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The Porsche Podcast

Transcript episode 1: Brands: Being successful and staying at the top

Guests:

Maria Sharapova, entrepreneur and exceptional tennis player

Detlev von Platen, member of the Executive Board Sales and Marketing at Porsche AG

Host:

Sebastian Rudolph, Vice President Communications, Sustainability and Politics at Porsche AG

Intro [00:00 – 00:16]

Sebastian Rudolph: Welcome to the first English episode of the Porsche podcast. My name is Sebastian Rudolph and I'm Vice President Communications, Sustainability and Politics at Porsche. With this audio magazine, we want to share an insight into the world of Porsche and deal with some exciting issues. We've set up our podcast studio today in the Porsche Museum in Stuttgart Zuffenhausen and our view looks out over the "Porsche Platz" and the Porsche statue, which features three white 911 rising into the sky. Today we're talking about brands; some of which we even take for granted in our use of language. For instance, if you search for something on the Internet, you Google it. And the top model of a product range is often described as the Porsche of its class. How does this happen – how do we get to the bottom line of the art of branding? I have invited two real experts to discuss this with me. Both are on the world stage with brands and as individuals. Maria Sharapova, the entrepreneur and exceptional tennis player, and Detlev von Platen, Member of the Executive Board at Porsche. Before we get started, let us introduce the two of them.

[01:34] **Clip:** Maria Sharapova is one of the world's most famous tennis stars. At the age of 17, she plays Serena Williams in the Wimbledon final and wins. A picture book career follows. For a whole 21 weeks, the Russian-born tennis player sits at the top of the world rankings. She wins five Grand Slam titles and completes the career Grand Slam. As brand ambassador, she has been shaping Porsche's commitment to women's tennis since 2013. She wins the Porsche



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Tennis Grand Prix three times in a row and Sharapova is also successful off the court, investing in promising startups and launching her own company. Sugarpova is the name of the candy brand with which she is fulfilling a dream. In February 2020, the exceptionally talented tennis player ends her active career. Today, the 33-year-old lives in California, where she still likes to pick up a racket in her free time.

Detlev von Platen is born in France to German parents. He grows up near Paris. At just 24 years of age, he takes over the marketing management of the motorcycle division at BMW France. In 1997 the business economist begins working with the Porsche brand for the first time, as brand director at a French vehicle importer. A few years later, he assumes the management of Porsche France in Paris, while in 2008 von Platen becomes CEO of Porsche Cars North America. In the middle of the financial crisis, the strategist succeeds in stabilising one of the most important markets for Porsche. Since 2015, the keen runner's office has been located in Stuttgart Zuffenhausen. As the Member of the Executive Board, Sales and Marketing, he pursues clear goals: electric mobility, individualisation and new forms of sales. Communication plays a particularly important role in this. Language, says the 56-year-old, is "a door to culture".

[03:34] **Sebastian Rudolph:** Detlev and I are in the studio today while Maria joins us via video call from Los Angeles. Hi, Maria. Hi, Detlev.

[03:41] **Detlev von Platen:** Hi, Sebastian.

[03:42] **Maria Sharapova:** Hello, both.

[03:43] **Sebastian Rudolph:** Maria, you have been a brand ambassador for Porsche for many years. Please tell us: what does the brand mean for you?

[03:51] **Maria Sharapova:** Well, that's a strong question to begin with. Porsche is a brand that I connect with on so many levels. Porsche is about position, about quality, about performance, about elegance, all the things that I wanted to stand for in my professional career, but also the gentle, kinder, smaller things that I wanted to stand for as a human being. So I think our worlds collided on a professional level as I played the Porsche Grand Prix in Stuttgart for many years,



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but also on a personal and familiar level with the brand, and with the people behind it. It's wonderful to be a part of this podcast. And thank you for having me on.

[04:34] **Sebastian Rudolph:** Sure. Passing the ball over to Detlev, what does Porsche mean to you?

