we end up talking to machines more and there is a loneliness epidemic. And you hope that the pushback against that is where brands can invest. You're here in New York, I believe, right?

[00:14:19] Matt Britton: Yeah, for half the time. Yeah.

[00:14:20] Joe Marchese: Right. So there was the New York City Marathon this Sunday. I mean, can you think of a more joyful, wonderful day to be in New York City? And TCS is the sponsor of it. So there's a role for advertisers to play in underwriting things and they get a great return. There's case study at their case study. If you talk to tcs, they also invested in the London Marathon. So there are these things that like we could do that, like the brands can play a role and that's like strategy is future competitive advantage. That's what I think is helpful right now.

[00:14:49] Matt Britton: We'll be right back with the Speed of culture after a few words from our sponsors.

The other side I think a lot about when it comes to entertainment and brands is just AI in the production process. I talked to a lot of CMOs on this podcast and most of them say, oh, we would never use AI for TV commercials, which I don't know if that's going to be the case moving forward as they continue to be pressured. Ad agencies are expensive to produce. What is your take on just AI in the creative process? Either top of the funnel, coming up with ideas all the way through to production. How are you using it and how do you see that evolving?

[00:15:21] Joe Marchese: That's a harder one that we haven't spent much time on the production side and content because we get pitches constantly. So let's use an example like, this AI is going to make your salesforce 10 times more effective. You're going to be able to get more sales messages out. You're going to be able to connect with more contacts.

[00:15:37] Matt Britton: Go to market. Right?

[00:15:38] Joe Marchese: Right. But the problem is there's not 10 times more sales to be had. And so the same thing on the content creation, like, okay, this is going to help every content creator superpower, how much the content they can create, every brand. We saw back in the Facebook days with the brands, they're all wanted to make long form content and they think we just got to make really good ads. I'm like, I don't think that works. Like there's not enough time in the day to watch it all, right? So something's going to have to filter it and what happens when everybody has it? So we haven't really gotten a great answer there. I think that is the role where agencies really do come in, where they see across multiple brands. All right, what are cultural touchstones that we can be a part of and support? And that's interesting,

[00:16:14] Matt Britton: Right. Because I mean the brand is important because if you had an agent and you're like, should I buy a Toyota or a Lexus which is made by the same company and generally has the same everything besides maybe a slightly better engine, but it's 40% higher. An agent would never say buy the Toyota, but an agent doesn't have FOMO against their neighbor and want to look good and roll up in the new Lexus because they've never lived in the real world. So that's where I think the nuance of brand matters. Right?

[00:16:40] Joe Marchese: I think more than ever, I think you have to go back to if the agent is going to act on my behalf, then you should go back to marketing to me. It should matter to me. But it also, I need to know that it matters to other people. Because a brand, like this has been a lie of advertising for a long time. Everyone who you can reach with your ad that isn't your target customer is a Wasted ad or anyone who didn't convert. That was not performance. I'm like, we all know it. That is such a crock. Because the brand has to matter to my wife, my husband, my friends, my co workers. Like that brand is, that is what it is. It's culture, currency and shared narrative. And so we need to kind of, kind of get over the fact that like, those aren't wasted impressions. That was just what the performance marketers wanted you to think.

[00:17:21] Matt Britton: Right. I mean, we went through this point where we just were so focused really during the pandemic, when Facebook, it was like when brands like Casper Mattress were built and Albert's where they kind of figured out this math equation of buying and everyone kind of thought they could throw out brand. But I think that brand is in some ways is so important. But you are seeing some brands like Nike that we never thought would sort of erode, starting to erode. So, I mean, I guess is that surprising to you?

[00:17:46] Joe Marchese: I mean, I think there were a lot of brands who I've just think to a lot of CMOs, how much money has shifted to lower funnel activities because you can measure it. And then how long will that last for? If you eliminate the only thing that gives you a competitive advantage, your margin will shrink over time. Like that is just how it works. But do you have the permission and can you work with your CEO to say this is again, our strategy is future competitive advantage. Right now we need to invest in a brand so that we have a competitive advantage. So people are asking for us from the answer engines.

[00:18:17] Matt Britton: So let's turn attention towards the book Human Dot AI. Love the title. How the fight for your attention became the world's biggest business. What was the impetus behind writing the book and what do you hope that readers will get out of it?

