

## VaynerX Presents: Marketing for the Now Episode 34

One question an amazing lineup of ceos founders and experts This is marketing for the now for 58 I love her d come out You you it makes me giggle for some reason It's so good to be back Happy anniversary number two Gary can you believe it to This show has been a lot of fun Um I've been getting a lot of emails lately from people um who have started marketing careers because of this show Like literally think about That's amazing Um uh People have gotten jobs Um People have implemented one sentence from a CMO that's been on the show into their career uh and their business and it's changed things So this show has had a big impact I'm really proud of it and thank you for the partnership in it and I'm excited about a new episode Yeah No big shout out to our community It only makes sense that we we'd actually talk about community and the superpower Today we had 34 episodes We have over 100,000 people that tune in from all around the world over 100 and 40 countries And we've had 290 speakers So now we got 291 Alison Lewis who is the Chief growth Officer at Kimberly Clark She hails from J and J Coca Cola and Kraft Foods before and she leads some pretty legendary brands including Huggies Kotex Kleenex Depend and Cottonelle Alison Come on up Thanks for joining us Oh it's great to be here Number 291 Sounds very lucky Alison How have you been I've been great Gary you know getting back to a little traveling I think I see you're in the office So I I think things are getting back to a little more normal sea although it felt like it but it feels like there's been a spike It felt like it but it feels like there's a spike again and like uh it's just it's just a battle but because we have so little time let's get into this You you know for anybody just heard like everybody who's watching when I started Boehner 13 years ago I was like all right I'm in this world now Like what's the lay of the land and you know just to give some roses for you while you're on here publicly in front of everybody Like I heard your name multiple times They're like there's this powerhouse marketer and names I'm like oh I was I remember vividly when I met you at J and J and so you know J and J Coca Cola Kimberly Clark now Tons of iconic brands When you hear community the secret superpower like when you think about community I think you know it's really fun and altruistic to think about when you're a normal human being and you're not running a big company And it's like yeah why wouldn't you just do what the community wants It's not that easy back to like that old saying from the auto industry If I gave the customers what they want they would have wanted a faster horse I

had to invent the car So there's a balance It's like parenting you can't do everything the kids want But when you think about community in this environment 2023 looming um what uh what stands out and what do you think big companies need to do to harness it better And what are some of the small entrepreneurs that are watching here What are they doing well and what should they continue to do Well Yeah So you know it's so funny as I reflect back on 30 years community and sort of community marketing has always been really important because what matters most to people is sort of their individual world that they live in which usually is tied to a community And I think when I think about community what really matters is that you really understand sort of the problem that needs to be solved Uh because often again to tap into a community you have to tap into individuals and get individual insight and it's often very local Um and very small historically right But now we're at a point where sort of tapping into that individual problem to be solved recognizing that it's a broader problem across a collective And then Gary I think the power we have today is sort of how do you scale that community over still protecting the localness of it But that's where you get real power because that's where you get real energy and you get real impact What um what's hard for big You know again I think you can give such an insight here What's hard for big companies around doing things that are more localized Is it just because they're so big It's the cliché analogy of like it's a big it's a big you know cruise line versus a little motor bring and it just you need to make a decision It does take a long time for it to determine is it is as simple as that or um it is the changing landscape of brand being built in social versus television as big of a struggle for these organizations as I like to say it is you know like or is it something else What are you seeing I think it's hard because by default you have to be really close to the consumer you really close to that person you're trying to influence and that takes hard work Um The second thing I think is just that it has to be a segmented approach Um And so when you think about like tapping into a community and I'll give an example of sort of a recent one that I'm I'm loving and I'm over using this example but I don't know if you're familiar with this woman Deborah James Damn Deborah James from the UK who very sadly had bowel cancer and just passed away But you know she became known as Bow Babe um influence And she's a great example of garnering and building a community that normalizes something which is to check your poop right Because she realizes how important that is And if you could do one more you know if you can say one more like it's so important but she

rallied this community behind her cause of early detection of bowel cancer raised a ton of money you know got everyone sort of thinking differently and normalizing something that was never talked about making a difference in the world So I think that's a great example of sort of the scaling piece but also a very segmented and unique you know problem to be solved Um But what's hard about that is she had to be bold right I mean she talk about something that she people didn't normally talk about and there's a boldness and there's an insight that she had that was really powerful in the final couple of minutes Ho how much you know when you think about her as a human being going through such a devastating journey that we all can attach to right You know fearing for your life It it just it it invokes so much in all of us very easy for people to latch on to as a big company that's selling stuff The level of cynicism you know big things are are you know have much more cynicism in today's society government brands platforms right Look what the social platforms are going through What kind of conversations are you and the top leaders of these organizations having thinking about where like easy for us to trust a person hard for us to trust a big company to build that community Any any advice you have cause I've been gearing the first half of this towards the entrepreneurs I'm here but there's a ton of fortune 500 CMO s that are gonna watch us in the next 30 days What should they be thinking about to get that trust to even have a chance to build community Yeah II I think again and I'll use an example of of Kotex for us I mean one of the things that we try to do is really lean in against period stigma because there's still a ton of period stigma out there And you know that's something that is a problem not only in the United States but also in many countries around the world So finding that problem that the community can rally around because they even in that and solving that problem is the right thing to do because strong women and respecting women build strong communities build strong countries build strength overall in your economy So leaning into that period stigma by associating with something like an NGO like uh wh um United who started Menstrual Hygiene Day that gives its scale leaning in against period stigma and then low it through the work that you do and leveraging digital and social and all those tools to really make it feel very local So like in South Africa you know creating a an uh a rap song around period stigma and what people feel by garnering you know that insight from the local market of what those humans in South Africa really feel about great period stigma So the advice is really find something that everyone can write rally around So you know Bal Bay found something that everyone could rally

