

# Sofia Hernandez Automated Transcript

**Sofia:** People aren't doing things for the TikTok, they're doing things that they love. They're putting it on TikTok and other people are starting to engage with it because they love it too.

**Matt:** It's a thriving and rapidly evolving landscape. Brands must do it in 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 the industry, why it matters now and how you can keep up? Welcome to *Speed of Culture*. Up today, we're going to be speaking with Sofia Hernandez, who's the Global Head of Business Marketing, TikTok and a close friend of Suzy, and a close friend of mine. Sofia, thanks so much for joining today, on our inaugural *Speed of Culture* Podcast.

**Sofia:** I'm honored. I didn't realize this was the first, how exciting?

**Matt:** I couldn't think when I was talking to the team about who I was to going to have as our first guest. No other name came to my mind but you. You've had such a big impact on my career and you're doing such amazing things. I can't wait to dive into that. We're going to start by quickly getting to know a little bit about you. You went from working at some of the largest advertising agencies to working at a pretty crazy, impactful startup to one of the fastest-growing entertainment companies in the world. You've had an amazing journey. Tell us a little bit about that journey, about your career to date.

**Sofia:** Yes, it's interesting. When I graduated school, I actually kicked off my career in B2B Marketing at a data analysis software company. Realized very, very quickly, Matt, that that's not what I wanted to do. I'm a very creative person. Spent no more than a few months there and then pivoted to advertising where I felt at home immediately. Creativity and consumer insights are at the core of what I love. I was excited that I could combine creativity, consumer insights to help brands grow their businesses.

You know this about me, Matt, I'm an activist at my core. I love people and I love to drive change, and I really wanted to make a change in the industry. I dove into roles and brands where I could really do that. Spent the majority of my time in global positions in advertising, and then like many of us in advertising decided it was time to move on. I was lucky to then join a startup called Suzy, and it was a smooth transition because consumer insights are the foundation of great marketing. I fell in love with the idea that we could tap into insights in a minute or less, which was, and is, pretty significant for the industry.

Then, I moved to TikTok, and the way that I describe my role at TikTok now is, I help the industry become TikTok fluent. I spend my time helping the biggest marketers and the smallest businesses around the world find new and creative ways to connect with people on TikTok.

**Matt:** One of the biggest shifts, overall, just to summarize, is you went from being on the service side, in agency [unintelligible 00:03:01] where basically, clients tell you to jump and you say, "How high?" to now actually being the client. I know that you have stakeholders, but ultimately, you are running the brand. How's that different for you?

**Sofia:** I still feel like I'm in the service industry because our clients are a lot of the same clients. I think the difference is that the impact that TikTok has had on the industry, we're essentially, teaching marketers how to do it in a very new and different way. Break a lot of the old ways of doing marketing, similar to what Suzy did. Let's look at consumer insights in a new way. TikTok is telling you to act like a marketer but think like a creator.

**Sofia:** The way I was describing TikTok to someone the other day, in terms of how brands and how consumers have two approaches is, the bar is really raised to a level, which I think they haven't really had to contend with before. I was involved in social media marketing from the beginning, and at the beginning, the medium was the idea. The big idea was being on Twitter or being on Facebook. That was the idea in itself and being on social media is no longer an idea in itself, it's how are you going to activate?

In previous platform iterations, I think the bar wasn't as high, and you could probably get away with things that looked a lot more like traditional advertising. Where I think on TikTok, you're just going to get exposed unless you really bring your A-game in a way that's really native to the platform. I would imagine that makes it even somewhat intimidating for brands to jump on.

**Sofia:** I think what's happened on other platforms is, over the past decade, we've gotten so formulaic with the way we show up, as marketers on those platforms. The rules around how many words or how many seconds your video should be, sound off, subtitles, et cetera. TikTok really came into the scene and broke all of those rules and said, "Actually, the number one rule is show up authentically." Which is one of the hardest things for brands to do, because they've spent millions of dollars, and a lot of time building brand guidelines, look, tone, and feel, this is how we show up, this is how we talk.

A lot of the bigger brands also have a lot of like legal and procurement processes that they go through before they put something out into the world. What we're saying is, you actually have to just show up as you are, be a part of the community, and you have to do it for real, in

real-time. We've been talking about real-time for a long time in marketing, but now we're asking brands, "If you see that your brand is being talked about in the platform, you have to get in there and be part of the conversation right away."

