

Simon Miles Final Transcript

[00:00:00] **Andy Murray:** Hi, I'm Andy Murray. Welcome to It's A Customer's World Podcast. Now more than ever, retailers and brands are accelerating their quests to be more customer-centric, but to be truly centric, it requires both a shift in mindset and ways of working, not just in marketing, but in all parts of the organization. In this podcast series, I'll be talking with practitioners, thought leaders and scholars to hear their thoughts on what it takes to be a leader in today's customer-centric world.

[00:00:48] Hello everyone and welcome to today's episode of It's A Customer's World. Today I'm excited to have with me a returning guest and my British friend Simon Miles. Simon is the Vice President of Global Omnichannel Commercial Strategy at the Coca-Cola. Now in full disclosure, I've been working with Simon since I believe October of last year, exploring how Coca-Cola can better understand and leverage this rapidly evolving space of retail media networks through a global lens.

[00:01:20] In those early conversations, the idea emerged of getting deeper insights on how this space is evolving from other industry. And that led to the collaboration with the University of Arkansas, Walton College of Business, and their efforts to better understand how the industry sees the promise of these retail networks, the reality of where we are today and what is needed in the future.

[00:01:43] Their findings were recently published in a white paper you can find in a link in the show notes. Today, we'll hear Simon's take on this journey and how some of the insights from the white paper apply to his work at Coca-Cola. Hey Simon, welcome to the show.

[00:01:59] **Simon Miles:** It's great to be here again. Thanks for inviting me back.

[00:02:02] **Andy Murray:** Yeah today's gonna be a lot of fun. It's been a long journey to get to this point, but I'm excited. What I'd like to do is start with you introducing yourself and sharing a bit about your career journey that's led to this role you're in today, and a bit about what your role entails.

[00:02:20] **Simon Miles:** Yeah. Thanks. So as you said in the setup, I lead our omnichannel customer work at Coca-Cola.

[00:02:26] But it has been quite a long and circuitous route to get there. When I look at my career path, it's probably not one that you would write down at the start of your career, but it's been a fantastic journey. And I think some of the things that, that enable me to do the job I've got now, that I've been with the co-killer system 16.

[00:02:41] I've done a number of different roles through that time including things like shop marketing, which I think really taught me around, customer journey planning and those kind of things, which I still use today. A lot of the thinking behind that. I spent time in the customer management team here in the UK on customers like Sainsbury's and others.

[00:02:58] And I think part of that helped me to understand, collaboration, customer leadership, that kinda area. And certainly then when. Moved into and more digital roles, which held for on and off the last 10 years or so. It's given me a lot deeper understanding of, how you execute in the modern world, the pace of change, keeping up with that and how again, you collaborate with customers like Walmart International, for example, which I was on our Walmart international team for a number of years.

[00:03:23] So lots of different kind of experiences and roles, but all of them I think are contributing and helping me do the role I have.

[00:03:29] **Andy Murray:** Clearly there's some themes in that seems to be relevant to what you're doing today. Like how do you get collaboration? Clearly the shopper marketing world is changing, but has so many good principle tenants.

[00:03:42] That you learn through experience that seems to be really relevant to today's world. You're in an interesting role as you see the commercial space between brands and retailers from a global perspective, and let's talk about that for a second. What surprised you most when looking across nine different operating units you engage with?

[00:04:03] **Simon Miles:** Yeah, I think actually the biggest surprise probably. The similarities, it was how similar the discussions were, when, whether you're talking to, our team in India, whether it's in Latin America, whether it's in North America or Europe. Actually the fundamental challenges were, we're trying to solve are the same, and we had a call not that long ago actually, where we were talking a lot about some of the work was going on in North America, which is fantastic, and my colleague from the India team, Hey, I thought you were

talking about India. So it just shows you how common sort of some of the stuff is.

[00:04:34] And I think it's, it is just the case of us trying to work together to be more consistent, I think, around what our approach is because I definitely think it's gonna help everybody. So I think that was the key thing, was actually not so much about differences, but about similarities that people are facing.