around and made a difference period Stigma is something that everyone can rally around because they want women to progress and they most human beings don't want stigma associated with periods because they're very important in in human life Um And so that is my advice to everyone find something that everyone can rally around then you'll get the scale in addition to the ability to localize Well I love the format for the speed but I get sad cause I wanna talk for another hour but Alison thank you so much Continued success Have a great rest of the summer Awesome great being with you guys Lucky 291 Take care Bye bye Thank you Alison Gary We're excited to bring up Patricia Corsi next from buyer or as we say in the United States Bayer Patricia you you hold a lot of titles Chief Marketing digital and Information Officer and you're quite the globe trotter as well and a bit of a renegade Um Right now Patricia is on a mission to rev up creativity um and build the community in her entire category and she's even partnering with competitors to do it Welcome Patricia Thank you very much uh for the invitation Gary I was I was telling Andrea every time that we meet we are not in the US and now we are here in video Well listen I'm a I'm a big fan of your renegade DNA Um I'm really happy you're here Uh You know I I'm such an outsider to add land as an entrepreneur and just my natural kind of points of view of like opportunities usually sit in places people don't see So when I'm able to find somebody who holds these big jobs that actually sees consumer first I'm always attached to them and and I root for you heavy and it's so nice to be with you Thank you The pleasure is mutual Thank you very much and and let's get to it because I love what you're discussing with Alison and and really want to share with Yeah let's build on it Obviously we just you know talked on that from something she said or a different angle or build on right off the bat What what what do you want to build on top of what you just heard Let's start with that Um Look I think the first thing and I think you are you are the the master of doing this I think there is no size one no one size fits all And I think really having this ability to really in listening with intent and being interested in being engaged I think allows us to define some of the norms So um talking about some of the points on having the localization um we started with a campaign for example called um Vagina uh academy that it was really to help women to get educated about their intimate parts because this is really taking AAA burden in women And we started in Brazil my my home country and we educated a a big bunch of women all through this community of influencers that represent the people that we were serving And we thought this is going to be you know a Brazilian thing and it was super

successful We uncensored the word vagina on tiktok in Brazil and we felt like we are really doing something for the society um to our surprise Now we have uh the University of Darwin in Australia doing it with their local spin on it and then we have UK doing it with their local spin on it and Italy Italy and censoring it on meta So I think great ideas they they fly and you just need to have that freedom within a frame or not trying to micromanage especially you were talking about us being in big corporations multibillion corporations and sometimes from the Ivory Tower you're trying to micromanage people that are really listening to to the folks a bit like you I come from an entrepreneur family and in my father's restaurant it's all about understanding the person that you're serving in that moment not trying to get everything right So that is one thing that I wanted to share based on that discussion the other is a different one that I think is the role that big corporations have to step up to the plate And on this mission really to help people to take better care of their health I'm I'm 200% committed And I think about the younger people that think they're invincible they're not taking care of their health And by health I mean mental health as well This is has to be a taboo that gets out mental health physical health emotional health we are partnering with the communities of gamers How you know I have a 14 year old son uh Lorenzo is going to watch this Lorenzo and we partner with gaming you know free fly Because how do we teach people young generation that they need to defend their immune system to be protected What is a better way than they know in the video game that they have to defend themselves So we work with the community of players and the response is amazing We had gamers that kept talking about our brands and what we were doing much after the sponsorship stopped So these are the small things that sometimes we get a hook to say oh no but this you know it doesn't fit this mode or it doesn't fit this mode especially in big corporations But I I am a big proponent of big ideas and I know you're super fun because you are all about big ideas that we make an impact right So I I spoke already too much Go for it No you are amazing That's why I I stay quiet when I hear amazing things Let's um let's talk about let's go very nerdy This is most of this has been for everybody By the way I'm seeing all of you on Facebook on uh on linkedin on youtube I see your comments you see my eye looking at it Christian bl I see that you want a job It's VRX dot com you can fill it out there Um But but this one I'm gonna go very inside baseball because Mark in for now is watched by so many marketers around the world I'm gonna go very nerdy B to B with what is needed by Let me help my competitors for a

minute The big agencies the agencies of the world they're getting caught right now because you know if you look at the Netflix earnings yesterday like they've got the I mean anybody who's watching this that thinks network television is around let alone commercials on network television shows in 5 to 10 years is out of their mind Absolutely everything that I watched from you from afar and then listen to your first five minutes here What should the partners that are helping fortune 500 companies be doing to be prepared to be able to actually help them Because the concept of hiring very expensive people to just sit in a room and come up with an idea for a television commercial you you know I know that you and all your competitors are still spending that way but it's just a matter of time at this point What should they be thinking about Let's help some agency owners have a chance to be successful in the future What what should they be thinking about The first thing I think is you have this mindset that you and I have that is I want my competitors to be Giants in terms because I want to be better than Giants I don't want to compete with I A that I'm mediocre So I want my competitors to to push me to take to the next level It's it's not fun to compete with people that you don't admire respect and you think that you know you have a lot Um So I've a as Andrea was saying I invited one of my my competitors to a panel at Cannes to talk about how do we transform the industry because this is the point on community and collaboration Yeah And I think the big uh the big agencies and I I see at least in the ones that partner with us that this mindset has disappeared because it's part of our mentality Now they have a group where they all have dinner together and they meet together because the we have one goal and when they come to me and said no but I have this idea and the other one doesn't like I said you go back and you solve it and for because it's all for the benefit of the people that we serve And I think this mentality to I compete with the other I think it's also very small It's not only small I'm sorry to interrupt It's it's it's not understanding that the world is abundant I wanna I wanna win in everything I'm very competitive Look at look I I wanna win every time but when people get nasty with each other just because they compete you know your father restaurant I grew up in my father's liquor store We have a connection Of course they wanted somebody to come into their store and restaurant versus the guy or girl across the street It was very local competition But still but still at the end of the day there's a lot of liquor stores there's a lot of restaurants there's enough for everyone to eat You should be competitive and want to win That's nice but not become nasty You know with agencies all the inner agency politics just to get a little