[04:38] **Detlev von Platen:** Actually, I really liked Maria's answer. She nailed it. Maybe to complete it a little bit. Porsche is a very unique, very aspirational and very authentic brand. And it carries, I would say, three dimensions: first, it carries the spirit of the company. And it's the spirit of passion, of pioneers and of family. What we also call family culture. It carries this personality in all our products and think about performance, positivity, pure design, quality excellence ... Porsche also carries the attitudes of our customers. Life attitude, you know, about emotion, about passion, about sharing these passions. When I was a child, I had two passions: I was passionate about flying, and I looked at all the planes in the sky, and I was passionate about sports cars. And I was very lucky to get in contact very, very early with the first 911. I remember it was a magic day. I was so impressed with the clutch – the instrument so large in this car. I was very fortunate to make flying my hobby. I made myself a pilot and on the other side, kept this passion for sports cars with a chance to work for Porsche. And this is basically my job today: it is my task, my responsibility, to make sure that this very emotional, this very special brand still remains emotive in the future with all the changes we see in the world, and also that it stays relevant. That's Porsche for me.

[06:17] **Sebastian Rudolph:** Two strong answers at the beginning.

[06:20] **Maria Sharapova:** I know, I think your answer was better than mine. I think I'll give you that one.

[06:24] **Detlev von Platen:** I don't believe you.

[06:25] **Maria Sharapova:** 1:0.

[06:29] **Sebastian Rudolph:** To give you the chance to compete Maria, talking about sportiness, talking about performance and also family culture, that's maybe the clue for a very powerful brand, but maybe also a clue for being successful. You said on the court and off the court – let's



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maybe start on the court. Detlev told us a magic moment. Can you share a magic moment from your career? One where you thought, well, that was really magic and makes me a greater person/personality?

[07:03] **Maria Sharapova:** Well, I was very fortunate that I found my true passion from a very young age. I have many younger friends that are recently out of school or university that are trying to figure things out. And although they've studied many things, they're still trying to find their right path, their right future, trying to make the right decisions. I found myself to be in a very fortunate spot, where I loved what I was doing from a very young age. I loved waking up in the morning and becoming a better tennis player, and I didn't exactly know what success was. But I loved being regimented and having rituals every day, you know, adding one day to another. It was like mathematics, and I realised that the more I did something, the better that I became. It might seem boring in hindsight, but that was really the work ethic that I enjoyed. Because, you see, especially when you're young, you see little improvements and you see what a difference those improvements make to an overall career. So you put together five good days and you see, you know, maybe you pull through a match on a difficult day when you're not playing your best. Or maybe you have some physical ailments and you feel like you can't get through practice. But you do. You know, this memory comes back to you when you're down 1:5 in the third set, and you have to pull it out of the bag. I was passionate about becoming the best, becoming a champion. To be honest, I didn't frame what that looked like, but I knew that if I held the trophy over my head that it could be a good feeling. And so I carried that throughout many years. But I really enjoyed and loved the smaller moments. The moments of training, the moments with my father on the court where we'd sit down and we'd enjoy a water break, where we talked about where we came from, how we got there. You know, those moments, when we speak about a professional career, they kind of go unnoticed, because thousands of people in a big moment don't realise them. They don't see them. They don't have access to them. But those are the cherished moments that I always think of.

[09:07] **Sebastian Rudolph:** To appreciate achievements and also to love the small moments, like you said. How does this experience forge your life? Because now you're stepping into the business world. I mean, tennis is part of the business as well, don't get me wrong, but as a



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second career talking about candy and lots more, how does this give you a strong push into the future?

[09:34] **Maria Sharapova:** Well, there are many commonalities with sport and business, and when you're young, you don't realise those things and you're just hitting a yellow ball with the racket and strings and you do it every day. But when you get a little older and you get a little smarter, you realise that tennis is not just a sport, and being an athlete means a little bit more and that there are people involved, there's money involved, there are brands involved and there are opportunities involved. It's always about choosing the right moments to say yes to that, ultimately. You can make it a successful partnership or make it just intuitively the right thing to do. Over the course of my career, I've been a part of some incredible partnerships from the smallest companies to the largest ones, and what I loved about those experiences was that I was always learning like a sponge. I would soak up all these little pieces of information at every meeting because I realised that by being a professional tennis player and dedicating eight to 10 hours of the day to my sport, I wasn't very smart in all these other areas. When I would work with brands and I would work with people that were much smarter than me, I would try to pick their brains and incorporate what I learnt into business, and I think with that experience, little by little, I became more intuitive. I started making better decisions and I also just became more aware of what business was important to me.