[00:04:49] **Andy Murray:** Yeah, that's really interesting.

[00:04:51] I think from a North America chair, we often look at Asia as being so much more advanced in some of these technologies and I think what you find is yes, in some ways in terms of tactics and execution, the organizational impact, the, how you collaborate, what does it look like in terms of workflows and such seem to be more similar than we probably.

[00:05:13] **Simon Miles:** Yeah I completely agree with that. I think it's easy I think look over the garden fence at what everybody else is doing and assume it's better or more advanced or whatever. And the reality is there's pockets of great work everywhere, and there's pockets of areas that are underdeveloped everywhere.

[00:05:27] And that's why I think the whole collaboration. Thing is so important because only by doing that can we all learn together. And we are certainly taking that. And I think that's not just internally where there are still, to a degree, even though we're pretty networked as a global organization, we've still got, silos that are working.

[00:05:46] Don't necessarily connect, communicate as well as they could in other areas. And I, from what I'm understanding, I think the same is true also within, within retail organizations where you have that silos that are still a challenge even in today's pretty interconnected.

[00:05:59] **Andy Murray:** That certainly was my experience at Walmart in Asda is that these are big organizations flying at the speed of light and being able to stay connected through communication and leveraging technology to do that.

[00:06:11] And workflows, it's a constant challenge for retail and cpg and probably something is underestimated in terms of trying. Drive change when you're in such a rapidly changing space. Yeah. Thinking of that a bit, how you, as you look at the world of CPG beyond Coke and reaching shoppers via

omnichannel, what do you see are the big opportunities and challenges for some of the bigger brands?

[00:06:36] Maybe international brands like Coke.

[00:06:39] **Simon Miles:** Yeah, I think I think we've touched on a couple of them. I definitely think that whole kind of silos, silos within your organization is a big challenge. How you think about the amending your processes and updating your processes, the way you work together and more collaborative with your customers.

[00:06:54] Keeping the consumer in mind is definitely, I think one of the big challenges as is the speed of change that, that you referenced there. I This thing is moving fast, right? I. We've been looking at it for, a couple of years or so and wow, it's amazing how many more organizations are, revolutionizing the way they do business and building out capabilities.

[00:07:12] And so keeping on top of that, I think is a massive challenge. And therefore, I think the opportunity goes with that is around upskilling. , there's a huge, my view, there's a huge sort of educational piece to this, which is I think of it in almost three levels really.

[00:07:26] One is how do you make sure that your senior leadership are really on top of it? Understand what it, what the implications might be. And then what about the people who are hands on doing this work, working in the digital space and others with customers. And then, what about everybody else in the organization?

[00:07:41] It'll have an impact no matter what part of the organization you're sitting in. So it's important to bring them on the journey with us. And so I think, those definitely are two of them, but the other one I'll throw in the mix, I think is about data and making data count, if you like.

[00:07:55] Because I think we've all got lots of data, but it's not necessarily connected. It's not necessarily always transparent to the pieces of the business you need it to be. And again, that's even more complex than when you start to think about, the customer data that the retailers have and the consumer data that perhaps some of the brands have.

[00:08:11] And so that. Ability, the opportunity to collaborate, I think around data in particular is a really big one. So I think those three are probably the biggest areas that I see right now. But there's, huge opportunities I think around

education and collaboration that should really get us where we need to get to around it.

[00:08:26] **Andy Murray:** Speaking of education, you were instrumental in initiating the guidance and guidance to the University of Arkansas's Walton College of Business Research work into retail media networks and the recently published white paper. What were you hoping to accomplish by being involved in this effort?

[00:08:44] **Simon Miles:** Yeah, I mean it's it's been a fantastic project to be to be part of. I think, very simply it was about a better understanding of this space because the reality is there's lots of literature and there's lots of articles written, lots of content, and. Really what we were looking for I think was a balanced academic approach.