more scope It makes it terrible for you the client because you're spending all your time managing people's feelings instead of doing great work I look I couldn't be more with you and and we were just a couple of weeks back in the French Riviera fighting for be for this industry that we love so much And I think it's a very easy job to trash others and to going back to our background where we learn from the best I think is the way that you get people to keep coming to your business is by doing better things It's to search for greatness not by trashing and looking Oh look how they are doing bad So this is also a mindset and a change management process that you have to do that whenever someone come and said look how bad they did And I said I'm looking for what they did right And I'm looking for what's the learning that I'm going to get from that because I'm sure they didn't they're smart people and they didn't went from an intention that says ok let's do crappy stuff There is no that starts with that There is something there not to mention I'm sorry to interrupt you When people are trying to make themselves look better by shitting on someone else They suck That's the whole problem with everyone Like everyone right now everyone thinks by saying that person sucks or you're the worst or I'm canceling you or you fucking suck miraculously that makes them look better What a joke you wanna look better build other people up This is it and and and by the way I tell you because I know you share this feeling with me when you do that building yourself that inspire the people to build themselves It gives you when you see people learning from your mistakes and getting better and and ascending you have a sense of accomplishment that is so so important and so fulfilling That is so different that this this small thing So in a nutshell what we need to do is to stop you know pushing the bar lower so we can look our jump can look higher So the first thing with our agency second be super clear you know do some you know do some debate do some friction because fire great fire will come and is the is the same process of the diamond put pressure on it You have a diamond you don't put pressure on it you don't come So I think having those concussions and not going around the the political bit of of managing like you say those egos I think is one thing that really works for us and and and this is something that uh you know I stay very close to and I will keep pushing it I'm proud of you We're out of time I go so fast I know it goes so fast I'm cheering for you Always here for you We'll talk soon Bye bye bye Bye bye That one full of heart Oh my goodness There was a lot there so much there Oh I I was writing everything down I'm gonna I'm gonna read reading I'm like reading all the comments like you

know it's just um you know I I gotta go and I know you gotta keep the show going but I just tearing other people down as a proxy to make yourself seem better than thou whether in business setting or in social media for like it's just like where is the civility and the compassion and the kindness And we're just so into shaming and canceling and judging and politicking against And I'm not even talking politics I'm talking in the business world and in politics like it's just time for more good It's just time to be nice It's just time to care if somebody is mean to you feel compassion for them They're in a bad spot Be the bigger person be the bigger person We've completely lost the ability to be the bigger person in the face of shit Yeah I mean the humanity that just came out in that conversation is you know it's real and you know the fact that you you were out there meeting with a bunch of competitors and you guys were right I want my competitors to do well I don't want them to go out of business and not like do I want to beat them every time Yes but I want them to go out of business or be harmed or do I think they're jerks Of course not I want them to live a happy life It's like sports like you know you're playing sports you want to win but you don't want somebody to get injured or or like hurt or like I just don't understand like I'm the most competitive Hey you know without a doubt but you have humanity at the same time Yeah And you can balance those things you can and everybody watching aspire to It's nice It's just fucking nice All right Go do your great Thank you Gary and welcome Ryan Harwood Are you there Are you there I am here Hello Andrea How's it going Oh it's so good We are so lucky We finally got Bene Shahan Shahani to join us Can you believe it We got him we got him we got him Vinne is the Vice president of Lexus Marketing Um and he is an industry icon He's worked at a whole slew of different uh auto brands including Toyota Volkswagen and Nissan but not only in marketing he's worked in manufacturing and engineering and sales and product management So there's nothing that you haven't done So I'm really fired up to hear this conversation over to you guys Awesome Hey Van how's it going Hey Ryan how are you man I'm good I'm good Thanks for joining us You know uh just coming off that last conversation that Gary is having just want to say one comment on that to the audience because it's funny the second that I came into Gary's world and his ecosystem uh um the first thing he said to me was w we're we're not gonna tear other buildings down We're gonna try to build the biggest building And I thought that was something that really really resonated with me So I just wanted to throw that out there to the audience and kind of close that loop on that conversation they were having



because that quote always resonated with me But shifting here for a second Bene you know tell the audience a little bit more about about you in a nutshell And how and when did you get started at at Lexus Yeah Thanks for that And first of all thanks for having me This has just been so inspiring to hear from some of the other leaders so far Uh It's it's a great question Um I'll rewind the clock a little bit and and give you a little bit of context Um So I was born and raised near Detroit Uh So car culture as you would imagine is was definitely part of my upbringing Uh And in fact it was my dad you know he was a mechanical engineer at Ford Motor Company his entire career And I and I guess I was inspired by him Um you know between my dad and the Ford Mustang and the Porsche 911 I was a car guy at a very early age and I'll never forget Ryan I think it was 1990 1 of my dad's colleagues brought his wife's Lexus Ls 400 over to our house That was lexus' first ever product They were launched in 1989 And like I did with all of our family friends I grabbed the keys I went and looked at the car and I just couldn't believe what a fantastic car it was And I ended up getting an engineering degree after that And six years after first experiencing that Lexus one of my first jobs in the industry was to benchmark The LS 400 bought one drove it all over the place tested everything tore it down and it was all about seeing how did they do it How did they disrupt the industry back then And I've held the brand and highest team ever since then Fast forward Uh got uh a lot of technical roles developed an affinity for the commercial side of the business Ended up going back to school got my MB A joined Nissan worked all across the value chain I ended up in marketing got poached to go be the CMO at VW I ended up hitting a little bit of a rough spot during their diesel gate crisis but that was a tremendous learning opportunity and it gave me the license to have conversations with other leaders one of whom was Jack Hollis who was a CMO of Toyota at the time And uh after hitting it off with him and talking about going through a crisis uh which Toyota had done before through their unintended acceleration Uh He gave me the opportunity to join Toyota in 17 uh initially running marketing operations and then eventually moving over to the Lexus side a year and a half ago and now it's just been great You know we're trying to reposition the brand towards electrification towards performance and and starting to build bridges with you know young affluent guests and consumers while not alienating our our loyal base that have got us here so far I love it I love it I recently saw the Lexus LC and it is a gorgeous vehicle Yeah you know the LC is is a fantastic product Um and you know there's there's an opportunity there that you know historically speaking uh

