

## Jill Cress Transcript

**Jill:** H&R Block built the tax category, and we're here working to continue to energize it and revitalize our brand as the best way to facilitate that tax experience and do other things like provide those financial solutions through our mobile banking app and do more jobs for small businesses.

**Matt:** 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. Today, we're thrilled to be joined by Jill Cress, a consumer marketing leader with 30 years of experience under her belt, including over two decades at MasterCard. Today, Jill serves as Chief Marketing Experience Officer at H&R Block, and we're thrilled to have her on the podcast. Jill, so great to see you.

**Jill:** Hi, Matt. So great to be here. Thank you for having me.

**Matt:** Absolutely. So I was looking at your background, and it's so interesting because you spent so much time at MasterCard kind of early on in your career. And I would imagine just given the platform that MasterCard has in terms of its merchant network, its reliance on consumer data, that was such a great experience for you in terms of widening your palette in terms of knowledge as a marketer.

**Jill:** Absolutely. It was an incredible opportunity to grow as the industry was evolving and fintech was becoming what it is today. In the 20 plus years I was at MasterCard, when I joined, it was a not-for-profit association that an association of and bank issuers and merchant acquirers. And we were really connecting buyers and sellers through that network. We then became for-profit and then we had the push towards a quite successful IPO. And then had the time working there after the IPO where MasterCard really embraced the data and knowledge that it had on consumer behavior to diversify its business. And it was an amazing place to grow up as an executive and also as a human being. It really allowed me to grow in so many ways.

**Matt:** Yeah, I find that so many younger employees just feel the need to jump around every three years or every two to three years. And I think I understand the value in that because I think a lot of younger people don't feel like they have the opportunities to advance. And the only way they could advance is by switching. And that's, I guess, a relatively new phenomenon. But at the same time, I just think there's such value at really sinking your teeth in a business and understanding various aspects and building deeper relationships.

**Jill:** Yeah, again, I feel really fortunate in that MasterCard was a very supportive environment for me in the way that I thought about my development. And I think I was pretty intentional about wanting to continue to grow, to take on expanded roles. I did lots of zigging and zagging and moving horizontally across the company, moving geographically. And I think being clear on what it is that you're looking for. And if you're fortunate enough to work in a culture that is supportive of that growth and you can find ways to grow, MasterCard was a growing company. It was on the precipice of lots of new things over the course of my tenure there. I joined to

launch debit cards, which were nascent at the time. I then was actively involved in launching some of the very first co-branded cards in the world. I had an opportunity to move to Europe where I worked on. Mobile payments and leapfrogging the gap in technology that existed in Europe through telecom infrastructure. And so there was always something new and challenging. And that created a really interesting playground for me to take risks and to learn. So I feel fortunate that I was able to grow there. I had in the 22 plus years I was there, I think I had 13 roles, local roles, regional roles, global roles, strategy, product marketing. So it was. A really robust environment for me to grow and make an impact.

**Matt:** Yeah, it's interesting because of the credit card space, you know, when Apple came out with Apple Pay, I remember I was doing work with some of the large credit card companies. I remember thinking like, is anyone ever going to carry a physical credit card again? Because you're just going to use your phone. And we're not there yet. I don't think the consumer behavior is just tapping your phone on everything. It's caught on quite the way we thought, but it's definitely heading that direction. Where do you see the future of the credit card industry, both in form factor and in consumer utility?

**Jill:** Yeah, well, I think it's really broader than it was. Credit card was the category. Right now it's payments and all the things that you reference, the form factors and the ways to pay. Interestingly, when Apple Pay launched, a big part of what fueled an Apple Pay transaction was MasterCard technology actually worked on some of that. And then while I detoured over to National Geographic, and we can talk about that, but then I was at PayPal where mobile apps and driving more engagement and payment through those apps was the value prop that we brought to the market. And it was interesting. I think that there were a few things that were happening that were driving large scale adoption of largely mobile to conduct transactions. The big one, I think, was what was happening in transit. And in the UK, for example, when Oyster embraced. Mobile technology, you just saw a huge adoption of Apple Pay in the UK. We lived in the UK for a while, and I was spending a lot of time there and to see massive shift from what were prepaid Oyster cards to enable transit and entry into the tube to the proliferation of Apple Pay to be a streamlined, significantly less a frictionless experience. And, you know, similarly, I'm here in New York. And you see it with New York Transit here as well. And so I think as mobile payments can facilitate a more seamless experience for consumers, you see much more adoption. And I think the beauty of being able to leave your home with just your phone, knowing that you have the ability to engage in commerce with it is a really exciting thing for a lot of consumers who just want to have the phone as their primary device. I mean, there's all sorts of crazy. Data, right? People would rather lose many things versus their phone. Yeah.

