

Transcript

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□ **Mariana Peneva | Institute for Real Growth** started transcription

M **Mariana Peneva | Institute for Real Growth** 0:54
Hey. Hello.

BA **Brad Audet** 0:55
Good morning.
How are you?

M **Mariana Peneva | Institute for Real Growth** 0:56
Yeah, I'm very well, thank you.
What about you?
It's nice to see you again, Brad.

BA **Brad Audet** 1:01
Yeah, you too.
Yeah, I'm doing well.
I'm I'm up in Palo Alto right now and I was just with actually the.
WPP Board of Directors had their meeting up here this week so yeah, so I I went over there and had had dinner with them and talked to them a little bit.

M **Mariana Peneva | Institute for Real Growth** 1:13
Oh, OK.

BA **Brad Audet** 1:21
They marked it a little thing where they had some some client engagement as part of the director's meeting, which I thought was nice.
Opportunity for the board as well as the clients and we talked a lot about what they're doing actually with some of their AI tools and the WPP open and things like that.

M **Mariana Peneva | Institute for Real Growth** 1:39

Mm hmm mm hmm.

BA **Brad Audet** 1:41

So yes, I'm headed back down to Orange County after after I do this in a couple meetings.

So yeah, how's everything with you and the team?

M **Mariana Peneva | Institute for Real Growth** 1:51

So very good.

Yeah, of course. We are very excited because Kan is coming up.

BA **Brad Audet** 1:56

Yeah.

M **Mariana Peneva | Institute for Real Growth** 1:57

In June. So for us, I'm in preparations.

They already started last year, to be honest, but you feel it approaching more and more.

The programs are running.

Yeah, so all good and busy in a good way, I would say.

And also the study that we're going to be talking about, yeah.

BA **Brad Audet** 2:09

How is the how's the cohort this year?

M **Mariana Peneva | Institute for Real Growth** 2:14

Yeah, it's very good.

Yeah, yeah, yeah.

It's very, very engaged and I mean, it's funny when you ask, because I feel like every year the cohorts are different but also similar, because I think it's really the beliefs and the values that bring those people together because you know you're not there because you're obliged to.

BA **Brad Audet** 2:27

Right.

M **Mariana Peneva | Institute for Real Growth** 2:34

Be there.

You're there because you want to be there.

So I think that makes it very.

Yeah, that makes it just very nice.

And yeah, but so far so good.

BA **Brad Audet** 2:43

That's good.

M **Mariana Peneva | Institute for Real Growth** 2:43

Yeah. Are, are you joining us income or are you going to come this year?

BA **Brad Audet** 2:44

Yeah, that's good.

And that's that's, I'm still trying to figure that out. But if I do end up going to can, then yes, of course I would love to to join everybody.

So I need to figure.

M **Mariana Peneva | Institute for Real Growth** 2:59

OK.

BA **Brad Audet** 3:00

I need to figure that out so.

I know soon, I hope.

M **Mariana Peneva | Institute for Real Growth** 3:07

Cool. Yeah. No, it would be nice to see.

BA **Brad Audet** 3:08

So will it be at the?

Will the will it be at the same venue as last year?
OK.

M **Mariana Peneva | Institute for Real Growth** 3:15
Yeah, yeah, yeah, the same campus.

BA **Brad Audet** 3:15
Yeah, that'd be great.

M **Mariana Peneva | Institute for Real Growth** 3:17
Yeah, yeah.
And then Monday lunchtime, we all go to Kan itself.
Like just like.

BA **Brad Audet** 3:21
Yeah. All right. I I will.
Definitely. I would actually just was talking to WPP about whether or not I was gonna be there and and what not.
So let me let me coordinate that 'cause. I do think I'd like to.
I'd like to participate.
I really enjoyed the group and the format and the team and it would be nice to get back and to visit with everybody again.

M **Mariana Peneva | Institute for Real Growth** 3:47
Nice. No, it's great to have you.
Yeah, but OK, let's talk about AI.

BA **Brad Audet** 3:50
Perfect.

M **Mariana Peneva | Institute for Real Growth** 3:52
So I think Mark spoke to you about the study we're doing.
We started a few months ago and it's in partnership with Google with the Ana.
Also, Oxford as usual, our academic partner and the studies all about humanized growth in the era of AI, and that has a few questions to it. So one is.

How? How have you been leveraging AI already?

In the marketing, in the organization, you know what has been done until now, but it's also about looking at the future.

