

Transcript

March 3, 2025, 4:03PM

🎧 **Eva Linderborg | Institute for Real Growth** started transcription

E **Eva Linderborg | Institute for Real Growth** 0:03

Thank you very much for taking the time to to talk with us.

We are working on a study currently as we always do with the IRG.

We have various topics that we explore and of course AI is a big one at the moment and in particular the topic that we are looking at is how CMOS operate ***.

ETS we call for humanized growth in the era of AI and we're working with Google on this project.

We've been doing this already now for a while and we're using these interviews again as a way to kind of explore various perspectives.

Find best practices.

Discover what are the main challenges in the area of marketing and AI.

All that type of thing.

So if it's, if it's OK with you, I would like to just sort of get started with an open conversation around this.

SS **Sean Summers** 0:47

Yeah.

Absolutely.

E **Eva Linderborg | Institute for Real Growth** 0:51

OK, fantastic. So so maybe let's start pretty broad and in your personal experience within your organization within MercadoLibre, how is marketing currently leveraging AI to drive business growth?

AI and Gen.

AI Facebook.

SS **Sean Summers** 1:04

So we are not leveraging Gen. AI that much.

Let me qualify that answer a little bit.

And why is that?

Because we are still very much focused on leveraging AI.

In our business and slight difference, you know we've been doing AI traditionally on machine learning AI for over 10 years in every single area of our business.

We have fantastic results.

And even from a marketing point of view, we still find a lot of opportunities and, you know, innovations.

Optimizations you know, in traditional AI and that's why we haven't spent a lot of our energy.

We have it there.

We test a few things. I do believe that it's gonna be transformational, but and I do believe that I think that sometimes being too focused on the business as usual.

Take some energy of what that could be. In our case, it's a good problem to have because you know, we're lucky enough that the traditional AI is still giving us some so much benefits, you know? So but.

In terms of Gen. AI, I would say that we started with some of the basics. We'll always start with some of the basics.

You know, we are very much a performance marketing driven organization.

We do a lot of branding, but still with a performance marketing kind of mentality and we started with some of the basic things. You know we run bottom of the funnel campaigns at scale.

It, you know, look, some of the basic things like Google Adwords, believe it or not, we do a lot of Google shopping. And Google Adwords was the first version of Google.

And we still do.

You know, put some investments there and we still find, you know, that's still we found like 10% you know improvements in in conversion rates in Google Adwords. She's a 20 year old kind of product I used to by by using Gen. AI and we start with the basics which is that one and everything has to do with push notifications and SMS.

E **Eva Linderborg | Institute for Real Growth** 3:06
Mm hmm yeah.

SS **Sean Summers** 3:18

How can we better personalize?

You know I need to and do more iterations on the text, so everything that's been text advertising, Google Adwords, SMS, I'm pushing notifications.

That's where we started.

We saw it as a very simple use case.

E **Eva Linderborg | Institute for Real Growth** 3:34

Yeah.

SS **Sean Summers** 3:34

And we put some energy.

Yeah, like a year ago and with very good results, which is, you know like 10% improvement in open rates on an e-mail or a push notification in the case of a Google Adwords.

E **Eva Linderborg | Institute for Real Growth** 3:40

Mm hmm.

SS **Sean Summers** 3:46

Similar numbers in terms of conversion rate improvements, but having achieved that like a year ago, I haven't seen a lot of other things that we have done, you know, for the reason that I mentioned before. But I think that the idea as we move forward, you know this.

Year is to put more energy.

I think that we're gonna move from focusing on better creativities and more.

It iterations on the what I call the other the words. The wording part of marketing.

You see how we're gonna do with wording?

Plus images and I'm not sure if this year we're gonna get to video. You know that everyone gets, you know, how marketers they get excited about your videos. They don't like this play advertising. They don't like, you know.

E **Eva Linderborg | Institute for Real Growth** 4:35

Yeah.

SS **Sean Summers** 4:36

Search ads we get excited about that stuff because we measure everything. So I think adsia the idea is how do we get, you know, more iterations on tests, you know these and make choices about how to prove our campaigns, adding the word side of of marketing to the image side of marketing and if we're lucky, we might get to.