**Matt:** No, someone said their teenage daughter would rather lose the hand that's holding the phone.

**Jill:** Very sad statement. But, you know, and I think that, yeah, the proliferation of phones at H&R Block, we have launched a mobile banking app that is working hard to serve our hardworking Americans who need a solution that is less expensive than traditional banking. And we see when we add more utility through savings tools and things like that offers discounts. We're creating an experience that delights the consumer and creates a more sticky relationship with our brand, which we enable payments through our mobile app, through MasterCard. And, you know, it's just as consumers do more on their phones, they're going to use those to pay more. And I think that is really the form factor that is winning and will continue to win.

**Matt:** Absolutely. I mean, curiously, how much cash do you normally carry when you lose the house?

**Jill:** Yeah, very little.

**Matt:** I have zero. I have a few like crippled up \$1 bills, but I really just don't carry it with me. I'm afraid I'm going to lose it. I usually leave it in my pants and it gets washed in the washing machine. You're just not used to it. Like you have your keys, you have your wallet and your cell phone. A lot of people have their wallets connected to their phones. And I think the keys are going to be gone one day too. And you're right. It's like, there's no reason that you really need anything but your phone.

**Jill:** Absolutely. We just bought a Rivian and there's no key in the Rivian. You open it through the app. I suspect other electronic vehicles are the same. So yes, it is very interesting. I travel a lot. And so I often feel badly when I engage with someone who needs a tip and I'm not able to tip them because I don't have cash. We need a solution. Actually, when I was at PayPal, we worked on a QR code solution to facilitate gratuities, which was, I think, an interesting use case. The other thing that I will say, and this was really indicative of the time that I spent at PayPal, was COVID really, really accelerated the comfort that more consumers across different demographics had with mobile and electronic payments. We saw explosive growth. Everything had to be done beyond e-commerce and you had a whole new entrant of consumers who were embracing online shopping and learning how to use mobile banking apps. Things like that.

**Matt:** Yeah, I mean, PayPal is interesting. I mean, I was an early adopter of the internet because I came out of college in very late 90s, early 2000s. And that's when the internet was first. Becoming a thing. Right. And one of the first websites I used prolifically was eBay. I was just always fascinated with eBay and how I think was acquired by eBay at one point and then spun back out if I'm not mistaken.

**Jill:** Yeah, and PayPal was the enabling payment technology with, they refer to it as the PayPal mafia, you know, Peter Thiel and Elon Musk and others who built that technology. And yes, then it was spun off and there was a separate IPO for PayPal as a standalone company. Right.

**Matt:** So when I think about PayPal, I mean, they've been around almost as long as the internet itself has. When you joined in 2019 to have their consumer marketing, I guess, given that it's not necessarily like a startup like Facebook that started in 2005. And this is a company that has been around for 20 years. So when you go there, I guess you don't expect it to have that like real startup vibe because it's a more mature organization. What surprised you about PayPal in terms of its innovation? And what do you think some of the opportunities they still have in the marketplace to still achieve?

**Jill:** It was a really exciting time to join PayPal as they were looking to do more than just facilitate commerce. And it did have a very, I guess I would say it was more of a tech forward vibe, which I think felt startup-y to me. I mean, certainly based on the, you know, growing up at MasterCard, which, while very technology oriented, grew out of banking. And it felt a little bit more conservative from a culture standpoint. And then I was at National Geographic in the entertainment space. And when I landed at PayPal, I found the energy to feel similar to the tech companies that I had partnered with and having spent time at Facebook or Google. Or other tech-forward companies. And so the energy was great. Then CEO Dan Schulman, who took

PayPal, led the PayPal IPO in separation from eBay. He was not the founder, but he had a founder-like energy to him and really worked hard to rally the troops to inspire culture. And that's what made it an exciting time to be there because we were working to expand to do more jobs. We launched crypto while I was there. We launched installment products through our buy now, pay later.