Like what are some of the opportunities that you really see and where do you see that going from your own perspective from your industry? And then the third element to the conversation is more about the leadership and what does it take for a CMO to drive AI so?

This is a bit what I hope to discuss with you.

BA **Brad Audet** 4:41

Sure. Yeah, that sounds good.

M **Mariana Peneva | Institute for Real Growth** 4:41

So maybe we start with like what have you been doing with AI?
Let's start with that one.

BA **Brad Audet** 4:47

Well, I think we've been.

M **Mariana Peneva | Institute for Real Growth** 4:47

The current situation.

BA **Brad Audet** 4:49

We've been embracing AI across a number of different dimensions of our business. I mean, clearly AI is embedded in a lot of the tools that you currently use. I mean, I don't know that there are always categorized as being AI, but if you look at things like media.

Mix modeling, media scenario planning, audience design. A lot of these tools already have some component of AI.

M **Mariana Peneva | Institute for Real Growth** 5:07

Mm hmm.

BA **Brad Audet** 5:13

Already built into them.

And so, you know, we are using those as part of our normal tool set, but we've also invested with WPP and using their open platform, which is an AI driven platform that basically drives a lot of efficiency and a lot of speed. And I think kind of new.

M **Mariana Peneva | Institute for Real Growth** 5:24
Mm hmm.

BA **Brad Audet** 5:33
Thinking and hypothesis in the way that it's designed, there's two pieces of it. One is what I would call these brains, or you know the. Like the brand brain and the audience brain.

M **Mariana Peneva | Institute for Real Growth** 5:43
Yeah, yeah, that's really cool. Yeah.

BA **Brad Audet** 5:44
That allows you to do, you know, thinsetic audiences, hypothesis evaluation. Simple researches and you know just being able to adjust, let's say the last 10 years of all the Mazda brand data has been extraordinary in terms of understanding really quickly where we have kind of gaps and how we can react to those gaps. And you know it it. Cuts off a lot of time in terms of, you know, going out and trying to make that assessment. Without that tool, and then the other piece of it is things like asset creation, audience development, media distribution and being able to take the intelligence that comes out of the AI and then quickly apply it into the marketplace into test and learn environment. And so the two of. Them start to work in collaboration and there's an automatic optimization process there where in the past when you looked at full journey optimization, it took a lot of work. From a lot of people to be able to do that.

M **Mariana Peneva | Institute for Real Growth** 6:42
Mm hmm.

BA **Brad Audet** 6:44

In addition to what we're doing with the open, we're also moving some of our digital platforms into the Adobe environment. We already have a number of different Adobe products, but you know we're moving our website to AEM and we're we're also looking at the journey optimizer and some.

Other tools that they have, and those are all you know, very AI driven.

As well in terms of their ability to do analysis and and predictive.

M **Mariana Peneva | Institute for Real Growth** 7:13

Mm hmm.

BA **Brad Audet** 7:15

Outcomes and things of that nature.

So I think it's.

Relatively pervasive.

But I don't think you know what AI is not hasn't is is not going to replace humans or human intellect in the way that a lot of people want to try to characterize it.

I look at it as more of a augmentation to actually make humans better, to really get the unlocked potential.

M **Mariana Peneva | Institute for Real Growth** 7:40

Hmm.

BA **Brad Audet** 7:43

Of the human brain to work differently.

So that's the way that that we've kind of approached it.

We haven't really said at Mazda.

Hey, where can we apply AI as much as it is?

What are the problems that we need to solve and then how can we best and most efficiently address those problems?

M **Mariana Peneva | Institute for Real Growth** 8:03

Very interesting. And if you think about the industry you're in, do you feel like you're

on par with the rest of the industry?

Do you feel like you're ahead of the industry? If you have any insight on that?

BA Brad Audet 8:17

Well, I think in there are certain situations where Mazda is ahead of the industry. And I would say that's largely in the data sharing between Mazda and its retailers. I think other manufacturers have had a challenge in creating that.

That kind of data sharing agreement and we have a bilateral data sharing agreement and that really gives us the ability to create a 360° view of our customer, and we've actually developed.

M Mariana Peneva | Institute for Real Growth 8:38

Yeah.

Mm hmm.

BA Brad Audet 8:49

A program where we have built.

A partitioned CDP for everyone of our dealers.

So they are automatically collecting first party data and we can do audience optimization and and as you can imagine, having all of that data plus all the marketing transaction data.

Really, I think gives us an opportunity.

I would say that you know in other in other areas in macro, I would say probably.