E **Eva Linderborg | Institute for Real Growth** 4:40
Yeah.

SS **Sean Summers** 5:02
Video at some point in the second-half of the year. But if we have to leave video, you know to next year I I am fine with that.

E **Eva Linderborg | Institute for Real Growth** 5:04
Yeah.
Yeah. So it's really more about really the optimization, I guess right now optimization of copy optimization of of imagery.
And not yet. Let's say the creation of content, let's say.

SS **Sean Summers** 5:17
Create well, but they go hand in hand because I was going to clarify that it's about how do we create more copy.

E **Eva Linderborg | Institute for Real Growth** 5:22
Yeah.
Oh yeah. OK.

SS **Sean Summers** 5:30
In a scalable way, and that allows us to test instead of one version 5 versions and you know constantly be iterating and the other thing is you know we used to do that stuff, but because it was done by a human being, they would once a quarter let.

E **Eva Linderborg | Institute for Real Growth** 5:31
Yeah.

SS Sean Summers 5:44

Say if I'm lucky, once a quarter, probably once or twice a year, they would say, OK. Let's go back to revisiting all our campaigns. You know, on display at what changes would we do to creativity?

The thing here is that I don't want an analysis asking the question.

I want the bot to constantly be asking the question how to improve create the creativity you know, do the five AB testing, you know ABCDE testings and you know selecting the the the.

The next one.

So I think that we are in that phase, but still starting from additionally important distinction, we are not asking Gen. AI to start the process.

What I mean is you know the create the process not started by Gen. AI.

These formats by definition are very simple, because they start with, you know, images and with metadata from a listing that you know it's easy to to do. It will be interesting to see if at some point we brief to start a campaign from scratch.

Which I think we're not there yet when we move to video, I think that the first approach is gonna be more about Luke.

E Eva Linderborg | Institute for Real Growth 6:50

Mm hmm.

SS Sean Summers 6:57

This is this are our video campaigns. How many iterations?

How would you?

How would you tweak?

You know the creative a little bit here and there so that you adapted to the medium and to the user, OK.

E Eva Linderborg | Institute for Real Growth 7:05

Existing. Yeah, yeah, yeah.

SS Sean Summers 7:11

I think that that's gonna be whatever we test back end of this year or next year and.

I still don't have in my mind.

An idea someone is with you or let's start from scratch with Jenny. I'm not there.

E **Eva Linderborg | Institute for Real Growth** 7:25

No.

SS **Sean Summers** 7:25

The other area where I'm putting a lot of energy and a lot of pressure on the team is on media planning and this is I I think it's gonna be interesting for your study.

We moved out from using traditional media planning tools from agencies like over a year ago, and we gave that task to our data science team and using traditional AI.

And I think that team.

And so they have full control of that, and that's mostly for.

Online buying.

Less so for offline in offline that we still rely on the you know tools that an IPG or publishing. So whoever us but you know the North Star is you know for us to take full control of the entire planning process using traditional AI. And I think that.

E **Eva Linderborg | Institute for Real Growth** 8:05

18 season.

SS **Sean Summers** 8:16

The next iteration of improving that media planning process involves Gen. AI.

That is one of the areas where I have asked the team to put energies this year because I think that this, you know, it's a lot of money that we're spending there and probably you know, if I see any small improvements the same way that I've seen them.

In bottom of the final beans that would have a massive efficiency impact for us.

E **Eva Linderborg | Institute for Real Growth** 8:43

Yeah. And how has this transition been to moving that media planning more internally?

Have you are there?

Are there certain learnings that you've had in terms of moving that into the internal team?

SS Sean Summers 8:54

Yeah, I I I guess you know our approach has always been you know I think applies to any tool that we do.

We start using the tools from the big guys, but at some point we decide not to trust the big guys in the sense that look, everyone has their own self-interest. You know we, you know, we we're lucky enough that we have the scale.

So we're the biggest client for Google, for Meta, for Tiktok here in the region. OK. And at some point, we had to move out from there. Actually some models from there.

Oh, you just give me all the data. I will optimize.

They love their black boxes.

We hate their black boxes, OK?

E Eva Linderborg | Institute for Real Growth 9:32

Mm hmm.