[10:58] **Sebastian Rudolph:** Maria talked about dedication and how tennis is not only a sport: you have to have passion. I assume that working for Porsche is not just about selling cars – it's a lot more. So we created a new vision, a brand for those who follow their dreams. So, Detlev, what does this mean?

[11:19] **Detlev von Platen:** You know, brand has always been very important, and I think we're not selling any car, we're selling an experience. We're selling or delivering a promise. Of course, you had these values about performance, agility, design and people were keen on this and still the brand remains the most important purchase reason today. Of course, it starts very often with a childhood story. I saw a car on the street, and this was my dream, and I wanted to own it one day. But people have strong confidence in brands, and it will become even more important in this world of digitalisation, of tons of information. You need a North Pole: you need a brand



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that brings confidence and tells you something. We have seen, especially with younger generations in recent years, that there's also a change of perspective. Before you could say, I wanted to see how I see myself looking in the mirror. So we talked about status symbol. I want this car because it represents something for me and it gives me this image. This has strongly shifted with the younger generation where we see that people look for a purpose. They are more interested to know about the brand purpose. Why is Porsche doing this or what is Porsche doing to make the world a little bit different? We decided therefore, that in our brand communication and brand positioning, we'd offer a little bit more than values about design and performance and so on. We decided to add to this, and I believe it is very strongly embedded in the Porsche culture, what is a Porsche purpose? Why is Porsche here? And I think it started with a dream, actually, from the founder. He said, I was looking around and looking for the car I was dreaming of. I didn't find it, so I decided to build it myself. And this attitude is something we like very much – it fits Porsche, fits our values and I think we're not just talking about dreaming of owning a car. What we mean is we are the brand for those who follow their dreams, whatever the dream is. And this attitude to achieve something special because you have a dream, and to make this thing different in the world, is what we are striving for.

[13:50] **Sebastian Rudolph:** An attitude to achieve something you're dreaming of is a good description of the Porsche Tennis Grand Prix. Maria, you mentioned it. So you start at a tournament and try to win it, right? Round by round and at the end of the Porsche Tennis Grand Prix, you – as an add-on – get a Porsche as a gift, and I perceive that it's not only the money you get, it's a real Porsche. So what is the beauty of the brand for you?

[14:22] **Maria Sharapova:** I will answer your question, but I'll start with the story of how I won my first Porsche, and I remember when it arrived in California and I took it for my first drive. I went to buy something at the supermarket, and I was on my own and I parked the car and got out. There was a father and a girl, maybe in her early 20s, and I remember I got out of the car and she looked at her father and said: "Wow, she must have a really rich father." And I just remember thinking to myself, no, actually, I won this car, and you know, it took everything not to say this because those are the moments where you think yes, this car is of incredible value and it's expensive and it's detailed and it's beautiful. But behind this vehicle is the memory of



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achievement, of hard work and work ethic and teammates. I right away thought of driving the car down the ramp and holding the trophy and doing photographs in front of the car. At that moment at the supermarket I remember being very proud of that achievement. You have to wait for those moments to really realise your accomplishments. But now I forgot your question so you have to repeat it!

[15:45] **Detlev von Platen:** Let me jump in because it's so interesting what Maria is saying. You know that we're looking for new target groups and for new customers, and we're very keen for younger target groups. We're also very keen to get more women behind the wheel of our cars. We made a study and this was exactly the point. We asked a lot of women: why wouldn't you consider a Porsche? And many said this car's beautiful, I'd love to drive it. And so we said, "why don't you do it? Is this car too fast or too complicated to drive, or do you need more space?" And they said: "No, it's absolutely fine: we love speed. We love to drive. The only problem I have," one lady said, "is I believe that if I drive this car, people will think that my husband bought it for me, and this is what I don't like. I don't like this cliché." And we said to her: "Why does that matter to you? Just do it." And she said: "You're right!" and she did it.

[16:52] **Sebastian Rudolph:** Actually, Detlev stole my question because that's exactly what I wanted to ask. But your answer was good so everything is fine. Porsche is targeting the driven female. My question, Maria, was about winning a tennis tournament, which is a great victory and a magic moment. But at the Porsche Tennis Grand Prix, you get, as an add-on, a Porsche and my perception is that this is a magic moment, too. So two magic moments. Please tell us something about your victory. And what does getting a Porsche mean?