M Mariana Peneva | Institute for Real Growth 9:13

217.

BA Brad Audet 9:18

The likes of the larger organizations are further ahead than us in certain ways, but. What I found surprising recently is.

When we did meet with Adobe, who has done a number of very large installations across the number of multinational automotive companies, they made several references to the fact that we're much further along in, in many areas. So, so that that made us feel good.

M **Mariana Peneva | Institute for Real Growth** 9:41
OK.

BA **Brad Audet** 9:44
But I think as an automotive industry overall.
All I think.

M **Mariana Peneva | Institute for Real Growth** 9:55
Hmm.
Mm hmm.
Yeah, yeah, yeah, yeah.

BA **Brad Audet** 10:04
They are a bit.
As marketers, the category itself is a bit behind everybody else.

M **Mariana Peneva | Institute for Real Growth** 10:11
Yeah. OK. And and where do you see it going?
Like what are the future opportunities that you see when you think about AI and marketing, but also AI marketing in your category?

BA **Brad Audet** 10:22
Well, I think AI is going to play a much more dramatic role in a number of areas.
So let's just take customer experience and satisfaction, right?

M **Mariana Peneva | Institute for Real Growth** 10:29
Mm hmm mm hmm.

BA **Brad Audet** 10:30
That's one of the areas I run with our customer call center and you know our e-mail chats and things like that.
Write anything they have to do with any kind of customer inquiry or satisfaction related issue and they think there's a number of things that can be, you know, were a way or AI can be used to.

Do one of two things.

Help better address customer complaints more quickly and more thoroughly. At the first time.

M **Mariana Peneva | Institute for Real Growth** 10:57

Mm hmm.

BA **Brad Audet** 10:59

It can reduce some labor costs by doing certain tasks or prioritizing or scoring. You know, the incoming complaint so that it's more effectively routed.

But I think we're the real power is in the aggregation of millions and millions and millions of pieces of data and trying to figure out where we can do better problem solving.

Customer explanation further upstream, more meaningfully right.

So I do think that there will be an application there. The other thing is is you know, in a world of a software defined vehicle or connected vehicle there's you know, you know, 10s of terabytes of data that are generated all the time on these vehicles, right and.

M **Mariana Peneva | Institute for Real Growth** 11:25

Mm hmm.

Yeah.

BA **Brad Audet** 11:41

How you go around, how you go about assessing all of that data and looking for opportunities based on customer behavior?

Within all of that data.

It's very difficult to do right now with humans and and, you know, would be difficult to do in the absence of AI.

So I think those are situations where you could actually add value to people's lives more meaningfully.

And I think AI will play a very important role if you think about the future state 10 years from now. I mean in a software defined vehicle, the car very much could become a biometric device similar to a wearable like an Apple Watch or something where.

You know it could.

It could be taking your blood pressure through a video camera in the mirror. Could be looking at your weight and your body mass index.

M **Mariana Peneva | Institute for Real Growth** 12:24
Yes.

BA **Brad Audet** 12:28
There's a lot of different things that it could do, you know, to kind of add value in your life. And obviously AI would play an important piece of that.
I think you know the jury's out on autonomous driving, but obviously a lot of that has to be driven by artificial intelligence because the computing power of that is so extraordinary. But.
I think in our current administration.
In any kind of significant innovation in our in our category is probably going to slow for a little bit.

M **Mariana Peneva | Institute for Real Growth** 12:58
Mm hmm.

BA **Brad Audet** 12:59
Particularly electrification and things like that, but I do think in any type of situation where there's a large amount of data that needs to be.
Computed, understood and sites need to be gathered where you know you could bring a better satisfaction to customers, provide more value.
I think it's gonna. It's gonna be it's gonna become pervasive.
I think the issue is though is you. You have to have.
The output and the value that comes from the AI, but then it also has to be measured and evaluated through the lens of a real person, right?

M **Mariana Peneva | Institute for Real Growth** 13:39
Yeah, yeah.

BA **Brad Audet** 13:39
And so I think those two things, those two things need to work together at Mazda.

You know our purpose is to enrich life, enrich lives.

Right. And so when we think about that, we think about how do we maximize human potential, right?

And that all comes to the kind of value that you can provide people in their lives, in their experiences and the things that we do. And so our ambition is to use AI as a tool.

To help accelerate that, and I think a lot of people think of AI as being substitutional, and it is a tool.

M **Mariana Peneva | Institute for Real Growth** 14:14

Mm hmm.

Totally. Yeah, I wanna.