SS Sean Summers 9:33

So we've done that all the time and I think it was the the same approach once we did it with Google, he said.

OK.

Yeah, we did it here for traditional performance.

Campaigns. Then we moved into the branding campaigns in U2 and everything.

And we created our own metrics.

So instead of talking about rich frequency CPM, we talk about effective contacts and what it means is that we've been testing whenever possible and online. We've been able to test it. You know we.

Test what does it take?

You know, maybe to convince Eva, you know, to do something, you know, to change consideration, you know, on on mehlle. And we've learned that, you know, it's different, you know, it might be 3 impacts in Facebook or two impacts in Instagram or five in YouTube or so instead.

Of talking about reaching frequency as a common thing.

We try to normalize by creating our own metric called effective contact and that means that you know an effective contact in. As I say you know, Facebook requires 3

impacts while an effective contact in Instagram is only two.

While in so. In that way it has really helped us, you know, to do a much better integrated media planning and all all based on.

On true impact on the brand metrics.

The other thing where we meet where we meet.

The both elements, you know the branding elements and the performance element is that we're very much focused on incrementality.

So we're still not there on incrementality on branding, but we are fully there on incrementality on any investment that we do performance and just for the sake of argument, because it works more or less like this today, like half of the money that we spend we spend in.

Branding halfway point in performance marketing.

Bottom of the funnel, all the bottom the 50% is bottom of the funnel. Everything is based on incrementality. And I go back to as believing in ourselves and not in their black, you know, in the our partners black boxes and we've learned like a lot in terms. Of incrementality, or the lack of incrementality which traditional you know, campaigns in Google, Meta and Tiktok.

E **Eva Linderborg | Institute for Real Growth** 11:55
And what do you mean with incrementality?

SS **Sean Summers** 11:55
So.

E **Eva Linderborg | Institute for Real Growth** 11:57
Explain that to me so.

SS **Sean Summers** 11:58
So. So we did that.
You know it's not.

E **Eva Linderborg | Institute for Real Growth** 12:00
That.

SS **Sean Summers** 12:01

You know, it's not just about the you go. Let's go back to our campaign in Google Shopping, OK?

E **Eva Linderborg | Institute for Real Growth** 12:08
Mm hmm.

SS **Sean Summers** 12:09
Yeah, we have.
You know, let's say forsake of the argument last last click attribution, OK.
You know the simplest 1, which is already old fashioned, OK.
I spend this money.
You had 100, you know, 1000 clicks and you know 100 conversions. You know here you have.
So you have also about 10%.

E **Eva Linderborg | Institute for Real Growth** 12:29
Mm hmm.

SS **Sean Summers** 12:31
That's what Google admitted.
Want to make you believe?
Now the question is, how do I know that you know those transactions were genuinely incremental as opposed to cufflink would have happened anyway, even without that?

E **Eva Linderborg | Institute for Real Growth** 12:43
Right, right. Right, right. Yeah.

SS **Sean Summers** 12:45
So we created our own, you know, versions and we do a we run a lot of incrementality tests with each of these partners and suddenly you figure out that, well, actually, yes, they create, you know like.
100 transactions, but if I have invested zero in Google or in meta in Tiktok, I would have gotten 15.
So the way it works is I I don't credit Google or meta for the 50 I would have gotten

anywhere, so it's a much more of an acid test.

I only recognize them.

It's fifty that our test show that our true incremental transaction.

E **Eva Linderborg | Institute for Real Growth** 13:18
Right, right.

SS **Sean Summers** 13:19
So all of that feeds back into the.
You know optimization algorithm because the moment that I take, you know these 50 transactions from Google, I'm not recognizing them.

E **Eva Linderborg | Institute for Real Growth** 13:27
Yeah.

SS **Sean Summers** 13:30
So they don't go back into your kind of.
Model. So your Ross wasn't really 10, he was 5.
So I'm gonna create you for five, and I'm gonna optimize my campaigns assuming that you are delivering 5 to me, not the ten that you would tell me.
So that mentality really forces you constantly to be, you know, challenging all the aspects of you know, what type of campaigns you're running, how you measure them, what's the creative that you're using. So and all of that we can do. So far we've been able to do using.

