



# Cadence Bank Podcast: In Good Companies

## Season 2 Episode 8: Brand & Culture: A Case Study

On our last episode, we explored how to develop a strong brand. But it's one thing to talk about those principles, and another to put them into practice. So, on this episode, we've got a case study in the process of rebranding from a company that just went through it: Cadence Bank. That's right—us!

In 2021, Cadence Bank officially merged with BancorpSouth Bank, which necessitated a large-scale rebrand to develop a new, shared identity. But while it presented massive opportunity, the branding process was also filled with plenty of challenges. And who better to tell us every detail than the very people who did the hard work? We're bringing back the voices you heard last episode: our Tenet Partners team of Beth Flom and Andrew Bogucki, as well as Cadence Bank Chief Marketing Officer Jackie Hooper, to take us through every step of the rebranding journey—the difficult decisions, the surprising revelations and the rollout strategy that brought it all together. Plus, we'll hear from a new guest, someone who had a huge hand in both the decision to rebrand and the culture that guided the process: Cadence Bank Chairman & CEO Dan Rollins.

Through their stories, you'll hear about the ups and downs of this 18-month journey: how Cadence found the right partner in Tenet, what the research unearthed about their shared values, and the ways that Cadence differentiated from competitors. Plus, the unexpected emotions that accompanied all of it.

So let's brand together and travel from a back porch in northwest Alabama to the facade of the New York Stock Exchange to discover what can happen in the best-case (study) scenario.

### Episode Transcript:

[00:00:00] **Patrick Pacheco:** So, how many marketing professionals does it take to change a lightbulb?

[00:00:04] **Jackie Hooper:** I don't know. [Laughter] I don't know.



[00:00:06] **Patrick Pacheco:** It's not about the change of the light bulb, it's about engaging people in the conversation *about* the light bulb change.

[00:00:12] **Jackie Hooper:** That's exactly right. That's exactly right.

[00:00:16] **SFX:** Intro music comes in, then ducks underneath

[00:00:20] **Dan Rollins:** Really, a lot of times people get locked up in fear of the unknown. Oh my goodness, what's going to happen if we change our name? How's it going to react? What's going to happen...You can't start with fear. You've got to go into this with your eyes wide open, knowing that change is good and that we've got to make sure that we're doing the right thing.

[00:00:40] **Patrick Pacheco:** I'm Patrick Pacheco, and you're listening to season Two of In Good Companies from Cadence Bank, the podcast where we guide you through the forces shaping your business inside and out.

[00:00:49] **Patrick VO:** On our last episode, we talked about principles for developing a strong brand, one that's built on culture and reflects your company's values. But theory and practice are often very different, and reality presents all sorts of unexpected obstacles. We wanted to show you what a real branding process looks like--and we found the perfect case study to do it: our own. Cadence Bank just underwent a massive rebrand, and we've got the people who made it happen. Together, we'll discuss how creative decisions get made, the stumbling blocks that creep up along the way, and why it's a surprisingly emotional process.

If you listened to our previous episode, you already know Andrew and Beth from New York-based brand innovation agency Tenet Partners.

[00:01:37] **Andrew Bogucki:** My name is Andrew Bogucki and I'm the senior partner creative director at Tenet Partners.

[00:01:43] **Beth Flom:** Hi, I am Beth Flom. I am a senior partner of research and strategy at Tenet Partners.



[00:01:49] **Patrick VO:** And of course, you remember Jackie.

[00:01:51] **Jackie Hooper:** I'm Jackie Hooper. I'm senior vice president and chief marketing officer for Cadence Bank.

[00:01:57] **Patrick VO:** The story of this rebrand starts years ago, long before anyone ran a focus group or sketched a logo. But before we go any further, there's someone else you have to meet: Cadence Bank Chairman & CEO Dan Rollins.

[00:02:13] **Patrick Pacheco:** So Dan, you're kind of a big deal around here. You want to formally introduce yourself to our listeners?

[00:02:20] **Dan Rollins:** I don't think I'm a big deal. I'm just like everybody else. We come to work every day trying to take care of our customers, trying to take care of our families. We've got a great organization to work with, but I do get the privilege of being the chairman and CEO of our company and I have a good time doing that.

[00:02:32] **Patrick VO:** Even at a place like Cadence, where people are passionate about their work, Dan's love for banking stands out.

[00:02:40] **Dan Rollins:** Well, my first banking job was in 1978 when I was a sophomore at the University of Texas. And I think I had been wanting to be a banker my whole life. Banking has been there from the very beginning. And I was lucky enough to get hired as a teller at Austin National Bank in downtown Austin. And my first job after college was at a small bank in rural Texas, and I worked with them for 13 or 14 or 15 years. When I went to work for the next bank, which was again, at that time a smaller bank, we grew that bank from \$250 million when I joined to \$13 billion when I left. And I left that bank and came here to BancorpSouth, now Cadence, actually 10 years ago this month and became chairman and CEO here. And I've been here for 10 years.