[17:32] **Maria Sharapova:** When you arrive at a tournament and you know that the winner or the champion gets a car, sometimes you don't know what car it is. So when you arrive at the Porsche Grand Prix and you have your first practice on site, the unveiling of the car is on centre court, so they usually place the car in a corner of the court, and it's displayed there throughout the entire week of the tournament. It doesn't make the pressure any easier, because every time you go on the court or you're serving for a match on the corner, you're not only serving to be the champion but also you have a chance to get through and to win this car. It's an absolute privilege to have this opportunity. It's a bonus, right? Because there's never an easy road to a



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championship and I have experienced so many different ways of arriving at a final match. Sometimes it begins with no confidence where you feel like you're not ready, but you find form throughout the tournament, and then in the end, just everything flows. Sometimes you find a challenging opponent and you have to bring out the best out of your game from the beginning. And then you just have to keep that momentum going until the end. And sometimes you arrive overly confident and you end up being out in the first round. This also happens, so you have to navigate this week and you have to make sure that your expectations are real. I came from a fairly humble background where I knew that you can have many successes, or you might have a great week, but next week the players are already training, already getting better. And you have to prove that you can be consistent and do it again, over and over. The memory of a championship is very special because you immediately think of the work that you put in. I always think of the challenges that I go through. I think of the team that's sitting next to me, supporting me. On the days that are difficult, they are the people that lift you up, that make you better. And then you get to drive down a ramp. Well, the first time I drove down the ramp, I had the brake on, which is a very embarrassing story because as I was driving, there was this sound, like a screech. But I was so excited and so nervous, I didn't hear it, and only later did I find out that I didn't remove the brake. This was my way into the Porsche family. But I laughed it off and here we are.

[20:01] **Sebastian Rudolph:** So, you fulfilled two dreams: winning a tournament and getting a Porsche that was sitting in the corner waiting for the winner. Before we continue, let's listen to some more facts and figures about the Porsche brand.

[20:16] **Clip:** Porsche is demonstrating resilience in the face of the coronavirus crisis. In the first three quarters of 2020 the brand delivered around 191,500 vehicles to customers worldwide – a reduction of five per cent compared to the previous year. China, Porsche's largest single market, has recovered quickly after the crisis. In terms of models, the Cayenne continues to lead demand. The iconic Porsche 911 was also especially popular, with deliveries of 25,400 units. Around 11,000 customers worldwide got the keys to the all-electric Taycan between January and September 2020.



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For Porsche, women have always been an important target group. Nevertheless, as part of the new strategy 2030 the sports car brand wants to place an even stronger focus on female customers in the future. At 46 per cent, China has the highest overall proportion of female customers. But in Europe markets, too, the proportion of women buying Porsche cars is high. In Russia, 41 per cent of Macan customers are women, and globally, the Macan is the most appealing model to female buyers. The Taycan is very popular with women, too. New equipment options, such as leather-free interiors, have played a role in this.

Porsche is among the best known and most reputable brands in the world. In the brand value ranking of the brand consultancy Interbrand, Porsche has increased its value consistently over the last 10 years. In its evaluation, Interbrand takes into account both the profitability of a company and the roll of the brand in the purchasing decision, as well as the strength of the brand. Apple has been in first place for several years.

[22:09] **Sebastian Rudolph:** Detlev, Porsche climbed up and now belongs to the list of the most valuable brands in the world. We've talked a lot about sports and about learning from others: what can Porsche learn from brands like Apple, Google or Amazon?