E **Eva Linderborg | Institute for Real Growth** 13:59
Yeah.

SS **Sean Summers** 14:07
Traditional AI think that the next evolution of most of them.
We have an element of Gen. AI.

E **Eva Linderborg | Institute for Real Growth** 14:16
OK.

SS Sean Summers 14:16

But we are lucky.

You know, we are lucky. Why?

Because the nature of our business forces 10 years ago to go down these routes.

What's the thing? If you're a traditional marketer?

Most of what I've told you, you don't have the tools, you don't have the scale. You don't.

You're still relying on the black boxes of these guys.

So what happens and what that means is that we you haven't found.

Yeah, it's great because you can measure the performance of the campaigns, but it's very hard to truly optimize them and to truly scale them.

So you know you don't have like a single rule there. So suddenly they talk to you about Gene AI and they tell you, oh, Gene AI is gonna bring you a 10X or 100X.

No increases in impact or in productivity or whatever and everyone's looking, you know, for Golden Goose.

E Eva Linderborg | Institute for Real Growth 15:05

Mm hmm.

SS Sean Summers 15:06

My challenge with that is that at least here in my country, we don't believe in shortcuts and we know having been in this journey for 10 years, there's there no silver bullets, you know, with Gen. AI. And I think at market years are gonna find the hard way.

I'm sure that everyone is gonna have one success case.

Oh, I did.

You know the Coca-Cola where I had a a million versions of the Govt grades.

That's one ad, OK.

E Eva Linderborg | Institute for Real Growth 15:31

Mm hmm yeah.

SS Sean Summers 15:32

That's it.

Scale. You know, in a cost effective way to do all your marketing.

So for me, the question over the next two or three years is who moves away from who can prove that they use Gen. AI, not for sporadic success case. Let me probably doesn't have a great ROI into something that they they in and day out it's having a. Positive impact on on your overall marketing initiatives?

E **Eva Linderborg | Institute for Real Growth** 16:02

Yeah, OK. OK, clear.

And so in terms of the things that you are doing 'cause, you're obviously taking a lot of these things in house and you have your own ways of doing things at MercadoLibre. But so if you look at the relationship between marketing and other functions, for example taking.

These things on board what are some of the most important partners for you to be able to do this type of whatever kind of sort of tech development?

Who do you work with and how do you work with them?

SS **Sean Summers** 16:29

So we are lucky that we have a massive developer team, so we have like 20,000 developers.

And within that, we have a AI team.

E **Eva Linderborg | Institute for Real Growth** 16:42

20,000.

SS **Sean Summers** 16:43

That yeah, we have to do 1000 and we hire like 22 between 2 and 4000 engineers every every year.

So we we're very aggressive.

See, we we we truly believe you know that we are a technology company.

That technology makes a difference. So.

That's why I always, you know, give a lot of caveats on my answers, because I do realize that the nature of my business is very different.

I used to work in Pepsi, so if I were still with my Pepsi, I was having a conversation with police. Call with someone in record.

The area is totally different, so yeah, I am lucky. But you know how much of my experience can be?

E **Eva Linderborg | Institute for Real Growth** 17:20
Yeah.

SS **Sean Summers** 17:24
Replicated when you have 20,000 engineers across the board, when your the level of expertise on AI is significant.
Where I can draw? I wouldn't say that I have lots of resources dedicated to marketing on Gen. AI, but you know I can knock on the door and say guys I need channel 20 engineers to help my engineers, you know, go down this route. So it's a Lu.
That most of the companies don't have.
So we do have that let's let's start with.
You know, going back in history, because I I really believe that why I'm bullish about Gen. AI and why I'm not concerned about being late to the game in marketing is because I know that we are starting from a solid based on traditional Gen. AI, sorry on trad.

E **Eva Linderborg | Institute for Real Growth** 18:10
Yes, I am.

SS **Sean Summers** 18:11
AI and you know that process, I know those methodologies, you know, make it much easier to scale.
I have there 250 engineers only dedicated, you know, to actually. Now it's like 300 engineers only dedicated to marketing projects.
So on top of that, I can rely on resources across the the organization. That's part number one of how we keep improving our marketing tools and our marketing strategies using our own technology people. Then the second element is that a lot of my marketing teams are super integr.
With the product teams, so let's talk about Gen. AI used in the product, OK.
I didn't mention this at the beginning, but we are a big retail company, very similar to Amazon, but we are also a very big fintech company, OK?