[00:09:01] And so that was something we thought was different and that would really cut through some of the noise in this space. And of course, the University of Arkansas that we, that we've been working with they've got a proven history here. Working with suppliers, retailers, they've facilitated stuff.

[00:09:13] I think if I. Mistaken a few years back on R F I D, which was a really big sort of breakthrough in that sort of supply chain space. And so they've got a lot of competency, a lot of focus around this kind of whole space of retailers and how they connect them to the supplier community. So they seem to us to be an ideal partner to really get that understanding of, Let's talk to a whole.

[00:09:34] Range of people, who are experts, a more senior audience perhaps, and get a balanced view. So it was really a piece that was just gonna fuel our understanding in the space and help us understand what do we need to do then to make this right and get this right.

[00:09:46] **Andy Murray:** I couldn't agree with you more on the literature.

[00:09:48] Many of the pieces I read really do a great job of articulating the promise of what could be done. And a nature of a world that is more relevant, consumer experiences and so on and so forth. But, What probably gets underestimated or underreported underwritten about is a candid look at the difficulty, the dive that's in front of organizations with so much change.

[00:10:12] You've read the white paper, What are your initial reactions to the findings?

[00:10:16] **Simon Miles:** Yeah, it was a good read actually. It was super useful to, to get that collective thoughts, if you like, of senior execs from. CPG and retail together. And I think there were a couple of things really.

[00:10:27] I I think what came through quite strongly was this notion of this pretty wide sort of cross industry support about the promise of what a retail media network could be. Things like, the use of first party data, closed reporting that, it handled. Can deliver a fantastic shopping experience for consumers.

[00:10:45] And of course, in the end, they're the bosses that we're all working for. And so that came through I think quite strongly. But of course, what also struck me was the piece that was the section really looked at about what the reality is and the reality is pretty messy right now.

[00:10:58] We're in the middle of this kinda innovation towards the promise, but there's so many challenges. Some of them we talked about already around, upscaling how do you build more efficient ways of working, that sort of organizational silo piece. And then the measurement capabilities, are not quite there yet, or they're at least very different in terms of, some organizations are pretty good in that space and pretty strong.

[00:11:19] Some are not so much and it's a development area. Some of them are, willingly sharing, others are not. So there was lots to go after in that space. But I thought what was great about the paper. That having laid that picture out of promise and reality, it was then, okay, what's the journey look like then?

[00:11:34] How do you get through this to bring the promise to life? And it was talking about, collaboration. It was talking about transparency and consistency across the industry particularly around Even simple things like definitions or standards. That was for me, some of the standout things when I first started to look through it.

[00:11:51] **Andy Murray:** Yeah. What it is interesting, what, the thing that struck me from the white paper is just how many retail media networks are being launched. I read somewhere, 600 are now already in play. And the unintended consequence of that is if you are a brand owner, CPG marketer and trying to harmonize all of those opportunities and where it's completely different way of working different metrics to get used to and understand it's not an easy space.

[00:12:21] So I think. Putting my older retail hat on you see your, you as a retailer in the market, in the cpg, but sometimes don't understand the complexity

that these bring, that still needs to be worked through and will get work through. But it's it's not an easy process to. To sort all that out from a technology perspective.

[00:12:44] Dashboards being able to see, where's my investment working, where can it be improved? Those are those are levels of complexity that have just been exponentially amplified in this space. What do you think is needed for stakeholders and not just, cpg, but. You look at the consumer, you look at the retailer, you look at the cpg, what are some of the things you think are really needed for stakeholders to realize that promise of more relevant consumer experience and value creation for the consumer?

[00:13:16] **Simon Miles:** Yeah, I've been thinking long and hard really since, since the white paper got published. You know what it is we really need to do because one of the key things I think is that no one company's got the solution to this. That, that came through loud and clear.

[00:13:27] And I think what you were just saying is right. There's a lot of complexity here, but I think, and I've started to form a little model in my mind, which is Seven Cs, right? Not the water thing, but seven things. The start of the So you know, the first one being consumer focus.