**Matt:** We missed the COVID boom as well.

**Jill:** Exactly. And so it was, you know, very much an aim for the fences, culture, rally, technology, resource, and capacity around growth. And it was very, very energizing.

**Matt:** That's awesome. And then you decided in 2022, so a couple of years ago. To leave PayPal to join H&R Block. Why H&R Block? I guess what led you to make that decision? And tell me a little bit about your role there today as Chief Marketing and Experience Officer.

**Jill:** Yeah. So I received a call from a recruiter who had placed me before and he said, I've got this great opportunity. You have to take a listen. And he said, H&R Block. And I thought, huh, that's interesting. Texas, Kansas City, I don't know. And he said it is a company that is. Very much in transformation, which is something I enjoy. It was a big reason why I chose to leave MasterCard and go to National Geographic, which was a joint venture, really going through a digital transformation. Anyway, I liked what the recruiter had to say. And so I met the CEO, Jeff Jones, who grew up as a very iconic marketer. He was the chief marketing and experience officer at Target. He worked at Gap, and Coca-Cola, and had a short story.

**Matt:** Very impressive.

**Jill:** Very impressive and very consumer-centric. And the thing that was really exciting was the transformation, the focus on the consumer, the focus on digital products and solutions, and diversifying our product experience to do more jobs for our tax clients so that we could be a year-round company. It was the chief marketing and experience officer role, which I had experience roles. I had had brand roles. At PayPal, I learned growth marketing. On an epic scale, at one point in the peak of our consumer growth there, we had 400 million consumer relationships around the world, and we're really focusing on new client growth. So it was this interesting opportunity to bring the things that I enjoyed doing, brand building, growth marketing, transformation, digital products, and experience, into a role that was designed to do just that for a chief marketing and experience officer who had a seat at the table reporting directly to the company. And so I was really excited to be a part of that. And so I had a great time. I am feeling so fortunate to be in this role, to be empowered to swing for the fences there, to take some bold risks as we work to address what is a bit of a crisis of relevancy, which I find to be a huge opportunity from a brand experience standpoint, understanding the tailwinds and headwinds under brand reputation and how we can think about continuing to drive real transformation to win in this space. H&R Block built the tax category, and we're here working to continue to energize it and revitalize our brand as the best way to facilitate that tax experience and do other things like provide those financial solutions through our mobile banking app and do more jobs for small businesses.

**Matt:** We'll be right back with the speed of culture after a few words from our sponsors. And when you talk about a crisis of relevancy, I guess, can you unpack that a little bit? And how do

you believe that H&R Block got... This crisis? And I guess how do you plan on or how are you digging the brand out of that?

**Jill:** Yeah. H&R Block is a nearly 70-year-old company. It was founded by two brothers, Henry and Richard, hence the H&R. Henry and Richard Bloch in Kansas City, who observed that the tax experience is intimidating and overwhelming and that they could take some of the pain out of that and provide more help through creating a network of experts who could help to facilitate that. We have built our business around the purpose of providing help and inspiring confidence around this very challenging moment that as we sit here on April 4th, we are knee-deep in pushing towards the tax deadline of April 15th. And so we built that expertise and care through building that human relationship. H&R Block has around 9,000 locations that are open during tax season and close to 60,000 humans that are facilitating that experience between client and expert to facilitate the tax return. For most Americans, it is the most significant financial moment of the year. That's because 75% of Americans get a refund. For many of them, it is a critical influx of cash, or it can be a vehicle for creating savings for surprise and delight moments throughout the year. And our reputation was built on that human expertise and retail experience. At the same time, as the world became more digital, and this got to the crisis of relevance, H&R Block launched great digital tools. You can work with H&R Block and get that same expertise and care without the need to work with a human in a retail environment.

**Matt:** The perception of consumers is you have such a strong retail presence.

**Jill:** Exactly.

**Matt:** That you're asked, oh, this is the company that you go in and wonder about their retail establishment on Main Street. They get my taxes down when people use digital and you're saying you do have that and there's just that lack of awareness or understanding.