I wanna get your opinion on something. So in one of the conversations, one of the Cmo's he shared that he's genuinely worried about the delusion of the brand. And he said if we're all using the same type of tools and the same, you know, algorithms and we.

Been in the end, we're all gonna end up with, like, vanilla creative and content.

How do you feel about that one?

What's your view on that?

BA **Brad Audet** 14:45

Yeah, I mean, I can see both sides of that equation, but I would say the importance of brand is probably more important in this era of AI than it's ever been in the history of mankind.

And I'll tell you why.

Because AI is going to default to reading masses, amounts of information and creating a prediction for the customer, and the only way that you can overcome that prediction is to have some type of decision biased or brand biased.

So I think right now.

We need to actually strengthen what we stand for and why we stand for what we stand for, so that we have a fighting chance against the algorithms, you know, predisposition towards leaning a certain way.

So what I say to my teams all the time is that if a recommendation comes up for one of our competitors in a Google search.

M **Mariana Peneva | Institute for Real Growth** 15:30

Yeah.

Yeah.

BA **Brad Audet** 15:39

What we have to do is have create a moment of pause with the customer to say.

I'm not sure that that car that they've recommended is actually right for me.

I had my heart or I was thinking about a Mazda and therefore I want to do more investigation.

I mean, we have to be able to delay it or find an opportunity to intercept that customer at the right time.

M **Mariana Peneva | Institute for Real Growth** 15:56

Oh.

I like that.

BA **Brad Audet** 16:03

So I think this gets back to, you know, when you talk about humanized growth, right is you need to understand the relationship of the consumer to.

To the output of the AI and then what role can brands play in intercepting and guiding that? So This is why I think it's really important and clear that everyone understand what your brand purpose is, what your corporate purpose is and how you're delivering that purpose.

M **Mariana Peneva | Institute for Real Growth** 16:16

Hmm.

BA **Brad Audet** 16:31

In the world at Mazda, you know, we very much believe enriching lives, which includes taking care of people, moving them forward in their lives, giving them better opportunities. You can't get that through artificial intelligence.

Or algorithms? I mean that's people helping people, right?

And so that that's really where we want to focus our energy.

M **Mariana Peneva | Institute for Real Growth** 16:48

Yeah.

Yeah. Yeah. OK.

And let's also talk about the the leadership part. And I mean for some business leaders, AI is very exciting.

For some, it's also a bit like. I mean, they're a bit afraid, I would say or a bit confused on how to navigate that.

Where do you stand on AI like?

From 1:00 to 10:00 in terms of here.

BA **Brad Audet** 17:12

Well, like I said, I I think it's.

I think it's a tool and it's a tool that can help help you do things quicker more efficiently.

M **Mariana Peneva | Institute for Real Growth** 17:16

It's a tool, yeah.

Mm hmm. Mm hmm. Mm hmm mm hmm.

BA **Brad Audet** 17:23

Certainly can get a higher degree of effectiveness because the the ability to.

Analyze, anticipate, get multiple variations quicker. It enables all of that, but I also don't think that you know AI.

M **Mariana Peneva | Institute for Real Growth** 17:33

Yeah.

BA **Brad Audet** 17:42

Is not going to replace human creativity.

M **Mariana Peneva | Institute for Real Growth** 17:47

Yeah.

BA **Brad Audet** 17:47

And and I think as a society, what we've got to look at is we need to shift the narrative from.

Replacement to augmentation, right?

M **Mariana Peneva | Institute for Real Growth** 17:56
Yeah.

BA **Brad Audet** 17:56
So making the human better, not replacing the human.

M **Mariana Peneva | Institute for Real Growth** 17:58
Yeah, yeah, yeah.

BA **Brad Audet** 18:00
And so I think when you when we, you know went to our leadership team and our CEO and gave them a demonstration of the power of the open, they were blown away right about the insight, the speed.

M **Mariana Peneva | Institute for Real Growth** 18:10
Mm hmm.
Yeah, yeah.

BA **Brad Audet** 18:14
Very. You know how fast it was.

M **Mariana Peneva | Institute for Real Growth** 18:16
Yeah.

BA **Brad Audet** 18:17
All of the.
All of the magical things that come, you know, with technology.
So you know, on the surface, you know it, it causes people's wheels to turn in terms of the potential, all of the various things that you can do, right.
So I do think it's we're kind of going through what I would say is a enterprise technology transformation right now. And on one hand you've got.

The folks leading the.

Transformation are very technology.

It centric and it's all about how the technology creates you know, let's say simplicity.