Lexus has been known for quality durability and reliability you know and even though we've had performance vehicles in the lineup like the LC 500 like the is 500 the RCF we don't always get a lot of credibility for that or or credit for developing those performance vehicles So that's been one of my missions is to make sure that those halo vehicles create more excitement around the brand Uh And we have a lot of specific initiatives that are aimed towards the community to fire them up as a base uh which help us get the word out on on that Uh you know those important vehicles in the lineup So we're in a post pandemic world here You know it's a very interesting time What are you seeing in terms of changes in consumer behavior and how that impacts your approach to community building for the Lexus brand Yeah you know the community is everything to us Um You know as we've heard from the other speakers you know at the core of our community are are Lexus loyalists many of whom own Lexus vehicles some of whom don't you know they're young people who love the brand Uh They can't afford to buy a car yet Uh But we want to foster that and fan that flame Um But what we found is these people at the core are so impactful in driving word of mouth uh you know uh affinity for the brand and also driving demand these days Um You know they're the center of their circles they provide advice to their families and friends So we obviously want to take care of them and we want to really get them excited about the brand Um But you know you look around today I don't think there's any industry that wouldn't say that there's crazy shit happening all around us You know demand is sky high right now for our products but it's also way higher than the capacity of what we can actually build So there's you know some good and bad associated with that Um You know 11 thing that we've seen is there's a very strong demand from our guests our consumers our core community to get out there and experience things They're tired of staying home they're out and about doing things and and very fortunate to be able to kind of take that inspiration and do things differently Um I think 11 good example uh we'll go in the performance category since you brought up the LC 500 You know we do this thing called the Lexus Performance Driving School Um That's where we take consumers and we teach them how to race a car whether it's drifting whether it's on an auto cross track Um You know we've got Scott Pruitt Townsend Bell two of our uh race car drivers that help teach these classes and you know we get these rave reviews things sold out every single time Uh But one of the things that we felt would be important was to reward some of these members of our community with something special to commemorate the experience So we

interrogated the data from the car to get speed and G force and all sorts of cool metrics And we created a unique NFT for each of the participants that commemorates how they performed on the track But combined it with really cool uh images of the track dynamic footage of taking an aggressive turn And this is something that just you know we don't have to do this We don't charge any money for that but this is about rewarding the community and we see them become even stronger advocates of the Lexus brand which is obviously what we're trying to do That's awesome Well I I could talk to you for so much longer This goes so quick It's absurd I have like five more questions I wanna go but I am going to do my patented speed round with you because I want everyone to get to know va so I'm going four questions quick All right Vanilla or chocolate Oh definitely chocolate No question Fifties or sixties music man I'm a big Rolling Stones fan and adores fan So I gotta say sixties on that OK Adam Sandler or Will Ferrell movies 01 word Elf Will Ferrell all day long And last Italian or Mediterranean food Well I grew up in Dearborn Michigan which is really really big on Mediterranean food So I gotta go Mediterranean There we go And thank you so much for joining us We really appreciate the time and uh we'll see you soon Sounds great Thanks for the time Great to see you both Thanks Renee All right Ryan Next up we've got Billy Lager who's joining us senior vice president of brand management for the Wines and spirits Division of Constellation brands Billy leads a yummy portfolio I'm gonna let him li list off the the the long list It's making me thirsty that's for sure Uh He also has a passion for building winning cultures and brands driving innovation and transforming organizations Welcome Billy Thank you for having me Hey how are you Great yourself Good good good to see you Thanks for joining us today Happy to be here All right let's jump right in because these do go way too fast So you know we obviously have gotten to know each other over the last year or so I know you spent about 15 years at Hasbro Toy and Games company What's the biggest surprise as you've entered the Wine and Spirit Space at Constellation Yeah No it's a great one You know I think you know what they have the two companies have in common is that they're both passion oriented People love the brands People want to engage in the brands I think the difference particularly in the wine category is you have so much engagement and passion over this but it's the hardest category to shop right You go in there and you look at the wine aisle and I love wine and I work here now and I look at half of these things and I don't know what they are right And even you know being called the cabernet so that doesn't mean the

same thing everywhere So you know to me the big difference is navigation of this category It's just hard and and it's it's you know puts it a lot of effort on us to try to simplify it and hopefully have people choose our brands but really help people understand the category Absolutely it makes a lot of sense Uh I I love wine and I still have difficulty navigating the category a lot cause like you said there's just a lot of nuance to it Um So you joined at a very interesting time right There were some hints that were transitioning back into this post pandemic world Um I'm curious what are you seeing in terms of changes in consumer behavior and and how has that impacted your approach to to community building for all the various wine brands Yeah that that that's a great one I mean I think some of the changes you know the past few years and it's you know between the pandemic and just a very you know divisive political environment you know I think that some of the big trends we're seeing one is folks are really doubling down and having great experiences right And it really has become far more than we've ever seen a quality over quantity type of uh type of uh you know environment right So really showing folks why this is the best choice to give you that best experience I think the other thing is is as a brand you know and I think some of this is due to to just the the lack of faith in you know other institutions brands are expected to take stands on issues They weren't before right I mean you know everyone talks about the example with with Disney and don't say gay right Here's a brand that never had to get involved But now if I love Disney you need to show that you accept me and my partner And so I need to see your statement right And I think we're seeing the role that brands need to take whether it's you know Roe versus Wade or whatever is happening Brands now need to stand for something that you know really dives into uh their consumers' lives and show that their values are shared in a way that that has never really been the case before Yeah that's that's really great point And it's challenging for brands to do that particularly because you know you might have multiple different views at the tippy top of companies So that's a really interesting point Um and what about internal like how are you personally modeling or creating the community you're trying to create with your staff Yeah And and again I think as you know the workplace as you know just the work mile has blown up Right People don't go many people don't go into the office You have people in three or four days a week people who have never been in the office You know I started here where there wasn't an office open yet And I think that you know key things for me is I think it's things that we need to be good leaders and even good brain builders which is first is empathy and