[00:13:42] I think that's, we've all got to remember actually the point of this whole area of development is about how do we give people an improved customer experience or consumer experience. And whatever we do has to make it better. I think for the end users. At the end of the day, otherwise it of, everything fails.

[00:13:57] But I think, the second C would be collaboration. And we talked a little bit about this, but I think it really is an opportunity to. Give a new partnership model almost for growth, which is how do we work together to solve some of these issues? E even across, non-competing CPGs and retailers or just, from an individual CPG with retailers as well.

[00:14:16] But there's a massive opportunity here to collaborate together to define how does this work properly? How best do we solve And I think, some of the areas that would, we would be looking to solve clarity is one. And I think that's about data and, platform specific data, closed loop reporting.

[00:14:30] How do we get to a world in which that's the way in which we operate, so that it's fact based. We're one version of the truth. Everybody's trying

to, solve the same issues. And so I think that's really key to get after. I also think the capability point is really important here.

[00:14:44] Upscaling, as I was saying earlier, senior audiences, people who are practitioners on the ground, as well as the kind of general folk who are working across collective businesses. Ultimately we're in this to make business, right? And so having a commercial mindset, looking for commercial outcomes, I think is really gonna be key.

[00:15:00] And I think that's where the data will help us, I think, to fill in some of the gaps that exist today. What is the ROI you are really looking for? Is that really clear? Because this is broader than just, old fashioned shop marketing metrics that you and I, Andy might have been, familiar with in the old days.

[00:15:17] That retains some relevance, but it's also now, if it's brand objectives and ROAS and that kind of stuff, how do you meld this together to get the. Sets of metrics around and be able to use those to target properly in the right solutions for our consumers. And then I think the final two, one is consistency.

[00:15:35] So how do we get this more consistent? Because a lot of these networks not equal and by any means, as you say, there's 600 of these things. So how do you make choices? As a brand in terms of where your investment needs to go and how do we help an industry grow together so that we get more consistency of of metrics and what works and what gets offered.

[00:15:54] And then the final thing I think is about conducting trials because I think. There's, it's still early days. That's, that was one of the things that came through from the white paper was this is still very early, It's a bit wild west. We don't really know all the answers. So I think it's wise to go into it with the mindset of saying, I'm gonna conduct some trials and some partnerships and some experiments here to learn as we go.

[00:16:15] And iterate from there rather than assume we can all crack it in one go. So I lot to remember that. That's I think some of the things that, that really is the things we would focus on in terms of being able to fulfill that promise.

[00:16:28] **Andy Murray:** That is excellent. I love your framing of that.

[00:16:30] And I'm hearing some of that, those themes come through and other speakers and folks that talk about this space love listening to the CPG guys cover retail media networks. They do a great job of bringing in guest and cantar

insight. Work that has a podcast I just listened to SVP of Kroger kpm their lead for this space and she was calling.

[00:16:54] Out the opportunity for consistency in language, in consistency in metrics as a way for an unlock to get more efficient growth. So it's not just, I think, the CPG community that sees that, where one retailer will have a different. Way of thinking about roas as a metric versus others, and then you're trying to harmonize those metrics across that portfolio.

[00:17:18] It's quite difficult and it slows growth. It actually slows things down when you don't have a common language and I think it's, to be honest, I do think. Retailers, some that are more mature in this space, see it clearly from my experience in the uk at Asda and working with the folks at STS Mary's and Tesco.

[00:17:35] The other thing I think that they do a good job of, and they're probably about four or five years in front of where some of the other markets are. Because of such a high penetration in e-commerce and they've been working in this space a bit longer they have developed a pretty strong mentality that they, the client.

[00:17:50] There's a client here that is the supplier and we have to really listen to how do we sort through their complex worlds and often and that's a hard mind shift for some retailers to take that position because it's always been in the buyer mode. These operations typically set outside of merchandising, and it's a different type of whole ecosystem and culture.