[22:25] **Detlev von Platen:** I mean, we're very proud about this very strong global brand presence. It's desirable everywhere, but it's never a given. It takes years and years to build a brand, and it takes very little time to destroy one. So we are very, very careful about the brand – it is the biggest asset we have. And of course, we are always making sure that the brand maintains its desirability, and we look around. And, yes, Apple is certainly one of the most valuable brands in the world. And last week I had the chance to talk to Phil Schiller: a guy I have known for many, many years from my time in the United States. Phil Schiller is the CMO, the marketing chief of Apple. He started working for Apple at the very beginning, with Steve Jobs. I respect him a lot, and he has a good sense of branding. I asked him "how do you find your recipe? How do you do this?" And he said, very clearly: "Listen, for us, it's very important that we focus on customer experience and customer experience needs to be simple, not complex, just simple, intuitive. That's a very important point. The second point is we need to focus, and this is something which is very strong in our company. We cannot be everywhere and we do not want to be everywhere. We focus on very few things, but when we do focus, we do it perfectly.



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Customer centricity is very important: not only trying to understand the customer and their wishes and how they're changing, but also making sure that we create some excitement." And that's the reason why, when they're launching products, you have this crazy excitement of people waiting there and going to the shop, sleeping there and making sure that they are the first to open it. What impressed me when I talked to Phil was the simplicity of his words. It was not something complicated in explanation: make a brand simple, make it intuitive, close to the customer and create excitement around this.

[24:35] **Sebastian Rudolph:** Detlev talked about the recipe for success and of branding. Maria, in February, you were a guest shark on the U.S. TV show "Shark Tank", where start-ups present their ideas to investors. How do you decide if a business has potential?

[24:53] **Maria Sharapova:** I think it comes down to a few important details. I really, truly believe in the people behind companies and the founders. I sometimes think that is more important than the idea itself. And that's an experience that I take from my previous career. It's still pretty strange to say that, but I always relied on a team that I would be comfortable with when I was losing or when I was not doing well, because those are the people that ultimately make you a champion. Because I think it's really easy to win with anyone, you know, anyone can celebrate well and open a bottle of champagne. But it's the people that you're comfortable with during the toughest moments that matter, because you understand their character, you understand how they're able to turn things around. And in business, I think it is such an important quality to be able to pivot when things are not working well. I'm very interested in companies. You mentioned the "Shark Tank" experience. I invested in a fitness accessories company that a married couple started. A woman and a guy who just had this idea of designing the coolest new fitness accessories. And since then, they are a multimillion dollar business, and not just because of the concept and because, aesthetically, it was very pleasing, but because of these two people. Like every single week, I have a call with them and they're so, as Detlev just said, focused, and not going in so many different directions. They've done well with one product, and they consistently drive this product and maybe grow it into different markets but they're not always thinking I'm going right here, left here. Maybe in this market they want a different product just being so focused driven on what they're working on. So I was really attracted to that innovation, to being



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different. I guess that's the spirit of entrepreneurship. That takes us back to the story of the founder of Porsche. He wanted a car that he just couldn't find. And the spirit of "well, why can't I just make something that I don't see in the marketplace? Why can't I be innovative?" I think that in today's society we are given tools that maybe we haven't seen for many years, and so it makes it easier, but it also makes it more competitive because so many more people have access to very similar things. Persistence is very important because so many entrepreneurs have this feeling that they've done well for a couple of years and then made one mistake or they find business is not doing well and they think that they're done. But this is life – it takes years to build something. You go through ups and downs and so many people are impatient: they're impatient with their ideas, they are impatient with their investments. They want a return on investment so quickly. I'm not entirely sure that that's the right spirit to have if you're in a business-oriented entrepreneurship mindset.

[27:48] **Sebastian Rudolph:** So it's all about focus. It's about pioneering spirit and keeping going; taking risks on the court, hitting the forehand as a winner, long line or cross court and also in business.

[28:02] **Maria Sharapova:** And some errors in between.

[28:04] **Sebastian Rudolph:** For sure. Nobody is perfect, but in the end you have to make the final shot successfully. Maria, you said you climbed the highest mountains and you saw very deep valleys. So how does this help to shape a brand or shape a start-up to be successful?