understanding And if you think about we're talking to people now and you know you know you could be in your home and there's your child running around that's a different kind of empathy and connection that we need to understand and respect and you know have flexibility with that I think you know it really forces us to go on those kind of emotional side of the the skill block and make sure we understand that the the situation that folks and the other thing though is I think as leaders which I think is a positive is you know because we if you think about we stripped out the commonality of everyone goes into work goes into the same meetings does the same things It really forces us to think about what's the results and what's the value you're adding and really how do we make sure that each person succeeds given the choice that they're making and how they're going to work So I think you know if you if you if you step back there's actually a lot of positive because it helps people focus on balancing life which is more important than work right Um But also how do we succeed in work in a way that um helps us leverage the you know the circumstances we're all in So I think that's been a good positive test for uh for a lot of us Yeah I I've really enjoyed that aspect of of you know meeting with our staff and even clients just in the background when you get to see a little bit of insight into their lives and you get to know them a little bit better than just kind of the boardroom So I've actually enjoyed that part of the pandemic Um And what are you guys doing on platforms today that that taps into culture that perhaps you didn't do in the past Yeah I actually think there's a lot there I think it's it's a combination of two things One is there's so much reality is you know working work working with uh you guys there's so much in terms of data and understanding the consumer and I think the big change is you know marketing used to be you come up with this one monolithic positioning this one monolithic statement this one composite consumer that doesn't actually exist right Like there's not right you're kind of aggregating to get to this one person And I think you know what's changed now how about how we think about consumers is who are the individuals that we're talking to What do they have in common How can we find them and how can we talk to them And while sometimes you need kind of a you know a bigger point of view where you can't have 100 different packages but we can talk to groups of consumers differently And I think that's the big thing when you think about platforms is it gives us the ability to say you know we have a brand like Kim Crawford right Anyone who loves s it's my favorite wine that we have Sauvignon blanc It's amazing what was interesting is when you look at the groups that like it you have a

suburban mom with three kids and an urban gay man right Those are really different groups We can't talk to them the same way even though they may love the product they may even love it for the same way And I think with the platforms coming in as we say it gives us the chance to how do we build relationships with very different groups with messaging that stays core to who the brand is but also respects the fact that we're talking to different people So that to me has been the biggest shift because it really lets us really build relationships and not try to find this this kind of mythical composite of of a you know consumer person that doesn't exist anyway Yeah the days of creating one vanilla message to to reach and resonate with everybody are long gone So that makes a lot of sense And you know what are things that maybe you stopped doing as you try to engage more with audiences that matter to the constellation brands and things relate to what I just said you know it's really kind of stopping that idea that one size fits all you know and what's interesting for us is you know in wine we're not a brand that goes through ubiquity right Like our you know we we make Corona amazing beer Everyone knows what Corona is right Not everyone drinks wine and not everyone knows what Naomi is So we're going after you know a hostel penetration from 1 to 2% to get it to four five That's a different challenge than if you are Corona right Who's already got the ubiquity and you're trying to drive drive more that way So for us it's really been how do we really take deep points of view Right Because if we're only trying to get to 5% of the population then we don't have to worry about a lot of the population we can say for those of you that love this brand we can really lean into a deeper more relevant position t to your you know tie our values to yours and communicate in a way that you can't really do if you're kind of a a more mass brand So that to me has been the biggest change is is is let's you know it's not so much of a stop as much of a start and really start focusing on who are we what do we really stand for And how can we courageously lean into that through dialogue with our you know with our most passionate consumers makes a lot of sense and and last question here you know what's one new thing you've learned since you joined Constellation Yeah No that's a great one And um you know I I think it's not so much a new thing that you learn but something that you just more realize is you know being at Hasbro for 15 years and I I have nothing but love for Hasbro but when you're there for 15 years you know the people you know the systems you almost have too much history for your own good And I think what's been nice coming here is I don't know this this is a new industry for me and it really really forced you