**Matt:** Absolutely. We're going to dig more into TikTok a little bit later in this podcast, but it's such a fascinating platform, fascinating company. There are so many different angles that I think our audience could really benefit from hearing about. We're going to jump into our first section of the podcast, which is called Culture Watch. As you mentioned, at Suzy, we're about the speed of culture, really being able to move quickly, make decisions in iterative and rapid format to really keep up with the speed of business. This section's all about learning from you at the speed of business. We're going to go through four different questions, and you're going to have 30 seconds to answer each question. Don't get nervous, it's okay. You go a little over a little under, it's all good. Just to really get to know you. I'm going to ask the four questions, then we're going to dive right in.

**Sofia:** All right, hit me.

**Matt:** Three, two, one. First and foremost, what's the most important business decision you had to make quickly?

**Sofia:** It's hard to pick one. I work in really high-paced environment, so I feel like I make hard business decisions every day. I guess I'd actually say, one of the hardest decisions I've had to make quickly related to business is a career decision. That was taking on a new job, at a fast-growing startup, at the start of the pandemic, in fact.

**Matt:** We'll definitely be digging into that a little bit further because I know a lot about that situation. Second, what do you think will be the fastest-growing industry or business in the next few years?

**Sofia:** Travel.

**Matt:** Interesting. Have you traveled anywhere interesting, recently?

**Sofia:** I've traveled a lot recently, but I think travel because we were restricted from travel for so long and the behaviors that we've incorporated over the past two years. You're going to see a significant shift in travel, and all the things that stem from travel.

**Matt:** All right, we'll dig into that as well. What do you think the fast-growing consumer product will be in the next few years?

**Sofia:** I've got to say, TikTok.

**Matt:** [laughs] No surprise there. Again, I think there's so much to be learned about the platform and it really impacts on business impact on culture and society. What do you see as the fast-growing trend in business, really driven from the consumer in the next few years?

**Sofia:** I think anything centered around community.

**Matt:** Community, really has been such a huge driver of business strategies, really cross categories since really the dawn of social media. I think, obviously, a lot of brands have had tremendous success building community. I think there's been a lot of missteps in that area. We'll dig into that further as well. I want to double-click on each of these areas because I think there's a lot of insight to be unpacked. First, let's talk about the decision you made to join TikTok. This is actually quite meta for me because I was heavily involved in it.

Sofia and I were working closely together at Suzy, and we were on a great run. It was probably around April 2020, I think, if memory serves me correct, Sofia reached out to me and told me that she had this, once in a lifetime opportunity to join TikTok. Us being such good friends, on one hand, I was so excited for you. On the other hand, I was so not disappointed, but I guess taken aback because we had such a good thing working at Suzy, but this is what happens in people's careers.

One piece of advice I often give to other CEOs and business leaders is, you should applaud your best people when they leave because your journey isn't theirs. Their journey is going to take a lot of different twists and turns and you have to support that. I'm glad where we ended up, but talk to me about, I guess, the different drivers of that decision? Because many people in our audience are going to be faced with decisions like this. Where they like where they're working, but they have another opportunity, which they think really creates upward opportunity in their career. What were some of the different things that you thought about and the variables that led you to your decision?

**Sofia:** Well, I'll say, I didn't like where I was working, I loved where I was working, and I loved what I was doing and I'm not just saying that because I'm talking to you, Matt. What we were building was and is a disruptor in the industry, and I love challenger brands, I love disrupter brands. I love startups because I love the pace, and the build and really leaving your touch on things.

**Matt:** Sure.

**Sofia:** We had an amazing team. We had just raised a series C, and we felt we have no idea what was going to happen with the pandemic, but we felt we were going to be okay. Then TikTok reached out right at the start of the pandemic. I'm senior-level executive. I have

young children. I'm the breadwinner of the household. There was a lot for me to consider in making a move this, in a time where there was— we had no idea back in March when we all were told to go home what the future held. It was bigger than just, is this the right career move? It really felt, is this the right move for my life?

I go by this quote, or this saying of, "Comfort is the enemy of progress." I like to always feel a little uncomfortable with what I am doing, and maybe this is getting a little too deep, but I remember going along **[inaudible 00:11:07]**-

**Matt:** No, bring it.

**Sofia:** -partner and asking him what he thought I should do. He said, "When you remove the fear from this decision and you come at it from a place of love, what do you feel you should do?" I thought I said, "I think it's time for me to move."