[00:18:13] So I feel like from what I've read in the white paper and my own conversations and having the ear to the ground to the industry, we're starting to see some really common themes that have an opportunity to be addressed at an industry level, which I hope starts to, to emerge. What. What are some of the specific actions that you'll be taking on encouraging Coke to look at as a result of the white paper?

[00:18:38] **Simon Miles:** Yeah think I agree what you were just talking about there in terms of how we need to collaborate with retailers. Cause I think It's it's part of a broader development area actually. I think around this whole kind of as ecosystems build the old notion of having, an account man go in from a supplier and negotiate everything with a buyer is dead really.

[00:18:56] I think, that's not the way to do it. I think it has to be much broader than that, much more. Cross-functional particularly in this area we are talking

about. So certainly I think, a couple of things we'll be taking from the white paper specifically on that is, how do we use this to further our collaboration efforts with retailers who want to collaborate in that way and also accelerate our internal kind of cross-functional collaboration.

[00:19:15] So that we are better prepared. We walk in with, more joined up approach in terms of not just our marketing programs what our account teams are trying to agree as well and of join those things that much better. So definitely that whole kind of collaboration piece, both internally and externally as a conversation, I've been having for a little while because of the broader piece, but specifically this'll accelerate that.

[00:19:34] I think another one is definitely increasing the education and upskilling piece in this space. To make sure that we're maximizing value, ensuring we've got the right sort of strategic approach here to reach our objectives. Cause I think done properly, what excites me the most is this can be a real accelerator on the velocity.

[00:19:52] Of growth and boy, do we all need that right now, in an inflationary environment with lots of uncertainty. I think we have the ability to be really smart and joined up and accelerate, the growth for us and our retailer partners as well. And then I think, finally, the other area that I'll focus heavily on, I think is the sort of test and learn process that we have make sure that we are sharing, we're building on best practices globally.

[00:20:14] And I was saying it earlier, that. Surprise almost of how similar everything is, no matter where you are. Just reinforce the needs for us to have a much more joined up approach and say let's learn this once and share it across the globe because everybody's gonna benefit from this.

[00:20:27] And we accelerate the learning and we build the skills and the knowledge levels for everyone much more quickly by doing it that way.

[00:20:35] **Andy Murray:** Wow. I love that. I love the approach. One of the things we don't talk about much in retail media networks and technology and such is an area that is really important to drive change, and that is the mindset required to lead through.

[00:20:50] Driving type, this type of change. It can be really disconcerting if you're trying to make investment decisions. You're not really sure, you don't really trust yourself sometimes if that decision's gonna give you the outcome

because it's new it's, you're trying new things. Let's take a few minutes and just talk about.

[00:21:07] Leadership and, the mindset required to lead through change because it is a factor in this is a great example where a big change is happening, no doubt about it. It's happening at a global level, but you can't really just work through it on laying out processes and methods.

[00:21:23] You also have to have a frame in your mind about how you're gonna approach it from a leadership perspective. So what are your thoughts on that?

[00:21:31] **Simon Miles:** Yeah, I think that's exactly right. I We've, It's interesting cause again, I think it's part of, although it's specific to retail media, networks and this sort of area, I think it's a broader piece and a broader approach.

[00:21:42] In such an uncertain time, you have to have. Growth mindset that we have here which involves things like iterative test and learn increased collaboration globally. We work very much in a networked way at Coke. We restructured ourselves really quite early on in the pandemic after the pandemic came along and thought long and hard about how do we wanna work together and what's the most effective way to do that.

[00:22:05] And part of that was about, Being happy with taking more risks, being happy that we would see more things failing. But as long as you learn from it and move on, then that's absolutely fine. And so having that kind of more open, transparent. Way of operating, I think absolutely applies to this area as well as the sort of broader piece.

[00:22:23] So we're absolutely trying to kinda live by that. And, we're very fortunate. Our CEO has been, talking about that for many years now, in terms of that's what he's expecting from us, that, if we're not taking risk, we. We're not trying hard enough, we've gotta expect to see some failures along the way.