So we we have a digital bank that is huge and we have an acquired business that sells, you know, a payment solutions to market.

E **Eva Linderborg | Institute for Real Growth** 19:15
Hmm.

SS **Sean Summers** 19:17
So we've when we started this Gen. AI.
Journey within the company, we decided to focus on low, low hanging fruit when it comes to the product on shopping.
How can we improve our catalog?
You know Gen.
AI has been super useful because we have all the metadata on on on all the listings.
How to improve those listings that has a directing, but even though it's not a marketing initiative, it has a direct impact on the efficiency of my campaigns?
Why? Because better listings end up being better conversion rates.
And that has a massive impact on the the the returns on any campaign that I do on performance marketing.

E **Eva Linderborg | Institute for Real Growth** 19:58
Mm hmm.

SS **Sean Summers** 20:02
So catalog improvements teaching part second.
Prod reviews, you know, go to.
Any app like this one and you know on a popular item you have 5000 reviews, 10,000 reviews.
What do I do with that? You know, at some point he's like, other than the star system, it's useless.
Well, you know what we use Gen. AI to synthesize.

E **Eva Linderborg | Institute for Real Growth** 20:25
Yeah.

SS **Sean Summers** 20:29

Synthesize. You know, give me the top five reasons why I should buy this product.
Give me the top five reasons why I shouldn't.
All of that improves the listing that improves the conversion rates.
Thus it helps.

E **Eva Linderborg | Institute for Real Growth** 20:43
Yeah.

SS **Sean Summers** 20:44
So I would say that lots of work being done on improving the quality of our listings
as an enabler to to marketing second area, lots of focus on improving. Sorry.

E **Eva Linderborg | Institute for Real Growth** 20:57
And quality of listings.
Sorry, just quality of listings.
You mean specifically the products that you're selling listed on like the other
websites where people review them? What do you mean?

SS **Sean Summers** 21:04
No, no, no, no.
We believe it or not.
Look, this is a.
This is an unsexy business.
This is about I can have the Nike shoes, the coolest Nike shoes you know on Earth.
And the way I displayed on the information that I I put in in the listing, everything
has an impact on the viewability and the conversion.

E **Eva Linderborg | Institute for Real Growth** 21:15
Mm hmm.

SS **Sean Summers** 21:28
OK. If I let's say that you know we we both have.
You know the same product and we have the same method.
You know size and color and you know reviews and everything. If you use half of the
information you're listening because you think that it's cooler to have like, you know,

a more minimalist listing, you are losing the power of the other 50% of the information you lose.

It and that has an impact in Sao there is a is is yeah it's a prior description you have to make sure in the end.

E **Eva Linderborg | Institute for Real Growth** 21:53

So you just mean you're like product description?

That's what you mean with listing.

Ah, OK, say system, OK.

Sorry, no, because the word listing is not.

I didn't realise what you meant, but you mean the product description I can.

SS **Sean Summers** 22:01

No, no, no, that's.

E **Eva Linderborg | Institute for Real Growth** 22:03

I'm with you.

I get you. OK.

SS **Sean Summers** 22:04

Yeah, but the description look, this business is like swimming is like cycling is like Formula One.

E **Eva Linderborg | Institute for Real Growth** 22:07

Yeah.

Yeah.

SS **Sean Summers** 22:12

This is not about massive innovations.

We occasionally have one of those, it's.

E **Eva Linderborg | Institute for Real Growth** 22:15

No, no. It's like the small changes.

Yeah. Yeah, yeah, yeah, yeah, yeah.

SS Sean Summers 22:18

Exactly. The small changes that.

Help you to show Eva. You know the most relevant listing you know at the moment that you make the search because if I show you the right information and and even though these two listings look the same, if I'm showing first the one that it's the worst option.

E Eva Linderborg | Institute for Real Growth 22:29

Mm hmm.

SS Sean Summers 22:41

For you, I am hindering the chances of you converting to a sale. OK, so.