to double down on humility and listening to your team and vulnerability because you know you're coming in it's you know this cool big job and you're like I don't know a word you just said can you use baby talk to explain it And so you know for me that's kind of the learning but more saying you know hopefully over time I you know I will you know more and understand more And you know for me the question is how do you keep that kind of curiosity and open mindedness once you start getting the experience right Because it you you'll want your experience to trump the openness that you have to just learn and listen And so that I think has been the the you know the biggest learning and one of the funnest parts about about joining here Yeah you didn't come in jaded from the liquor industry at the way things were done in the past You're seeing it with fresh eyes I love that I had a similar experience when I went from finance to media back in 2010 I didn't know the first clue about media and I was jumping headfirst in as a media company and I just asked a billion questions in order to understand and you have to have no shame about asking a million questions and not feel insecure about it for Yeah And it really helps you just you realize like just we have just such great people here and just seeing how folks respond to things that you're almost I would say nervous about but you feel like you should know and you know it's just you have folks who are just so talented and awesome and kind and just the patience that take it really the patience it takes to explain it sometimes you know it really just makes you feel part of the culture So it's just been a really it's made that kind of on boarding to a new company Really really excellent All right here we go Speed round for Billy Everyone gets to know Billy a little bit here All right Salty or sweet definitely sweet eighties or nineties music There is no decade like the eighties when it comes to music I agree with you Let's hear it for the boys Sly Stallone or Schwarzenegger movies You know it's a tough one but I've I've got to go with uh Sly I got to rule out Arnold because of his politics So um I'm gonna go with uh with Sly Beach or Mountains you know beach because my dog would be happiest there morning person or night person Uh Definitely a morning person Last one Friends or Seinfeld I am going to Trump that and go to Shits creek Who shits creek I haven't heard that before There we go very much for joining us Billy I appreciate your time Thanks Very eighties eighties eighties Thank you Billy Thank you You're awesome Ryan Thank you so much We're gonna welcome Chris Anthony up from VS Gallery Media Group Chris just joined us and I love that you raise your hand right away and jump on into marketing for the now Welcome Chris thanks

Andrew and so excited and I'm particularly excited about this conversation  
Uh We're gonna be bringing Craig up who's the CMO of American Eagle  
Outfitters And he joined in 2020 And prior to that he worked for so many  
iconic brands including Gap and Abercrombie and Fitch and Calvin Klein  
And he's now built Gen Z's number one retailer Um And he's been leaning  
into a lot around youth culture including the metaverse innovation influencer  
partnerships and com and community impact Craig So fired up thanks for  
joining us Hey thanks for having me Just a good excuse to stay inside during  
the heat of of New York City right Chris so hot I know I feel like it's every  
day it gets hotter and hotter So agree I'll do this inside and enjoy the air  
conditioning Um So excited to see you Craig um lots of good stuff to talk  
about jump right in Um You know this is all about community and I think  
like my first question I feel like you know web three you know it's it's so  
synonymous with that word right Um And I think that so many brands are  
still in that phase of learning and sort of exploring you guys I feel like have  
jumped right in and been really bulls at some interesting stuff um which is  
really exciting Talk about that a little bit and talk about what you're excited  
about the future in that space too for the brand Yeah Chris we're the number  
one retailer for Gen Z and in that humble position you have to stand for  
youth culture and very clearly all things metaverse is something that our core  
customer is excited about So partnering with VR we've been very early and  
very bullish on opportunities in the so called metaverse And so we were one  
of the first retailers to drop in NFT We've had some amazing success with  
our snap partners in virtual augmented reality pop up stores We're actually  
making money making lots of money which is exciting and then we  
launched a Roblox experience back in March We've had 25 million unique  
visitors to date 14 million of those actually tried on a clothes for their avatar  
and many of them have obviously gone to the physical space to to buy the  
product as well So we're really excited about what's coming down the line  
Um We have a very packed back half schedule in the Metaverse My team  
will kill me if I tell everything that we're doing Um But it will include more  
um in store experiences So the bridging the physical and and digital in  
store is something that we're particularly excited about as well Love that um  
when you just touched on in store um in the same vein of community you  
know I think in layman's terms a lot of us think about local right And local  
means community community local talk about how that has sort of like how  
you sort of harness sort of the locality and what local means to the brand It's  
what it's funny Chris because we actually have 900 stores We're the second



largest physical store fleet in specialty retail And that can make us feel honestly too big and a bit overwhelming But when you think about it those are 900 individual stores that are serving individual communities and we've leaned deeply into all things influencers Um And so whether it's Addison Ray or the kids from outer banks we work with them but the light bulb went off and we thought wait we have 35,000 store associates Vast majority of them are Gen Z vast majority are diverse and provide different and unique voices for their generation Why don't we activate these people as well So we've started a new influencer program called my A E And these store associates have in store events um have local community impact um and have become literally the number one engaged with content on our social platforms um so widely successful Um and talk about community these kids live eat and breathe our brand and they know our communities better than anyone love that So so so smart Um You said something about like this generation um which is such an incredible customer for you guys and always has been And I think this generation even more so cares about the future and sort of being on the right side of history there's obviously a lot going on in the world Um And kind of it's a compli more complicated world growing up today Um And standing up for purpose is something that I think you guys are doing such an incredible job about how do you sort of balance sort of all of the causes and why it's so important to you guys as a brand to sort of rally around you know these important causes to the communities that are you know underserved that are um American Eagle customers or or future customers even So appreciate the question Chris And it's a fact a total fact that American Eagle and our sister brand A have been ahead of the curve on Gen Z values for quite some time So when you see places like Victoria's Secret or you see places like Abercrombie start pretending to be more inclusive our two brands have been there for you know almost over a decade and I can tell you to your point that Gen Z votes um with their values Um And we're really pleased that we have um a panel of 2000 A E customers aged 15 to 25 that we can ask any question on any day at any time And we do that could be advertising related but it certainly is values related as well And um that feedback gives us an opportunity to to focus our energy behind the core causes for Gen Z And in this pandemic um they've spoken very loudly mental health The biggest challenge out there continuing to make progress in terms of more planet positive goods We've certainly made progress on that social justice uh an important opportunity as well So um it's um it's so important to listen to the customer and so important to hear from