[00:22:37] And whether that's, your innovation pipeline, whether that's technology, whether it's this kind of area, just to embrace it early, get out there and do some stuff, and learn as you go. Not everything has to be a hundred percent perfect before you launch it. You we're certainly not.

[00:22:50] Now we're near a hundred percent here. So we'll start to move on some of the things that we've, been talking about today and hope that, we can

get to the right place with the help of others. Staying focused on that, staying with learning mindset.

[00:23:00] I mean it's interesting as a sort of smaller side and my role where I'm supposed to be the in-house. I spend an awful lot of time externally focused, cuz that's where you're gonna learn, isn't it? By talking to other companies, talking to, agency partners, talking to, conferences and that kind of stuff.

[00:23:12] That's where you pick up the latest thinking. And so we definitely open minded and externally focused in that sense too. That helps us to understand and to learn more quickly. So we'll be applying all of that kind of approach, I think as we go forward on the retail media.

[00:23:26] **Andy Murray:** That's really interesting and I love the way you're looking at it from a open mindset test and learn, have that whittling is to fail fast, learn fast.

[00:23:34] One of the things you and I have talked about in the past is the importance of getting really clear on what's the outcome we want. We can get really tied up into, what we need is this deliverable. Maybe it's a playbook or maybe it is a a framework of some sort, and that's the, that's a tick box outcome.

[00:23:51] But really the outcomes in this world of change is that, Whatever we do is working and to shape that up, so to say. Actually what we want is a framework that people use that actually find helpful and to go that extra mile to understand hey, we're trying something new. Is it working, Being open to feedback and saying, You know what, You provided me some guidance and help.

[00:24:15] And boy, it made a real difference in my relationship with a retailer, my effectiveness of the campaign I ran, or whatever it is. But just continue to close that loop to say, are we getting the outcomes we want? And being willing to adjust that path along the way until we get to that outcome space. And what's your thoughts on the importance of outcome?

[00:24:36] **Simon Miles:** I completely agree. You're right. You and I have talked about this at some length. I think you have to go in thinking, I know what I'm trying to get to here. And we, we definitely have that sort of feedback loop built into the work we do. And that's one of the reasons we try and share, consistently across that.

[00:24:51] And what we have a, a phrase rather than thinking about things that are best practices and things that haven't worked. It's just. It's growth practices, right? Everything is a growth opportunity. And so even if it didn't work the way you wanted against the outcomes you set, what did you learn from it?

[00:25:03] And that's, that's what we use to, to then move forward. And, in, in this space, I think that there's a tremendous opportunity for test and learn experiments to help, accelerate that. And as we've found more similarities and differences in terms of the current state of play.

[00:25:14] It makes so much sense, I think, to, to use that kind of mindset and help us navigate through this. Cause it's complex. As we were saying earlier it's complexity on the retailer side, there's complexity in our businesses, there's lots of these things. There's over 600, networks.

[00:25:27] So just navigating your way through that. You've gotta be clear on saying, Okay, this is what I'm expecting. These are the standards I want these are the metrics I'm looking for. This is the kind of ROI I'm looking for. So the sooner we can get to those kind of things, I think we'll be in a better space.

[00:25:41] But I think we've got to try and, one of the things that this white paper, I think is alluding to is how do we try and do that as an industry? How do we get everybody onto the same page that we don't get this fragmentation and and something that's hard to navigate.

[00:25:53] We've gotta bring, reduce the complexity and bring simplicity to the topic if we can.

[00:25:57] **Andy Murray:** I agree with you. I think, the one thing I read through the white paper that I found really encouraging is the promise of being able to really use closed loop reporting and first party data to give that consumer a much more relevant experience is a really exciting promise.

[00:26:12] And the more we keep the industry focused on that outcome. That's where we're trying to go. I think the faster we'll get there and the more consistent consistency we'll see across different areas, transparency and all the elements that add value for all the stakeholders. So I'm excited. I think it's a great space.