E Eva Linderborg | Institute for Real Growth 22:45

Yep.

SS Sean Summers 22:48

We're constantly, you know, people think that I I look at the listing, I say, well, it's a listing.

You know, it's like finding a product on a shelf. The amount of technology I'm I'm thinking that goes into how to showcase that product.

E Eva Linderborg | Institute for Real Growth 22:57

Yeah.

SS Sean Summers 23:00

What information goes in?

What information doesn't go in in which order you show it and everything? And The thing is that all that information.

Informs the algorithm into how relevant that product is or isn't for your search.

And there's a massive difference between that part being listed first in the listing, then 3rd, 5th or 8th.

So that's why this is very much of A technology driven kind of marketing.

E **Eva Linderborg | Institute for Real Growth** 23:27
I understand.

SS **Sean Summers** 23:28
It's not about the creativity. It's not about the we we we do have that element.

E **Eva Linderborg | Institute for Real Growth** 23:28
Yeah. No, no.

SS **Sean Summers** 23:32
But what really drives the business is that second, just to give you a flavor of two areas.
Where outside of marketing, but they do have an impact. Second area is a lot of on internal productivity.
How can your agents you know, help our software engineers to write code much better?
We've done all of that and it has an impact, but it's much smaller than what people thought.
So there's a productivity there.
How to manage you know claims for our legal team?
We don't have a lot of claims percentage wise, but we are huge ecosystem. So we have 10s of thousands of cases. They are being managed now.
By Gen.
AI agents without the need to have lawyers.
Something very similar with the customer experience. You know, post sales, customer interactions, being managed entirely by an agent that drives productivity like crazy and where we are moving where we are just starting, it's much more difficult than what it feels is to have a shopper shopping assistant or.
A financial.
Services assistant you know.
Inside the app, someone that goes with you in the journey.
That sounds interesting.
That sounds easy.
It's super complex if you want to avoid you know the bad recommendations that I

think that that's where we are going.

To a point where you're gonna be navigating our, you know, shopping app.

You know, someday or our finteag app.

I mean, in the Fintech app, you know the the financial advisor is gonna say, oh, we see that you leave every month some money in there in your account with us.

We recommend that you invest in this fund because you gotta generate, you know, whatever a yield without you having to worry and without you taking any risk. And that's without any human interaction.

That's when it happened.

So I think that's where we are putting a lot of energy. You know, looking at the future.

E **Eva Linderborg | Institute for Real Growth** 25:29

Hmm OK, I see.

And if that's what?

The future looks like what's 'cause? I only see we only have one minute left.

SS **Sean Summers** 25:35

No.

E **Eva Linderborg | Institute for Real Growth** 25:36

What's the kind of support that you need to get to that future?

Is that sort of natural progression that's happening?

SS **Sean Summers** 25:43

Technology resources and and the ability to test a lot and the culture to test a lot, which fortunately we do have. So if I'm honest, we have everything together as I tell my team. It's a matter of priorities.

Clearly, priorities are important. When we look at all the options and I go back to the comment about people looking for silver bullets, which you know, marketers looking for silver bullets which don't exist.

Even when they do exist, I think a lot of people get excited about use cases.

They're very cool and they're, you know, you had to go and talk about it, but they don't have a meaningful impact on business. And the way we think about using.

E **Eva Linderborg | Institute for Real Growth** 26:21
Yeah.

SS **Sean Summers** 26:23
Let's be very clear and very thorough at the beginning of the process as to asking the right questions and of all the things that we could do, why would we choose these three to start with and based not on my personal interest or how cool it is but. On what do we think is going to be the business impact and we might be right or wrong and it's no problem with being wrong. But there's a hypothesis early on.

E **Eva Linderborg | Institute for Real Growth** 26:48
Mm hmm.

SS **Sean Summers** 26:49
That is based on business impact and obviously if there is any business impact because it changes consumer behavior.
So it starts with a consumer, but it's all about you know, what's gonna be the downstream impact of this innovation.

E **Eva Linderborg | Institute for Real Growth** 27:03
Here.