Gen Z directly Yeah so important the work you guys are doing which is pretty in um you touched on this a little bit about um tiktok and some of the platforms Um and some of the work you guys have done really early on in the platform and sort of finding like the right talent and and building really great relationships Um How do you think about you know your own tiktok presence versus what you guys are doing in the paid space Um And how you're sort of harnessing the insights and like that community and using that as a whole new marketing channel because of just the power of what tiktok has become It's funny Chris because I actually have had to unlearn everything that I did learn um as a head of marketing Um you know as as um you kindly mentioned in the intro Um you know I kind of grew up with big lifestyle brands like Calvin like Abercrombie which were very high touch high command high control Well that ain't cool anymore So that's especially true in tiktok Um And what we have found that anytime we try to put out brand content on Tik Tok quite honestly anytime we do our homework and we find the right influencers to accelerate our messaging it kills it continue to do that Um And I love the fact that our team is developing tops down bottoms up strategy on that platform And so again we work with some of the biggest names out there but just as important are these micro influencer kids that are just becoming to to be more and more popular Our back to school campaign launches next week it's the Super Bowl for us This season it's all about music and jeans and this season it's about finding new voices on platforms like tiktok love that you just brought up a good point about back to school holiday which are obviously you know major moments and you know define sort of the success for the rest of you for the category with just sort of the the constant culture shifts and tiktok and sort of the virality of trends that are constantly happening How is that sort of changed how you plan in a very structured retail calendar for retail And how is the the planning shorter or what is that changed in terms of getting ready for this big season that you guys are all you know about to embark on I think this year I mean listen 2020 never seen it before 2021 never seen it before And here we go again in 2022 I've never seen this in my long retail career So basically Chris we've had to blow up the plan and and we've had to react um way closer than than one might have before Um The cool thing though is that you know we feel like we are an entertainment company just as much as an apparel company We're putting out more than 400 pieces of content each week Um And our ability to turn and pivot and move and groove during some of these changes to me is amazing Um And we'll do that this season You know we have to talk

about value in a way that perhaps we didn't anticipate We're going to have to talk about sustainability and enduring quality Um a little bit louder than we than we probably have had before And yet Gen Z is living their best life this summer I mean they are out and having a great time And so this is not a downer at all This this is going to be a very optimistic approach to this season as well Um And we're we're pretty optimistic that back to school Um American Eagle will be a strong winner and a strong performer during this season Yeah I mean it sounds like an incredible work you guys put into it some exciting ideas So I'm sure it will be Um you mentioned a few um brands that you feel like are were behind in some of the curve when it came to inclusivity things like that What are some brands maybe not even in the category of retail that you feel like you admire of what they're doing right now Wow I mean that that is uh uh a great question I want to stay out of the apparel because I don't wanna give any of those friends Um You know heads up that we're watching we're we're we're watching you Um You know II I think the previous speaker um from consolation brought up a really good point I think that all of us are navigating a new normal where brands are asked to um get involved in social commentary of the day Um And and what I really appreciate is when a brand is authentic in doing that not performative not checking a box And so I think any brand that comes into a conversation feeling authentic authentic feeling transparent Um and being a little bit vulnerable is winning with the customer out there Um Obviously we just went through you know Supreme Court um big ruling Um And you know I was I was really pleased with so many markers so many brands out there that hit the right tone in this um challenging moment So great Um Another question kind of shifting gears a little bit like we talked a lot about sort of how you're engaging the consumers What is sort of community mean to you in your marketing or in your team Like how do you sort of foster that environment Um It sounds like you guys are doing incredible work externally What does that look like internally even outside of sort of like the local influencer store team like within your own team The cool thing is I work with the best damn team in retail marketing bar None Um But it's weird Um You know as you mentioned at the top I joined in July of 2020 height of the pandemic on board through a screen Um And you know I ain't good at everything but I do think I'm good at building relationships with people especially in the real world Um But we've all gotten used to this hybrid um um work Um And I think this is allowed people to merge personal and professional like never before And when I talk to our associates they do

want to be in office every every few days and they do want to to connect And I'm in a business where you want to look touch and feel and be inspired by product Having said that I've got a lot of working moms I've got baseball coach dads I've got you know people with other varied interests and the way that we're fostering the community is we're not going to command the control from the top If you if you are are you giving it you're bringing it and you and you're supporting our brain and our business I don't really care where you do it from So I think that that's fostered a new way of community for our internal team Awesome Um We're almost out of time One last question a fun one back to school season upon us What what are the must have that we need to get from the brand Um As we're doing shopping for back to school season listen we're the number one selling jeans for women of all ages and we have about 25% market share for Gen Z in both genders So it's jeans jeans and jeans for her You've probably seen it out and about it's baggy and wide leg huddling at the bottom That's hot Um For our guy he's also becoming a little bit more confident and he's kind of going OG straight So that is fun Um We're kind of at the tail end of nineties from a top perspective So y2k is coming up and Chris as I just mentioned in all the doom and gloom that all of us are experiencing somehow Gen Z is leaning towards towards the glass half full bright optimistic color um is something that we're seeing in the marketplace for back to school as well Yeah I love that Yeah I I feel like if we can harness that positivity in that generation and I'll take it in maybe the world will be a better place Um every single day I'm with you Fingers crossed Yeah Awesome Um This was super great Um and congrats on all the amazing work and rooting for you for the back for holiday and back to school Sounds like a ton of amazing stuff ahead Appreciate it Chris and hey congratulations That was your first veer Veer Convo here I hope we did it I hope we did Ok He did it And you you did a great job too Craig Thanks for all those tips for I wrote them all down I'm I'm heading I'm I'm heading back back to school all the way Thanks to you both Thank you Thanks Craig Thanks Andrew next We're gonna welcome up Vor Media's Chief Diversity Officer Vanessa Vining Hi how are you I am so good I'm so glad that you could join us You're in I believe you're in London Are you not still I am but I had the opportunity Couldn't miss it I didn't care where I was on the globe You are the best You are the best Yeah The London office is growing by leaps and bounds and uh very exciting that you could join the festivities Is it still like painfully hot there No the temperature is much more manageable Excellent Ok That's what we want to hear Well