[28:27] **Maria Sharapova:** I think it starts with perspective. I think it starts very much at the beginning. When you are a young brand and you're very ... you're a bit green, you think you know everything but you really don't. I actually think that's the most fun time, perhaps partly because you're given the opportunity to make mistakes. I think when you're a brand at a high level and when so many people know you all around the world, it is then that tweaks are much more noticeable. But when you're young, that's the time to explore the market, explore your consumer, explore distribution. You can really understand what works and what doesn't. It's your own playground. The first few years are when you should be able to make mistakes. You can make mistakes, but so many people are afraid to. When I do many interviews, people ask



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me, what do you regret from your childhood? What could you have done differently? And I say that all the things that I did imperfectly were actually the moments that shaped me. They shaped my future, they shaped some of the decisions I made later. When you go through low moments in your career, whether it's business or whether you're an athlete, the way that you handle them from a very early age sets you up for how you handle them further down the line. It can be a completely different experience. But I think the characteristics that you build during those times really shape your future and the decisions that you make later.

[29:56] **Sebastian Rudolph:** That is an inspiring mindset. Detlev: we are talking about the evaluation of a brand. Apple, Porsche, the top of the top. How much pioneering spirit, how much start-up culture is digestible or is needed? What is the right path to go down for a brand like Porsche?

[30:18] **Detlev von Platen:** Well, you're talking about valuation of a brand and valuation is a very complicated thing, but I think at the end what counts is how you answer the question "what is the inspiration of this brand?" What is this brand able to do in the future, to change the future and to grow? It's about the potential behind the brand: not only what it has done in the past, but also how good this brand will be in the way it adapts as the world changes. It must inspire people, give confidence, and be the North Pole. And that's the reason it's so important that we are not relaxing after all our successes. Porsche has been very successful over the last 70 years, but we need to make sure that we always restart the process and consider what we can do better in the future? To do this, I would personally say you need three things: first, you need to be honest – by recognising where you have weaknesses and when you don't have all the strength you need to be competitive, attractive or desirable. Be honest. That's very important. Second, I think you need to be bold, and have great vision. You want to transform the world, you see your role, you can make things happen. That's where the purpose comes, right? And then you need to be brave: courageous in making sure that your ideas can be executed. Be honest, be bold with your visions, don't focus too much on the impossible and be brave in the execution. And this means, very often, taking risks. This is why I personally like to get in contact with start-ups because there is this attitude. You find it very often with young people. We shouldn't forget it, and we should never lose it, even as we age. It is good for us to stay in contact with these



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guys, because they are very curious: they look around and they're ready to think differently. That's so important, to think differently, to think out of the box. They're not saying it won't work because of a particular reason. Instead, they're saying it might work because of a particular reason. This entrepreneurship, I think, is something we need. This pioneer spirit is something we have at Porsche, even if we are a 70-year-old company. We are still young, and we need to make sure that we don't lose this spirit. Having worked for Porsche for the 22 years now, I see many, many people with this. They leave in the evening asking themselves what they have changed to make Porsche better or more successful, without being afraid to lose. This is something I admire. When I look at athletes like Maria, you can fail or lose, but you never give up.

[33:12] **Maria Sharapova:** In order to be different, you have to take those chances. You have to be fearless and the sense of wanting to stand out and being different from the rest of the pack, I think there's something very brilliant there. But you have to take those chances. You can't just keep doing everything the same thing, every single day. As Detlev said, you do want to go to sleep at night and think what are the small little measures that I made in order to be unique, in order to be different? And being fearless is one of the best qualities that you can have as an athlete because it's almost like it's giving up being smart, because if you were smart, you would just do things that you're familiar with every single day – things that you're comfortable with. So you almost have to be a little stupid to be brave, and to take those chances.

[33:57] **Sebastian Rudolph:** Now I want to play a little game with you, Maria, and you, Detlev. Both of you have a special connection to Porsche, as this Podcast reveals, and we want to know how deep that bond goes. I would like you to listen to some engine sounds. They come from different decades and are, in a way, symbolic of the "Zeitgeist" with which the brands change. So each of you knows one of the engine sounds very well. Let's see if you can guess the right models. We'll start with you, Maria. I'll now play a sound ...

[34:30] **Maria Sharapova:** I'm not sure, if this is a fair advantage here. I'm speaking to two experts.

[34:35] **Detlev von Platen:** I will let you win.



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[34:36] **Sebastian Rudolph:** You have to be brave.

[34:40] **Maria Sharapova:** I haven't had this much pressure since February.

[34:45] **Sebastian Rudolph:** Which is cool. Enjoy it.

[34:59] **Maria Sharapova:** If this is not a 911, I don't know. I give up.