**Jill:** Well said. Way to shortcut it. That's exactly it. So we've got 90 plus awareness, 90 plus percent scores in trust, but that is very much associated with that retail experience. And so you can do the same thing with H&R Block as you can with our biggest competitor. You can do your taxes online and use virtual help and have access to a product we launched this year, an AI tax assist, which can bring that expertise. So we serve 20 million clients every year, and about half of those are through the traditional tax expert experience in either retail or virtually, as we're talking now through virtual experience. And then we serve about 10 million through our digital product experience. And that is really the crisis of relevance, which is how can we continue to be known for more than just our legacy and really create awareness of the delightful digital experience that we can provide. We took the gloves off last year and looked at how great challenger brands have challenged the category and started to take aim at the competition and use the equity that exists there in comprehension of what it means to do your taxes online in a trusted way. And we're starting to challenge the category.

**Matt:** Yeah, it's not unlike Walmart, where they were late to get into the e-commerce game. And now they're stepping on the gas to get in e-commerce. And most people know Walmart through their physical retail experience. And they have the right to play in the space and compete with Amazon. It's very much like the space that you're in, right? Trust their brand, almost 100 years old, but you guys have the technology to go forward. So it's interesting because it's like once you were the institution and now you're almost trying to be the

revolution, right? You're trying to fight against, I guess, more established players in the digital side of the prep space.

**Jill:** Yeah, you're exactly right. And Walmart is a great example, Matt. I looked very closely at Walmart. What Walmart is doing, William White is very inspiring. He's amazing. And another former Target exec. And I think their approach to Omni has been inspiring. And I love and take a lot of inspiration from the way that they have told their digital story through content, the way that they bring their UI into that and show the simplicity of it. We are looking at brands like Walmart and others who have gone through that transformation to help inspire how we tell our story because that's really what it comes down to, which is breaking down those barriers and perceptions and getting people to consider us. And so our campaign this year is all about switching, making the switch to H&R Block. We reference the places you can switch from, largely our competition, whether that be an independent tax preparer or TurboTax.

**Matt:** Yeah. We've had a lot of heritage brands on the podcast. We've had Cadillac and Tropicana and these brands that have just been around for so long. And speaking to CMOs like yourself at those brands, it's just a really interesting challenge to try to contemporize the brand, hold on to the trust and equity on what got the brand there, to begin with, but at the same time, slowly change and alter the perception of the brand so you can modernize your business approach and take advantage of new opportunities.

**Jill:** For sure. Yes. And a lot of that has really come down to the thing that drives, I think, great brand positioning and product development, which is what is the data telling us? And so really looking at who's using and delighted by H&R Block and where do we have an opportunity to grow? And so one of the things as we've been challenging the category and disrupting ourselves has been the effort that we have embarked on, which is to win disproportionately with new entrance into the category, which is Gen Z, and working to understand what are the headwinds that we have with that audience from a perception standpoint, and where do we need to meet them to introduce our brand in new, more relevant ways to get them to consider and choose us. You know, that has been rewarding in that we're moving the needle there, but it's also really inspiring our customer experience, marketing and comms folks who sit within the world that I manage. To try new things. And we've had some fun with that.

**Matt:** Yeah. And speaking of sort of innovation, I read a story, an interview of you recently in Wall Street Journal. And one of the things you mentioned in that interview was the AI tax assistant. Yes. And, you know, I'm surprised we've gone now almost 25 minutes of this podcast without mentioning the letters. It's almost like the drinking game where you take a shot every time that somebody says AI in the business day. And soon I feel like it will be so ubiquitous. It'll be almost like digital where you don't even need to differentiate it. But, right now, we're in that disruptive phase of AI. Your industry, I would imagine, has both tremendous threats and opportunities with the AI revolution. So I guess, what is H&R Block's strategy in this space? And how do you see things unfolding over the next year?

**Jill:** Yeah. We are excited about the momentum and the fact that we are operating at scale with an AI solution at this point. So we worked cross-functionally with our CIO and our product organization to look at what jobs could AI do for us. And at the same time, Microsoft and their Azure team were looking to partner with... Different companies that they partner with bring different use cases to life. So we were really delighted to be a part of a pilot program with Microsoft and to work with them and leveraging their technology and understanding of large

language models to bring our AI tax assist to the market. It was a consumer experience that was envisioned through the things that we know matter to consumers, which is providing that expertise and answering questions in an easy and efficient way. Essentially what we've done is taken that corpus of knowledge of 70 years of tax preparation and continue to build and train the model to answer the most basic questions in a way that makes the process more efficient, makes it easier for consumers, keeps them engaged in the product and doesn't take them out of the product once they're in a chat experience and they need to get more information. So. We had a big sprint to launch AI tax assist. It was a huge cross-functional effort with our team of designers, and products.