[00:26:31] It's a great time to be in the space. I still think some of the shopper marketing principles are part of the solution in this space as we move from. The

way we've been looking at e-commerce and data and item level stuff to more of what can grow a category what are the real consumer insights.

[00:26:47] And so I hope you get to leverage some of that sh great shopper marketing background into this space of retail media networks as I'm a die hard shopper marketing guy, and maybe I'm a dinosaur, I don't know yet, but we'll find out.

[00:26:59] **Simon Miles:** Absolutely. No it's great. I just look at that as it built both for both of us.

[00:27:03] It's such a solid base to have that kinda thinking and the approach in terms of what's right for the shoppers and, what makes the transaction happen And like you, I feel very excited and positive about the potential here. Of what this promise, offers for us. I think as with all emerging spaces, it's, it seems hard to begin with and it is hard, you get there in the end and I think, I'm super excited about the opportunity to work on that for Coke and with others.

[00:27:27] I'm sure in the industry as goes on. But yeah it's an exciting space to be in and particularly, the broader kind of e-commerce space as well. There's so many interesting aspects to that. And this is just one of those dimensions that's drive, continuing to drive, I think the emergence of the e-commerce space as well.

[00:27:42] Super exciting and yeah, can't wait to get cracking on it.

[00:27:45] **Andy Murray:** You know what? The other piece I found quite interesting as you stated that way is most people I find enjoy a big challenge. They wanna be working on something big and difficult, and this definitely qualifies. And what'll be fun is to look back at the end of the career.

[00:28:00] And hopefully that's a long way off for you. Maybe not so much for me. But be able to look back and say, with the team, you've got a great team. That was a wild west, fun experience, and we did it, we solved it. We really moved the needle forward. And those are the kind of stories you talk about in your career.

[00:28:17] When you get to the other side, when you've gone through something, new, exciting and challenging. So again, Change is a great opportunity for leadership and what it does to purpose and wow, great purpose out there for an outcome that's a better experience for consumers. So hopefully

you're seeing that play through with the excitement in your teams and I think that's important for everybody to understand.

[00:28:39] Change can be a great motivator to get people excited and move forward and then have something in their highlight reel of their career that they're really.

[00:28:48] **Simon Miles:** Yeah I couldn't agree more. I think we've both got a bit of snow on the roof founding neither of us are spring chickens, but it's it's definitely one of the most interesting challenges I've had in my career for sure.

[00:28:57] Who wants the boring life? Will you repeat stuff over and over? You've gotta take on some of these challenges to figure it out because that's where the sort of satisfaction in your. Comes from, I think, in solving some of these big issues. And as you say, we've got some, we've got some amazing talent, in, in our business that's really focused on that and I'm enjoying working with them.

[00:29:12] Yeah, it gives you a real buzz I think, when you have one of these big big areas come along through your career and you say we've gotta crack this. And if we do it'll be a real legacy piece. That's the way you look at it.

[00:29:20] **Andy Murray:** I guess folks can tell why I enjoy working with Simon.

[00:29:23] A similar attitude toward life. And I think it's a healthy attitude to take on in this kind of change. I've so enjoyed speaking with you on this. I'm glad that we've, gotten to this point of being able to look at the industry in a fresh, new way and the challenges. And again, just thank you again for all the time you've spent working on trying to make change for the industry and more importantly, Taking Coke to a real space of leadership, which I think fantastic.

[00:29:48] So thanks again for the time today.

[00:29:50] **Simon Miles:** Thank you. And it's been a real pleasure to spend a bit of time with you again.

[00:29:56] **Andy Murray:** That's it for this episode of It's a Customer's World. If you found this helpful and entertaining, I would be so grateful if you could share our show with your friends, and I'd be super happy if you subscribe, so you could be updated as we publish new. And if you really want to help, leave

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[00:30:17] It's a Customer's World podcast as a product of the University of Arkansas's Customer-Centric Leadership Initiative and a Walton College original production.