[00:18:28] Joe Marchese: I think the biggest thing is that how the attention economy has shaped the last 25 years. And by the attention economy, I mean how humans spend their time. And attention. It always was AI running in the background. Right? Those things I listed YouTube, recommended videos, Facebook newsfeed, et cetera. Like the algorithm deciding what was worthy of our time and attention. And we're at a fork in the road now where it's even more important because we have a chance to reset. We've basically given the AI tools to people. So now it's. I've likened it to GLPs like the GLPs have basically, it's science pushing things back to neutral because science and food science has been used kind of against people to increase consumption. GLP is just pushes it back to neutral. It helps accelerate this wave of healthy snack options and protein and whatever it is, well, that's about to happen to media. AI is going to push things back to neutral. And I think we should be very mindful of the incentives that we set for AI. And I think individuals should be mindful of, you have a mentalist in your pocket with this AI. You should be asking the questions about where the incentives are. The thing I think a lot about is in our world of marketing, we've been promising performance and outcomes, like everyone loves to promise performance and outcomes. If we start asking AI companies to promise performance and outcomes and you have a parasocial relationship with your chatbot and they know everything about you, that to me feels like a slope that we don't want to go too far down.

[00:19:54] Matt Britton: How come? What's the downside to that?

[00:19:56] Joe Marchese: I use an example. I did this at the summit. My father calls me one day and tells me, Joe, I had a conversation with chat and we get this new house in Florida. And I was like, that's amazing, dad. And he's like, I told it about, like, what, the mortgage? And he said, based on your health. And I was like, Joe, I didn't tell it my health. And of course, they remembered from a previous conversation with my father. But then he gets down to it. He told it, he goes, well, you know. And then I told chat, I was like, it's just that my best friend passed away and we have a lot of memories here. And then chat told me, it sounds like you're living in the past, but, like, what would Kevin say about the new house? And then he went on for another 10 or 15 minutes and then basically, ChatGPT got my father. Now, it didn't convince him, but I got my father to think through how his dead best friend would feel about him getting a new house because it took him through a human, like, conversation. So I ask, you could chat also then recommend a mortgage to my father? Should it be able to. Will it have to say that this is an ad that it's recommending, and if it does, and my father says, is that the best mortgage for me? Will it have to tell the truth? I think that there are different people talking about the things we should be careful about. It's in the book, too, talking about Esther Perel and the relationships people are having with AI. I want to kind of stick to the business model of AI and realizing the incentives we put in front of it are going to affect the way humans interact with it

[00:21:11] Matt Britton: And what's so interesting is you think about Gen Alpha and they're going to be the AI generation. They're never going to know world without AI. So the danger in what you're saying in terms of the crossover from AI being like a friend and then somebody who's selling to you, but you don't even know it's selling to you, it's going to be even more pronounced with a generation that basically doesn't know a world where AI couldn't exist. So it's going to be hard for them to differentiate.

[00:21:32] Joe Marchese: Very, very much so. And sci fi is very good at the future. And we have optimistic sci fi, we have dystopian sci fi. There's been Black Mirror episodes that that seem not too far around the corner. If we're not. If we're not mindful of how we interact with it, if we can use AI to get our time back, to actually have healthy uses of attention, because it'll be on our side, basically. If it doesn't

have an engagement incentive, like if AI has an advertising motive, then AI would have an engagement incentive. If chat has an advertising incentive with my father, that seems contradictory to what it should be doing to maximizing engagement. Maybe the best thing should be go for a walk, spend time with your family, like go, go to the gym, like go to a movie, like go to a concert, like pick it. And that is the hopeful side of it. The other side is our industry has put so much money into digital marketing because it was, quote, unquote, measurable. So, like, therefore, if we can measure, we'll just pour more into it. In reality, so much commerce still takes place in the physical world. Like, you know, they say all politics is local. I'm pretty sure all marketing is going to be local again. And thinking about, like, how you market in local areas and build culture is a different way to look at it.

[00:22:42] Matt Britton: And that's where trust is. So you mentioned a lot, like the hopeful, the optimistic side, the pessimistic side, et cetera. One thing I think a lot about, because I have two small children, is like, what is the role of AI in schools? Like, how should kids be raised in a world with AI? And just wondering if you've given that any thought in terms of AI's role in the classroom.