**Matt:** Well data, privacy, and all those concerns that you have with financial information. I'm sure it was no small feat.

**Jill:** Absolutely. And navigating hallucinations and how important those questions are to consumers who are using it. And yeah, so it's launched. It's live. We have seen really good engagement with certain audiences, Gen Z being one who very much is embracing AI and using that to facilitate that promise of our brand, which is we're bringing expertise and care to those clients in a way that is. Leveraging new technology to do that.

**Matt:** Yeah, it's really exciting. Another thing that you've been behind in the last, I guess, couple of months was this reality show that you created called Responsibility Island, which is like, I have to say, when I first saw it, I did a double take. And then I read it with so much sense. Yeah, I'm sure you never thought when you joined H&R Block that you'd be behind the production of a fake reality show on a tropical island. But I like that came about, what's the process behind a campaign like that? And I guess, what are some of your learnings now a couple of months since it's been launched?

**Jill:** Yeah, I certainly never expected that. It was funny the other day, TMZ referenced Responsibility Island and closed the segment saying, it makes me want to do my taxes with H&R Block. And I.

**Matt:** Does that officially make you cool when he's referencing a campaign you built?

**Jill:** I think so. I mean, I certainly, shared with my team and with our CEO, that two references that I didn't expect to live together positively were H&R Block and TMZ. But you know, here's where we were, again, starting with the data, knowing that we had to win with Gen Z. Last tax season, we created a lot of short-form content. We embraced TikTok and we were able to meet that audience in ways that were fun, but also educational and entertaining. And I think with so many things where we push boundaries as marketers, there is good fortune involved. And so fortuitously, the writer's strike served us well. And that while writers were not able to write properly for entertainment, they could work for brands. And an old friend who I had been trying to work with for years said, hey, I've got a bunch of writers who want to do some branded content while they can. Let's get in a writer's room understand what your problems are and come back with some solutions. And that got us to Responsibility Island, which was, again, a data-driven approach, looking at what kind of content Gen Z and younger millennials consume. They're all about Love Island Love is Blind and other reality television. And the concept was, well, what if we can take some young people to an island under the guise that they're there to get lit and have a good time? But they're there in a lesson in responsibility. And the only way they can get off the island is to do their taxes. And so it was a four-part micro-series, four or

five-minute episodes where we introduce a selection of young singles who are taking on some responsibility challenges, like doing their laundry. And kind of the penultimate of the experience that they have to do to get off the island is to do their taxes. And so we introduce... In our online tax experience, we introduce AI Tax Assist. And it's been really fun. It's done a lot of jobs for us. We've launched it on Roku, YouTube, and our .com. And we are seeing high engagement with it and conversion into our DIY product. So that's great. But the other job that it's doing for us is helping us to learn how to test responsibly, how to look at an opportunity and challenge the status quo in the way that we've gotten at it, and to embrace a learning journey and to take some risks. One of our values is we've got enterprise values to stay curious and to be bold. And so doing these things within measure is teaching our organization that it's okay to experiment and we need to test and learn as best we can.

**Matt:** Thank you. Absolutely. When you talk about crisis of relevance, I mean, obviously getting quoted in TMZ is a great step towards solving that, especially with a younger audience. So kudos to you for taking a brand like H&R Block and making it cool. And I would encourage our listeners to check it out because it's very well done and quite funny. So 15 years here, as we wrap up, Jill, you've had a great career and you've leaned much into the financial services industry. And I never even got to ask you, like, is that a place that you always thought you would be or you kind of just stumbled into it?