**Matt:** Got you, was that moment when you guys talked where you said, you know what? This is right for me.

**Sofia:** It did. When I took the fear out of it, I knew it was right.

**Matt:** Were there other people who you consulted, and more broadly, do you have a network of mentors or other colleagues in the industry who you go to for decisions like this? Or was this largely just a very personal thing that you discussed with your family?

**Sofia:** No. I have an incredibly vast network of mentors and people who help guide me throughout my career, both personally and professionally. You are actually one of those mentors, but I obviously, couldn't go to you.

**Matt:** Well, thank you. Goes both ways.

**Sofia:** Yes, I did. I consulted some people who I really respect in the industry. I consulted other female leaders who have families. They all helped me make this decision and everyone was very supportive. That felt good.

**Matt:** When you talk about having a vast network of mentors, because so many successful people in business have told me that, that is so critically important as they go along the career journey. What advice would you have for people looking to build that network of mentors and that support system?

**Sofia:** I would say when you think about a mentor, there's not someone who's going to give you a one-size-fits-all mentorship. I go to different people for different things. There are some mentors I really respect as leaders. When I have challenges related to leadership I go

to them. There are some people I respect very much from a business growth standpoint and just how they run their businesses, how they think about success from a business standpoint. When I have those challenges, I go to them.

Again, being a woman of color, being a Latina, there are other mentors that I go to who have been there, done that in corporate America. I talk to them about the pain points of being one of the very, very few Latina executives at this level. There are different people for different topics.

**Matt:** How do you go about building that network? How do you meet people who you one day consider to be mentors? Did you go to conferences? Are you involved in the organizations? What's that process like?

**Sofia:** I talk to a lot of young kids about this because I think you have to start building your networks from a very, very early age.

**Matt:** Couldn't agree more.

**Sofia:** High school, you're building your networks. I have a mentor who is more of a personal mentor. I've known her since the seventh grade, and she's in her 70s and she's still someone I go to regularly. I think you start early. What I say is every single person you meet, you should be keeping in touch with because you never ever know how that person can help you in your future. It is such a small world.

**Matt:** So true.

**Sofia:** I also double down on networking is more than, let me just follow you on LinkedIn. Send a note to someone, remind them where you met when you see an- or let's say you met at, I don't know, a barbecue restaurant, random example, but let's say you find the latest, hottest barbecue restaurant set, send them a note. Like, "Hey, thought of you when I saw this review of this restaurant, because of where we met." Something simple like that.

**Matt:** I love that.

**Sofia:** I feel like we have to keep warm connections with people because above all, we're all humans, and I think humans want to help other humans. Keeping that connection is really strong. It's bigger than looking the Rolodex.

**Matt:** Absolutely. I'll also say that it goes both ways with you, many of our young stars at Suzy, look at you as a mentor and reach out to you when they're encountering challenges in their business. I think it's amazing that despite your busy schedule, despite the fact that you are a mom of two kids and everything you've going on, you still make time to be a

mentor for others. I think it's amazing that you're able to carve that out. A friend of mine named Kevin Coran, who was one of the first people at Facebook. I specifically remember his tactic for keeping his network, and it was every single year, right when the holidays hit.

He would send me a note on just how his years been and the things that are going on in his life. It was just that one email I would get from consistently every single year. I think some people, when they think about building a network, think it's this robust CRM-based plan you need to put together. Something as simple as just making sure that once every single year, whoever those people are, you want to keep in touch with, you're saying a note to, that's 1,000 times better than doing nothing. If you can do a lot more, obviously, the more the better.

**Sofia:** I love that.

**Matt:** That's amazing, and obviously, change is never easy. I think from my perspective, the way that you handled the change was with such grace. I think what's even more important a lot of times in business, than how you actually acted when you're at a company, is how you act when you're leaving. What you made sure you did was not just show that you were gracious about the opportunity, but you literally, did everything possible that you could do to help us during the transition. I was so thankful and still am so thankful of that today.