we're gonna have a hot conversation today because we've got Sam Saperstein joining us from JP Morgan Chase and she does some pretty um unbelievable things She runs something called the um women on the move and I I actually met Sam and Davos where she was talking quite a bit about the program Um She's gonna fill you in on all the details but it's a a big bold mission and it's making a huge difference out in the world So so excited to have you both join in conversation Welcome Sam Thank you It's great to see you both Thank you First I wanna say it's such a pleasure to meet you Uh Sam and I personally appreciate all that you're doing to support and empower women in your work So thank you for being with us today um in your role as the head of a women on the move at Chase How do you view commu the community as a superpower And what does that mean to you I think community is everything We probably relearn this lesson in COVID when we couldn't see people and be with them It really took away from our day to day our mental health and everything So for us as a very broad community of women it's really the source of what drives us what gives us our strength And when I really think about what is at the heart of community To me it's these bonds that sometimes you have with people you don't even know personally And I'll give you an example of when this really came to light for me So we launched women on the move four years ago It was the first time we had a dedicated group for women globally where we were gonna look get things for women inside and outside of the firm And so we put out a memo across the whole firm emailed everyone globally and I can't tell you the number of emails I got from people all over the world People I did not even know saying we're so excited This is such a source of pride And then they would always end with how can I help you And I got this from a lot of women but also a lot of men And when those folks all came out to sort of wish me well and join the cause I knew we were really on to something So to me community is that influence and almost that invisible hand that's sometimes out there when you don't even know it And I think for me personally too if I thought about my own personal communities I have a very broad community now of women On the move volunteers we have tens of thousands of women around the company that have signed up just to be a member of this But then closer to home I obviously have more personal communities communities of smaller groups maybe they are coworkers that I spend time with or professional organizations So I think everyone can have different levels of community and you'll flex depending on when you need to tap that community for different things Yes I tell you I am a big fan of everything

that you do at Chase I mean you have all my money I am a customer and have been for a long time So it just makes me feel more confident that my money and my commitment is in the right place when I hear about programs like what you and what you're doing at Chase for women Um There's and and I I agree with you there's been a massive movement to support women Um different organizations have stepped up like chief for example having over 10,000 women in leadership and all the things that they do Um The next question I have for you is you know from a professional standpoint how do you see women show up for each other in this time Yeah So you know sometimes I still get the question are women really helping each other or are women still backstabbing each other And I find that really to be a very disappointing question I don't personally see that and I haven't experienced that My experience has been women have been fantastic for me I've had great women bosses I was hired by two fantastic women into JP Morgan Chase And so I've had the benefit of really learning from terrific leaders but broader than that I do see through this volunteer group that I mentioned our business resource group It has again over 50,000 members in it They are showing up every day to do work on behalf of their local teams their markets and nobody's paying them to do this It's not their full time job They do it off the side of their desk in their spare time That is passion at work right there And often they will say this is one of the best things I like about this job is being able to do this and meet other people Um So it's just great that we have folks who are really coming out all the time We sometimes ask a lot of this community So we have at a time probably 2 to 3000 people going through career development programs that we've established But in order to make those work we need volunteers to lead those discussions I do not go out and hire an army of facilitators outside I actually go out to our employee base and I ask for people to volunteer and have discussions with other employees here And we've had hundreds of people devote substantial time to do this So it's amazing I see women coming out in all sorts of different ways all the time every day Uh Whether they're asked or whether they just come to us they're always looking for ways to contribute That is so important community resource groups which is what we call them at They are um employee resource groups business resource groups I agree with you It it more and more these women are stepping up and supporting these groups and helping to shape um you know business And so I appreciate that you know that same movement is happening internally within your organization as well as ours Um I guess my last question for you is what changes are you

seeing in your company internally and secondary to that How are you keeping your employee community fired up in this time Hm Well the good news for me and the people I work with is we are seeing more women and more women stay in the company and move into senior level jobs And so we have targets against these numbers mid-tier and also senior level in terms of the women that we want to have at the company So that is great and a big deal I think in terms of the overall investment that our company has made So we have now a very robust formalized diversity equity and inclusion group And this is a global team And in addition to focusing on women we focus on six other communities with full time teams and resources and that includes the Black Hispanic Latino Asian military and vets disabled and LGBT plus communities I do not know of a single other company bank or otherwise that has made investments in that many communities with full time teams I think a lot of folks have business resource groups the employee groups but full time teams with resources driving real change is really special And we all report up to the president of company we don't report into hr and I think that's a really important signal also because it shows that the business is accountable for this It is a part of their goals just like any other business performance goal And so that combination of the structure and the investment I think is really great So that's a big deal And that's the changes we've seen in the last few years I think for our community I'm sorry just to get more keep going Sam you're that's good I'm just happy to hear that that you're doing all these amazing things that chase around de and I it's it's real I will say that it's a real thing Um And for us we really try to inspire our community throughout the year and we do that I would say in two signature ways One is around Women's History Month which I think a lot of us spend a lot of time doing which is March We all like to bring attention to the women in our communities But we also run an annual Leadership Day for women in the fall and I'm so happy we get to back in person this year we'll probably have upwards of 2000 people in in person and tens of thousands were watching online But we bring people together to talk about entrepreneurship and career lessons and leadership and mental health these days And we really try to keep the community engaged around the things that they want to here and bringing them together I think will just be so great Once again Awesome I tell you I'm so happy that I had the opportunity to spend this time with you Sam I am so on board with everything that you're doing We're doing a lot of the same things here at Manor So I wanna be there I wanna support and look forward to being a partner with you uh in all things

around women and diversity Thank you Vanessa Great to see you Thanks to you both and that the your podcast is outstanding So hopefully everybody can check out um women on the move Um Check it out we've had I've uh I've really enjoyed all of those conversations that you've had Thanks to you both for joining us today Thank you and thanks to all of you for joining us on our second anniversary episode of marketing for the Now please come on back on August 24th 12 to 1 p.m. Eastern Time where we will have a mystery episode So we hope to see you soon Take care Bye Bye