**Jill:** Such a great question. I've always been really curious about consumer behavior my dad worked at Quaker Oats when I was quite young, and I was fascinated by advertising and the way that they launched new products. And I dreamed of being a marketer. I have been writing jingles since I could write. I studied marketing. And when I graduated, it was one of the previous recessions. I had a job with a CPG company in the beauty category. I was delighted. And that offer was rescinded. I was gutted. And I thought, here I am, a college grad. What will I do? And I started my career in banking. I worked at a regional bank in Chicago, which is where I am from. And I was learning commercial banking. Making the best of it. The CMO of the bank went on maternity leave and we were launching a MasterCard product. And I raised my hand and said, can I work on that product while she is on maternity leave? And that was a real pivot for me in helping me to ultimately get to a role in marketing. I started working with MasterCard and ultimately that was my entree into working for them. And so it was not so much financial services as the thing I was passionate about. It was storytelling, value prop articulation, and launching new products that energized me. I then just became passionate about people's relationship with money and continue to choose places where I can bring that expertise that I have and continue to drive for differentiation and transformation.

**Matt:** Absolutely. So looking back on your career, Joe, and all the places you've been, we've talked about how you're standing at longer than a stint for some people's entire career at MasterCard, you work at National Geographic and PayPal, and of course, H&R Block. What are some of the things that you think you've done right along the way that have set you up to be in the CMO seat today? It's such an iconic American brand, and maybe some advice that we can impart to some of our younger listeners here at the podcast.

**Jill:** Yeah, I love that question, Matt. I would say the first thing was consistently raising my hand. I do a lot of coaching and mentoring. That is very much core to my purpose. And I always share the following, which is understanding what you're great at from a competency standpoint. Be clear about the things that you're passionate about and understand how those play into what matters at the enterprise that you're at. And it kind of makes a nice little intersecting three

circles. And when something matters to the enterprise, you're good at it and you have passion for it. Raise your hand and lean in. And that was, I think, the thing that I did with a lot of confidence at MasterCard to say it started with asking if I could fill in when the CMO took a maternity leave. Raise your hand. It doesn't always happen. But, you know, and I think if you do it through the lens of what matters to the enterprise and how you can bring value, you'll often get a fair hearing and create a path to doing a growth project or providing some sort of support in a task force, et cetera. So that would be the one thing. And then the other thing is, I know it sounds trite, but I took a lot of lateral moves to learn new skills and to be looking at what's coming at the thing that you're doing and learning how to be great at it. When digital started to happen, I saw what was going to be possible in the way I had no idea now in the way of consumer engagement attention, and consumption across new social channels. I was intimidated because I was not a digital marketer. I was more of a strategist. I was great at value prop articulation. However, I pushed myself to be uncomfortable with taking on a digital marketing role. I worked on buildingpriceless.com when I was at MasterCard. And I remember going to meetings with our agency and they said, OK, now we're going to look at wireframes. And I was like, oh, my gosh, what's a wireframe? So I think it's like being vulnerable but clear about where you need to grow and what you need to learn.

**Matt:** Absolutely. And with that, Joe, is there a sort of a mantra or saying that you like to live by in business that you can think of?

**Jill:** Yes. I always say, let's start by starting. And I think that's true of disruption or something like digital marketing. We may not have all the answers, but if we wait to have a perfect path, we're going to lose a lot of time. So let's start by starting. Let's learn. Let's iterate, refine, and keep at it.

**Matt:** Yep. I can't tell you how many people I've seen throughout my career who are so great at writing decks or talking about what's going to happen, but they never actually get the thing done. And ultimately that's what we're here as business people and as marketers to focus on impact and drive the business forward. And often it's easy to kind of get disconnected from that in a world of meetings and bureaucracy and PowerPoint decks and this and that, but that's what we're here to do, right?

**Jill:** Yeah. We're charting our course for planning for next year. I've got a one-pager that we're using, which is the role of a business to acquire and retain customers. And that is the work that we do at H&R Block to acquire customers, to give them a delightful experience so that we can retain them and drive advocacy and demonstrate that it's better with Block.

**Matt:** Absolutely. Well, we're going to leave it with that. It's been so great catching up with you today, Joe. It was awesome having you on the podcast. I can't wait for our listeners to hear our talk today.

**Jill:** Thanks so much for having me, Matt. Great to see you.

**Matt:** Absolutely. On behalf of Suzy's Adweek team, thanks again to Jill Cress, Chief Marketing and Experience Officer at H&R Block for joining us today. Be sure to subscribe, rate, and review the Speed of Culture podcast on your favorite podcast platform. Until next time, see you soon, everyone. Take care. 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 of Adweek's

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