I think based upon that, now you are a board member of Suzy. It just goes to you never want to leave on a bad note. You never want to burn bridges, but not only not burn bridges, but when you exit an organization, it's actually an opportunity for you to actually create opportunities in the future that you might not even see at that point. I think that was something that I'll never forget.

Obviously, I asked you what the fastest growing business will be in the next few years. You answered the same way that I think many people in business, even who don't work at TikTok is which is TikTok. The question I'd have for you, and you talked a little bit earlier about authenticity. If you had to say, what is the biggest driver behind TikTok's media growth? What would you say it is?

**Sofia:** The creator community? What is so special about this platform is we've essentially built a space and have given the tools for people to come together, showcase their talents. Eventually, monetize from those talents, but more importantly, bring like-minded people together. They are all these communities within TikTok that cover everything from plants, plant talk to book lovers and book talk to there's witch talk. People who love the idea of witches that are really into witches. There's golf **[unintelligible 00:17:34]** community. You could possibly be interested in, it exists on this platform. The other key piece about TikTok

is it's built on a content graph, not a social graph. It's all about watching TikTok, not checking TikTok.

**Matt:** It's not what you love versus who you know.

**Sofia:** Exactly. People are spending a movie's worth of time on the platform because they constantly are served up content that they're interested in. The algorithm does a really good job of learning what you and continuing to put that in front of you.

**Matt:** You talk about the creator community being so very powerful. If you are a creator, and you want to actually start to build a presence on TikTok, what are the first couple things that you'd suggest someone does to really get going? Because even to me, who does some thought leadership, who does speaking, et cetera, it's intimidating to me. I just don't even know where to start. At least with LinkedIn, I know I could just write something or film a quick video, but I feel like that won't fly on TikTok. What do I do first?

**Sofia:** Actually, it is very simple, and the same advice we give creators is the same advice we give brands. It is just, whatever you want to talk about, whatever you want to showcase, just record yourself doing it, but do it in a very authentic way. That is the key, is that you don't overthink it. You don't overproduce it. That you just show up as you are.

It's a little bit of trial and error. People will create a lot of contents on the platform. One thing will just, it will get so many views and then you'll realize like, "Oh, that got views because my joke was funnier or because I had a red shirt on or it's random." It's really about what people find interesting and engaging. Don't overthink it, Matt, you have so much you, for instance, as a thought leader have so much to say. I would just start making short videos with your P&P.

**Matt:** I'll do after this podcast, I'm jumping on, convinced.

**Sofia:** Do it.

**Matt:** I'll have to do it. I also love the form factor in that you talk about authenticity, and for so long, people were just so hungry for likes in the Facebook, Instagram era. I do think it made them post things that were maybe slightly less authentic to game the system. I think just given the way that the TikTok algorithm works, where you're seeing content from people who don't even follow based upon what you like and your interests. I think that makes people probably change the way they approach it, and in so, in a much more authentic way.

**Sofia:** Well, I remember back in the day, you mentioned **[unintelligible 00:20:14]** in your book. Did it for the Instagram and TikTok is almost the complete opposite of that. People aren't doing things for the TikTok, they're doing things that they love, they're putting it on TikTok, and other people are starting to engage with it, because they love it, too.

**Matt:** Yes, totally makes sense. I think it's a good segue way to the next topic because in the world of do it for the Instagram, and that was a topic I wrote about my book, *Youth Nation*. It was really about this experience economy, and the fact that people, the millennial generation especially, were starting to define themselves around experiences, and not the accumulation of physical goods. Because posting a picture of your new car was nowhere near as exciting to your audience as trying to climb to the top of Machu Picchu. Or sitting front row at an NBA game or being a DJ, or whatever it may be.

We had the start of the experience economy, and then the pandemic hit, and obviously, all travel got shut down. All of a sudden, on everyone's social feed, you started seeing a whole less of travel real activities, obviously. Now, hopefully, for the fifth time, knock on wood, or whatever it is, we're reopening again. When I asked you what's the best scoring industry going to be moving forward, you said travel, which I have to say, did come as a little bit of a surprise because we still on the tail end of the Omicron variant. A lot of people still aren't ready to fully get out and travel. Why was that your answer?