SS **Sean Summers** 27:04
And I still you know, when I read, you know, in the trade journals about these cases, they just feel more like, oh, it's interesting thing, that looks interesting in a PowerPoint or in a panel in a in a conference than, you know, true business impact and we are.
Obsessed with that?

E **Eva Linderborg | Institute for Real Growth** 27:22
It's so funny because they always say that, oh, marketers are always like as this sort of, you know, criticism of marketers, that there wasn't in, you know, interested in the new, like shiny digital thing. And it seems like what's happening again, it's like.

SS **Sean Summers** 27:30

Yeah.

But babe, I look.

I'm gonna go off topic now for a second.

Yeah, I I I discussed this with Mark.

You know, like I'm Frank with, you know, many times.

You know, I heard.

You know, doing them, I I RG years now because marketing's not, you know, doesn't have a seat on the table. OK I said.

Let's not complain about the ***** sit on the table and let's regain we lost the seat on the table because we stopped talking.

Business language and we started talking.

You know our givers, like, you know and.

The easiest way you know people, you know the sales guy, the CFO, you know they're causing dealing with the day-to-day reality of the business and you have the marketing *****.

Yeah, guys.

No surprise.

So if we can prove and I think that we can easily and that's why I like coming, you know, from a performance marketing kind of culture because and that was a big change when I came here from PepsiCo, I very quickly understood it.

E **Eva Linderborg | Institute for Real Growth** 28:19

Yeah.

SS **Sean Summers** 28:33

You know, I proved every day and mercury will never be a marketing company.

They will never recognize that we are marketing.

We are product company great. I I always tell my team.

Don't ask. You know, for the PAT on the on the back because you do have that happen.

Don't listen to what they say.

Look at what they do and every month they're giving us more money for marketing.

That means that we're delivering results for them and as long as that happens, I don't

need to, you know, to get the public praise or anything like that.
So I think that if marketers were to go back to the basics and prove that day-to-day impact on the business, the seat on the table is gonna be there.

E **Eva Linderborg | Institute for Real Growth** 29:13

OK.

Great. Thank you, Sean.

SS **Sean Summers** 29:14

Anyway, yeah. Pleasure.

E **Eva Linderborg | Institute for Real Growth** 29:16

This was a this was a 30 minutes of absolute.

Sharing of wisdom which is very, very helpful and I really appreciate it.

SS **Sean Summers** 29:23

I know wisdom or not, but you know, this is what I learned. And I'm not that wise.

E **Eva Linderborg | Institute for Real Growth** 29:26

Yeah.

SS **Sean Summers** 29:27

But it's like we try a lot.

Yeah. It's like we're very critical and we try to learn new things all the time. And to unlearn old old tricks.

And I think that's the secret of.

E **Eva Linderborg | Institute for Real Growth** 29:37

Well, you know what The thing is, though, I'll be honest.

So I've done a few of these interviews now already, and Marianas done. You know, some 30 or whatever but and obviously it's just at the cusp of course of of everything that's happening.

But I I will be honest.

I think most the marketing leaders that we actually speak to have a bit of a similar attitude to you as in they're like, look, we're trying it out. We're figuring it out like

they're not.

None of them have said, listen, we're going all in on Gen. AI and that's the only thing we're gonna do.

You know every I think everyone also realizes that it's definitely much something that's in.

In development and that it still needs to play out what the real benefits are gonna be and how people we use it so.

SS **Sean Summers** 30:11

Should I be late?

You know, sometimes, you know, this fear of missing out, which is guys, these things are gonna take years, you know, to materialize into something that has impact.

E **Eva Linderborg | Institute for Real Growth** 30:19

Yeah, yeah, yeah. No, I I agree with you. OK.

SS **Sean Summers** 30:21

So no big deal.

E **Eva Linderborg | Institute for Real Growth** 30:25

Thanks, Shawn.

SS **Sean Summers** 30:25

OK.

E **Eva Linderborg | Institute for Real Growth** 30:26

Thanks for your time.

SS **Sean Summers** 30:26

Thank you very much.

Take care.

E **Eva Linderborg | Institute for Real Growth** 30:28

Have a good day. Ciao. Bye.



Sean Summers 30:29

Bye bye.



Eva Linderborg | Institute for Real Growth stopped transcription