How the technology is, you know, really becomes the hero in the equation. Then the

other hand you have like me, you know who is saying well, wait a second.

M **Mariana Peneva | Institute for Real Growth** 19:01

Mm H.

BA **Brad Audet** 19:04

It all is, you know, serving the benefit of the human right.

So the benefit has to be focused on the value to the human.

M **Mariana Peneva | Institute for Real Growth** 19:09

Yeah, yeah, yeah.

BA **Brad Audet** 19:13

To the customer, nobody cares what the technology platform is behind it or how you're using data to anticipate customers.

M **Mariana Peneva | Institute for Real Growth** 19:20

Yeah, yeah, yeah.

BA **Brad Audet** 19:22

You know, behaviors and things like that. But I think in you know certain customer experience situations, if you are able to anticipate a problem before the problem occurs and you can help someone smile versus somebody frown, you know, a smiling person is contagious, right? And other people will.

Smile because of that so.

You know the world gets gets a little better. One smile at a time.

M **Mariana Peneva | Institute for Real Growth** 19:44

I go down.

And how do you stay up to date yourself with all the developments?

I mean, there is every week there's something new, there is a new tool.

I mean, you did mention WPP, of course, in the open AI.
So I'm just thinking like how? Yeah.

BA **Brad Audet** 19:59

Well, I think for me personally, there's a couple things.

M **Mariana Peneva | Institute for Real Growth** 20:12

Hmm.

BA **Brad Audet** 20:12

Into their business than their clients, business and workflow and things like that.
So that's one thing and you know they have very exceptional relationships with
Adobe and NVIDIA, Microsoft, Google.

M **Mariana Peneva | Institute for Real Growth** 20:25

Yeah.

BA **Brad Audet** 20:25

So there's that.

I think the other piece is through our partners.

I mean, we have regular meetings with Google on what's happening and their
innovative innovation development, the likes of Adobe, Salesforce, these kinds of
things. And then obviously there are all the industry conferences.

Things that are published by the Ana and things like that.

I mean, it is challenging sometimes because it's such a pervasive.

Kind of conversation right now to really understand where the truth lies. May I give
you a perfect example? Last time I was sitting the other day, I was sitting across the.
From dinner at the WPP board, dinner from the CEO of Reddit and I said, hey, you
know, I was in.

M **Mariana Peneva | Institute for Real Growth** 21:05

Hmm.

BA **Brad Audet** 21:08

AI was in a discussion with Gartner.

Umm the other day and we were talking about AI and how he influenced the Google algorithms and different things like that.

M **Mariana Peneva | Institute for Real Growth** 21:13
Mm hmm.

BA **Brad Audet** 21:21
And they were basically saying that.
You know the the the Google Reddit marriage is over, right?
And and it's so that they talk to the CEO and the CEO is like it's never been stronger, right.
And we've changed the construct of the relationship.
And here's what's happening.
So somewhere within those two things is the truth.
Truth right? Then, as a marketer, you try to figure out, OK?
Well, where does that truth lie?
The Reddit person has a particular point of view that they want to try to assert, right?
Gartner's trying to be objective, but maybe doesn't have the most or current information and such, right?

M **Mariana Peneva | Institute for Real Growth** 21:56
Yeah.

BA **Brad Audet** 21:58
So I think the the challenge in all of this is we need probably need an AI application to tell us where the truth in AI lies, right?
Because it's not very, it's not very easy to ascertain that right now.

M **Mariana Peneva | Institute for Real Growth** 22:08
Mm hmm.
Yeah, yeah, absolutely. OK.
So if you think about the study that we're doing and, you know, imagine you're in Cannes and we're presenting the findings, what do you hope to hear like what it is that you as a CMO feel like you need to know more about or how can this study? Be helpful to you.

BA Brad Audet 22:28

Well, I think I don't think that we've really created a marketplace of idea sharing around best practice or risk so far right from a marketing standpoint. I mean, there's a lot of ad hoc points of view, but there's nothing there to really talk about it in aggregate kind.

M Mariana Peneva | Institute for Real Growth 22:37

Mm hmm.

BA Brad Audet 22:45

Of where the trends are and and the lessons to be learned.
So I think understanding you know where the predominance of.
Of application is and then also understanding where there's.
Where there's potential risk, as I can imagine that there's probably a number of brands out.
Hey, we're going all in on this and and made AI an agenda item versus saying, OK.

M Mariana Peneva | Institute for Real Growth 23:07

Mm hmm.