**Sofia:** Travel was my answer because I think you started to touch on it, experiences was what people were leaning into, and then a lot of experiences got taken away, or the opportunity to build experiences got taken away. We have been at home creating our own. Like home remodeling, everyone's learned how to cook vacations, quarantines got together. I think now as things open up people are looking at their lives with fresh eyes. I saw this even over the holidays with my own kids, they didn't want anything. What they wanted was to go to Miami and then be on the beach. They want to go to the **[inaudible 00:22:22]**.

**Matt:** It's a great insight.

**Sofia:** They wanted to go to Chicago, we live in New York, and hang with their cousins. They didn't want toys. I think it's the concept of experiences is back and people are craving it, and so travel is going to be a huge part of our lives. Not only because of that, but when you think about return to office, not everybody's returning to Office. People can work from beaches, they can work for wherever they want and this is created- like from travel, or telehealth is going to be big, online shopping has completely transformed, distance learning, and so I think no one is going to stay put anymore.

**Matt:** It's interesting because you talked about e-commerce and recently, both Amazon and Shopify two of the largest players in E-commerce, have talked about some slowdowns going on versus in the heart of the pandemic. That plays into what you said because the reason that your kids aren't asking for anything is most people have bought everything because they weren't spending any money on travel. They were staying home and they bought everything they could possibly buy.

Now moving forward, the reason that e-commerce will probably continue to grow was for a completely different reason, not because people are just buying as much as they can, it's because since they're going to be so much on the move, they probably aren't going to have as much time to go to traditional retail stores. I think that we're going to see a shift, and people think it's going to be a whiplash, where things that did well, during the pandemic, we'll stop and things that didn't, we'll start to do well. I don't think it's that simple because I think obviously, we're entering a new realm here.

**Sofia:** I agree.

**Matt:** What about business travel? Are you traveling a lot for business right now, and do you think you're going to need to travel as much moving forward as you did pre-pandemic?

**Sofia:** I think business travel will shift. I think the old concept of business travel will remain an old concept of business travel. Business travel today will be more in remote work environments. How do we bring people together? I think that's the new business travel, versus let's go see clients. Let's go do that keynotes speech in-person, I think those things will continue to be hybrid. You'll see a pullback and client visits and, potentially, like what we're doing today, we might have done this in a studio, pre-COVID, right?

**Matt:** Absolutely.

**Sofia:** Well, we're fine doing it virtually. I do think you're going to see a new travel, where large groups are going to be coming together to build that bond. While I love the concept of remote work, I do miss the water cooler bonding, [crosstalk] together. That's so important.

**Matt:** I think that's amazing off sites we had when we were launching Suzy, and how personal they were creating trust between our executive team getting to know each other personally, et cetera. I would agree, I think the bar is going to be raised for why people travel, but when they do travel, it's going to be far more impactful. I used to fly to Seattle for a one-hour meeting and come back, which I, definitely, could have done over zoom.

I probably won't do that anymore but I think I'm much more likely to try to get people together and have those bonding experiences or experience that we can really ideate and

have these breakthrough moments. I think now when you talk through it, it does make sense on travel. Are you traveling anywhere interesting, or you have planned coming up in the next couple of weeks or months?

**Sofia:** We're starting to open up, we're still very much work from home and keeping our team safe. We're starting to open up in the coming months, and we're planning a global leadership meeting. It is in New York, so I won't be traveling very far. I was hoping Dubai or something, but no, it's in New York.

**Matt:** It's good for the fam though but yes, sure. Awesome. Talk about bringing people together in the power of personal interaction. When I asked you the fastest-growing consumer trend, you said community, why was that your answer?

**Sofia:** Everything is centered around community right now. People are looking for more meaningful relationships with the people in places around them. I think about what's happening on the platform, all this community on TikTok, all these communities coming together to talk about similar interests, to encourage each other. I think about the concept of entertainment and community.

If you remember back in the day house party, that was all about bringing people together, then fast forward to during the pandemic, the concept of group watch that Disney plus put out, so bring people together. I see it on this platform, and even as we start to go back outdoors, you're still seeing communities come together to engage around similar interests and passions. I don't see that stopping. I'll take it a level deeper, as you talked about Amazon, and shopping, and community commerce is the future.

**Matt:** Talk to me about community commerce, what is community commerce?

**Sofia:** Community commerce is all about people coming together to talk about the things they want to buy, we can link it to entertainment and live shopping. Which is something that we've really been doing on the platform since the end of 2021. We've partnered with Walmart and Ulta, and American eagle to create live shopping experiences, which are, essentially, ways to engage the community in a very entertaining way. Not just push products out or talk about product point of differences. It's really about having a fun time, and also maybe shopping while you're doing that.