[00:23:01] Joe Marchese: Yeah, the classroom's an interesting one. I've spent a lot of time listening. I think Derek Thompson from Plain English had a great podcast with Dean at Harvard, and they were talking about whether students should be using AI or not using. And the push and pull is this. They need to have access to AI so they know how to use the tools that everyone else is going to use. However, and this is a big however, I think a lot of school isn't about learning facts as we know. It's about learning how to learn. And just because you can have access to these tools once you're out, like, similar to an early stage employee, people say, should we be hiring for AI skills? Right. We own human AI, the domain. We invest in AI companies, we see AI. My answer is no, absolutely not. Not absolutely not. But like, think about it. Six months ago, if someone wanted to set up an openclaw, they had to know how to set up a Mac Mini, put open claw on it, do it all remote. Now they just use Muse, meaning the AI is going to come to us. The skills we need are like cognitive reasoning, ability to connect with humans, like creativity, emotional health, like all of these things. So I think one of the ones that I think a lot about is like, should children have access to anthropomorphized AI? And I don't think that's a thing for school. And maybe that's a starting point, right? There was no reason it has to sound human to kids. I do think it's an amazing ability to tutor, to actually be a custom tutor, to like customize learning. But then if that's used to do the learning portion, to go right back to interacting with other kids. Kids or teachers or learnings. So I guess my answer is I have no idea. But I do think that it should be a small fracture of what we should do, because that's not what it is. Like, we need cognitive strain to get better and create neural pathways in our brains. This makes things too easy. And it's like, you go to the gym, it's not that you don't need to lift those things up and down. What if I brought a machine with me to the gym and it lifted the weights for me? That wasn't the reason I went. Right.

[00:24:49] Matt Britton: It's kind of what GLP1's are, right? You can lose weight without really even doing any of those things. Of course, it's not the same, but yeah, it's interesting. The way I like the frame is it's almost like in the world of AI, it's much more about understanding the problems that need to be solved versus how to solve the problems. How to solve the problems to your point is like, where the AI is coming to you, but what are you trying to solve with it? Like, what are the bigger ideas that you're going to try to move forward. So to wrap up here, I mean, it's been a great conversation as I knew it would be and we can go on forever. But I want to be cognizant of your time as you ramp to the big book launch. When you look back on your career, what are some of the things that you think you did right in the rearview mirror to get to this point where you are today, where you're successful entrepreneur, investor,

now soon to be best selling author? What are some of the common threads when you look back at your career that you maybe could impart in some of our younger listeners?

[00:25:36] Joe Marchese: I think the couple things is everything that's a disruption is an opportunity. When I was getting started, I could be a digital expert because no one had 10 years of digital expertise, so I could be an expert in my thing. Right now, that's everything. So you can be an expert and so be curious. The other one is just show up like human connections. Like the theme of the book, you get to the end, you think it's going to be business and tech and AI, but it was human connections in the network that made everything successful. The people you're lucky enough to meet along the way that you never know. And like picking who you spend your time with, who you invest in professionally and personally is how your success comes.

[00:26:08] Matt Britton: Yeah, you know, the whole, I don't love this term, but your network is your net worth. Ultimately, but when you write a book, like, you know, I've been through it several times, like, you have to ask favors, you need people to write blurbs, you need people to help you with appearances or whatever may be like, at times it transitions in your life, you go back to that core network and that's a network that you have to build and nurture over time.

[00:26:29] Joe Marchese: Yeah, it's a lot like the marketing side of the world. Most marketers can't tell people what their brand stands for. Like the brand has to stand for something amongst people when they're not in the room. And I think early in your career, like that's like your goal should be thinking about how do I be helpful to other people so that when I'm not there they can help me?

[00:26:46] Matt Britton: Absolutely. So we always wrap our podcast by asking our guests if there's a quote or mantra that has helped define their professional journey. So what comes to mind for you?

[00:26:54] Joe Marchese: I always liked my dad's saying was like, if you tell the truth, you never have to remember what you said. So that's a good one. I do actually kind of like that you are the sum of the people you surround yourself with and who you choose to invest in. And kind of your attention is what shapes all your future decisions. And so being mindful of it's been great because where you spend time with other humans is the best use of your attention.

[00:27:14] Matt Britton: I love that. Well, I'm thrilled I got to spend time with you today. It's been a great conversation and I always enjoy speaking with you and obviously I'm a huge fan, so best of luck with the book. Everybody. Make sure you pick up Joe's book Human Dot AI how the fight for your attention became the world's biggest business available anywhere books are sold. I'm going to pick up a copy. Make sure you do as well. Joe, thanks so much for joining today. It's been amazing and on behalf of Suzy and Adweek team, thanks again to Joe Marchese, CEO of Human Ventures Holdings and co author of Human Dot AI, for joining us today. Be sure to subscribe, rate, and review the Speed of Culture podcast on your favorite podcast platform. Till next time. See you soon everyone. Bye bye.

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