BA Brad Audet 23:10

What do I need to strategically solve? And then is AIA tool to help solve it?

M Mariana Peneva | Institute for Real Growth 23:13

Yeah.

BA Brad Audet 23:15

It all depends on where you put AI in the decision making equation. I think so I think for me that would be a good piece of it.
And then I think at some point in time as an industry, you know, whether it's the Ana or.
Some other governing body, I think we need to come out with some principles and understanding to ensure that there is a degree of transparency, that there is a commitment to truth.

And that there are some standards in the way that.
AI is applied.

M **Mariana Peneva | Institute for Real Growth** 23:48

Yeah, I'm saying.

BA **Brad Audet** 23:49

Like so, one of the things that I've actually appreciated with some of the work that one of our European competitors are doing is that they've actually put a notation. On their AI generated ads, which I thought was interesting.

M **Mariana Peneva | Institute for Real Growth** 24:03

Yeah.

BA **Brad Audet** 24:04

So you know, and I think if you're the thing I was wondering about is if, let's say you're doing that at scale, you're making 400,000 social assets a year.

M **Mariana Peneva | Institute for Real Growth** 24:06

Yeah.

BA **Brad Audet** 24:15

It's it's despite the fact that you have human intervention to evaluate it from a QA standpoint.

Something's gonna slip through the cracks.

So do you.

Do you anticipate that and do you disclose that right so that so that it it alleviates any potential issue. The other thing is too is and I you know I wonder like with the implications of replica you know replicating different intellectual assets and and things like that because?

If they're AI created, then who actually owns them?

M **Mariana Peneva | Institute for Real Growth** 24:50

That's a good one, yeah.

Yeah, yeah, yeah, good one.

BA **Brad Audet** 24:52

Alright, so I think those are some of the things that as an industry, we're gonna think about.

M **Mariana Peneva | Institute for Real Growth** 24:53

Yeah, yeah, yeah.

It's interesting.

You're raising this topic because I didn't hear that much about it in the conversations yet.

So it feels like that's not really top of mind for CMOS yet, even though it should be.

But yeah, yeah, OK.

BA **Brad Audet** 25:06

Right.

M **Mariana Peneva | Institute for Real Growth** 25:09

Anything else that you think is important for us to know, but I didn't ask you about if you think about.

BA **Brad Audet** 25:17

No, I mean, for me the biggest thing around AI from a consumer lens is just the trust and transparency.

Because there is no truth and I think right now we live in a world where it's hard to tell what the truth is anyways, right?

M **Mariana Peneva | Institute for Real Growth** 25:24

Mm.

Yeah, yeah.

BA **Brad Audet** 25:31

So I do think that we have to have some, some principles that don't intentionally.

M **Mariana Peneva | Institute for Real Growth** 25:35

Mm hmm.

BA **Brad Audet** 25:38

Don't intentionally manipulate people's thoughts or attitudes or feelings in a particular direction.

If they're not able to, you know, find out what's real or not real.

So.

M **Mariana Peneva | Institute for Real Growth** 25:55

Yeah. OK.

Oh, thank you so much, Brad.

BA **Brad Audet** 25:57

Alright.

M **Mariana Peneva | Institute for Real Growth** 25:58

Yeah. Thanks a lot for.

BA **Brad Audet** 26:00

Alright, well well, someone on the team be spending out some correspondence at some point about the.

M **Mariana Peneva | Institute for Real Growth** 26:01

For sharing your perspective.

And yeah, we'll be in touch.

BA **Brad Audet** 26:09

The Sunday event at Cannes or.

M **Mariana Peneva | Institute for Real Growth** 26:11

So The thing is, until tomorrow the registration is open for the current cohort and then there will be comps coming out for everyone who wants to register.

BA **Brad Audet** 26:18

OK.

M **Mariana Peneva | Institute for Real Growth** 26:22

So I think it should be like within a week or so, it should come out. Yeah. Nice.

BA **Brad Audet** 26:24

OK, perfect. All right.

That'd be great.

All right.

I look forward to seeing you soon, OK?

M **Mariana Peneva | Institute for Real Growth** 26:28

Good. Thank you.

And yeah, seeing you there. Thanks Brad.

BA **Brad Audet** 26:30

Thank you. OK.

M **Mariana Peneva | Institute for Real Growth** 26:31

Bye. Appreciate it.

BA **Brad Audet** 26:31

Have a good day. Alright bye.

□ **Mariana Peneva | Institute for Real Growth** stopped transcription