**Matt:** Take me through this. You're with a group of friends, and you're watching a video, and it's almost like QVC. You're talking to people about those products while you're seeing it, is that a good way to describe the experience?

**Sofia:** Yes. Typically, what you do is partner with creators who have groups of people with like-minded interests. A creator might sit with you and talk about Suzy, or sit with American Eagle and talk about some of their genes or products and try them on. Whatever's natural and authentic to the way that creator behaves. This is a really silly example but I like to use it. We have creators that are really great with magic or magicians, and I'm amazing followers. They might incorporate magic into how they're talking about a product that you want them to talk about. It's a really entertaining and engaging way, where a community of people are watching that and potentially buy.

**Matt:** A lot of people don't understand how creators naturally make money, and it sounds like this is actually a monetization opportunity for creators because they're taking the influence that they have. Their audience that they've created their unique persona, and they're connecting it with a business that wants to sell a product or service, and you're connecting the two. Your product, essentially, brings it all together.

**Sofia:** Yes, the creator economy, the passion economy is alive and thriving on TikTok. One of my roles as well at TikTok is to connect brands with the right creators for their efforts. We really try to diversify the set of creators that we present to brands, and when I say diversify, I mean yes, cultural. Also, if you're Nike don't necessarily just look at creators who are athletes or talk about athletics, et cetera. You could work with a creator that's a scientist or leans into filmmaking or animation. There are lots of ways to bring your brand to life in partnership with creators.

**Matt:** I love that. Yes, I was talking to a friend of mine using gaming who you are working with and people thinking gaming is just heavy male, heavy millennial. They're partnering with a fashion brand. They're trying to widen out the spectrum of who the gaming audience is because gaming is a huge part of culture. Brands definitely, need to think more broadly about how they partner and don't just do it in such expected ways. The community shopping thing sounds like a very interesting trend that I could see taking off and, obviously, connects a lot of the things that consumers love to do. They love to shop. They love to be with other people at the same time, obviously, the creator economies on fire. It's going to be interesting to see how that takes off in the years ahead, for sure.

**Matt:** We're going to get into the last section of the podcast. I think we're doing great, Sofia, so thank you. No matter how many times I've spoken on stage or whatever it may be the first time you do something, you still get those jitters still get those nerves, but you've just made it go along so smoothly. Not surprised, but thank you for that. Last two things, first and foremost, we've covered a lot of topics today. What is one thing that you want us to ask consumers on the Suzy platform around any topic we touched upon today that we could share with our audience results of during the next podcast?

**Sofia:** I'd want to know their opinion on how brands can be a bigger part of communities or their communities?

**Matt:** I love that. I was just reading before this, how companies like Lululemon, have seen tremendous success around infusing communities. First and foremost, when you ask questions like that on Suzy, or in any market research platform, it's always interesting to me to see how consumers even define community, right? It's such an abstract concept of community.

**Sofia:** That's a great point.

**Matt:** Some of the times, it's just how you actually ask the question or how you actually help to define it. Other times you just want to leave it open-ended and see how consumers really are thinking about it. Semantics is so much of this, but that's a great question. We'll certainly ask our audience that, and we'll unveil the results during our next episode. Lastly, we talked about speed on this podcast and moving at the speed of culture, but obviously, the yin and the yang and balance is so important in life. In a fast-moving world, Sofia, what is the one thing that you feel is worth slowing down for, and what does actually slow you down?

**Sofia:** For sure, my kids, right, like they are my life. I tend to slow down for them, but honestly, Matt, after these last two. What has it been two and a half years? Almost three it's health. I think a lot about my health now, and so I definitely make time to work out, to eat better, et cetera. It's a key priority for me.

**Matt:** Yep. As it should be for all of us. Well, I want to thank you again for joining. This has been amazing. I'm so excited to see how this all turns out, and we'll be sure to keep you in the loop on future podcasts. We'll definitely have you back again. On behalf of myself, Matt Britton, and the whole team at Suzy and Adweek, we want to just thank you for joining today's episode of the *Speed of Culture* and we will be back real soon. Take care, everyone.

**Sofia:** Thanks, Matt.

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