[35:05] **Sebastian Rudolph:** Full points. Perfect. Yes, Maria.

[35:07] **Maria Sharapova:** But this is not what my car sounded like when I went to get coffee this morning.

[35:12] **Detlev von Platen:** Oh, yeah? Is it water-cooled or air-cooled?

[35:15] **Maria Sharapova:** Oh, no, I think, I lose a couple of points.

[35:22] **Sebastian Rudolph:** Now Detlev deserves a hammer hand forehead from Maria, right? Let's see, Detlev, whether you know your engine sound. Please, listen.

[35:50] **Detlev von Platen:** Sounds like a V8, but I'm not sure.

[35:52] **Sebastian Rudolph:** Yeah, V8 is good and the nine is also in it. So it's a 928. But please tell us what this special edition of the 928 means to you.

[36:04] **Detlev von Platen:** I'm very ashamed now. I have this car in my garage, I drive it almost every week. So I could recognise it ... almost. I said it was a V8, a beautiful car. This was a car launched in 1977. It was supposed to succeed to the 911, believe it or not, and became "Car of the Year" in this year. It was very innovative in its design. If you saw this car today, especially from the exterior design, you would believe it's a very modern car. Maybe it was too early in its time. Beautiful car. Beautiful GT for long roads. I have a 928 GTS. So this is the reason why I didn't recognise the sound maybe. No, beautiful car but fortunately it didn't succeed to the 911, which is still our icon today.

[36:55] **Sebastian Rudolph:** Thanks, Maria and Detlev, for the moment.

[36:58] **Maria Sharapova:** So I win. I just wanted to clear.



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[36:59] **Sebastian Rudolph:** So you win? It's 1:1, right? So we need a tiebreak. Right now, it's your turn, listeners. So every brand has its origin and the first successful product. And this car here has this special meaning for Porsche. Do you know to which model this sound belongs?

[37:34] **Clip:** Porsche AG is giving away a tennis record by the brand "head", signed by Maria Sharapova. The competition will run from now until the release date of the next Porsche podcast episode. Simply send an email with your answer to our question to podcast@porsche.de. Porsche will choose the winner from all correct entries. Anyone aged 18 or older may take part. You can find the entry details in the Porsche Newsroom at newsroom.porsche.com/podcasts, along with a few clues. Good luck.

[38:15] **Sebastian Rudolph:** So good luck to everybody. I hope you recognise this sound and, yeah, well, time flew by. We have almost reached the end of our podcast. We learned much about branding, the deeper sense and the sportiness. The passion you need to move things forward or, at the end of the day, say, okay, there is something valuable that I contribute. So now it's time for the conclusion, Maria and Detlev. Maria, maybe I can start with you. How can a brand stay successful? Even if we look forward 10 years from now?

[38:52] **Maria Sharapova:** My suggestion is to always be ready to reinvent yourself. But also bear in mind that reinvention takes time. I mean, I feel like I'm in a similar position, if I can make that comparison. I did one thing for 28 years of my life and when I think of the future, I immediately ... you know ... something inside me wants to jump to the next thing and immediately create something new and exciting and successful and brilliant. But I always look back to my past and my past career. It took more than 10, 15 years to become successful, and even then I needed to continue with my success. So being patient is very important. But also, reinvention and thinking focused, being present, being honest and real. All those qualities I'll carry over to the next chapter.

[39:46] **Sebastian Rudolph:** Detlev, what about you? What's your recipe?

[39:48] **Detlev von Platen:** Maria said it perfectly. I think you need to be able to reinvent yourself, staying true to your heritage, where you are coming from. And I would add to what Maria said by saying a brand needs to be authentic. Also, in the future. Be authentic to your



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values, authentic to your beliefs and we have to make sure that a brand like Porsche stays a brand for people: where people share passions, where people come together, enjoy and a brand that is also contributing a little bit to make this world better.

[40:23] **Sebastian Rudolph:** So these wonderful conclusions of both of you marked the end of our first English Porsche podcast. Thank you, listeners, for following us into the world of brands. I hope you enjoyed it. And if you have any suggestions or feedback, please send them via email to podcast@porsche.de. I am looking forward to our next episode and hope you will join me again. Until then, stay safe and goodbye. Thank you.