[00:03:25] **Patrick VO:** Cadence and BancorpSouth officially merged in 2021 and integrated their bank systems in 2022. But that was the culmination of a long, deliberate process. Everyone involved knew this was a big deal, and they wanted to do it the right way. For Dan, that meant a focus on culture.

[00:03:43] **Patrick Pacheco:** So now the merger with Cadence was on a different scale than the other mergers that you had gone through, and I'm sure when you're looking at that, one of the things you're thinking about from the very start is fit. So what were your first impressions of the culture at legacy Cadence?

[00:03:57] **Dan Rollins:** Yeah, you're spot on with that. One of the things you worry about because our business models were different, the fear was that our bank's business models were going to be different enough where we were going to have conflict on the people and the culture side. And so it was important to us to get together. So, you got to go way back to more than two years ago now, when the management teams from both banks, the eight of us got together and spent two days together on the back porch of a rental house - that we had decided we needed to go hide for a few days. And so, we were in the backwoods of northwest Alabama at Louis Smith Lake sitting on a rocking chair, just getting to know each other better and talking to each other. And the whole purpose of that meeting was not to talk about deal prices or deal points, it was to talk about how we treat people and what culture we have and how we talk about things. And that really made a difference for us to have been able to spend some time together doing that. We learned pretty quickly that culture is very similar, that we care about people, we care about the communities we serve, we care about each other, we really want to be a great place to work. But it wasn't a clean, crisp, easy name as Cadence was. And so we said, "Well, let's go to the next step." And so we put our two boards of directors together. We said, "Okay, let's just bring everybody to have dinner together. If we can all break bread together and talk to each other, I think everybody will feel comfortable." And I got to tell you, on the way out of that dinner that night in March a year and a half ago, the board of directors that I was walking out with were all very impressed with the quality people, the down to earth nature of the folks that were there. They all felt like we're on the same team, trying to accomplish the same thing. And that really opened the door for us as two companies to be put together.



[00:05:29] **Patrick VO:** But even with a great fit, the merger required some tough decisions.

[00:05:34] **Dan Rollins:** Early on when we were talking, you have to decide who's the buyer and who's the seller and what name are we going to keep, and the different things you have to do when you're putting together a merger, certainly of this size. We actually did some polling and some market research to determine what the public thought. Both names scored very high with the community and with the public and with our customers. So that made it easier for me to say, "Guys, for us to be able to grow and prosper and get bigger in the future, there are parts of our footprint today that don't think they're in the South." And so having a geographically limiting name and wanting to continue to grow was not the right answer. And the right answer was to take the Cadence name.

But when we decided to take the Cadence name, we really felt it was important that it be new for everyone. While we took the Cadence name, we wanted it to be the new Cadence. You've heard that a lot from us. And to make it the new Cadence, that means we needed to rebrand.

[00:06:31] **SFX:** Music transition

[00:06:31] **Patrick Pacheco:** So when you first heard we were doing this, what was your first impression when you thought about this?

[00:06:39] **Jackie Hooper:** My first thought was maybe a little bit of anxiety, nerves, excitement. And after I took a step back and started to think through it a little bit, I really started to get excited because I feel like we've had a very rare and unique opportunity to participate in the development and launch of our new brand. Over the course of a marketing career, this may be an opportunity that, if you're very lucky, you get to do once, and if you're extremely lucky, it's almost like winning the lottery twice.

The second thing I was really excited about was the chance to start from scratch and to build something from the ground up. And that's not something you get to do every day either. And so it was a chance to change and adjust and to try something new. A rebranding effort of this size and magnitude is significant, and that is definitely not lost on me.

[00:07:32] **Dan Rollins:** When you look at that start over, we're talking about north of 5,000 signs on our facilities, there were literally hundreds of bank signs in the Little League outfields in the towns that we serve all over the South. So I'm not talking about on our facilities, I'm



talking about the four by eight piece of plywood that sit in the outfield of Little League fields. Those have to get changed, too.

[00:07:52] **Patrick VO:** All this was a huge undertaking. And so Jackie went looking for help.

[00:07:57] **Jackie Hooper:** Through our process to develop our new brand, we were looking for an organization or an agency that really had extensive and proven experience in development of brands for a company like ours. And so that's what we needed. We needed someone to help guide us through this process. And remember, it's not just development of our new brand; we have our normal business as usual work, all of our other initiatives and projects that we were working on for the organization. So, we really needed someone, an agency that had expertise in this area, and this is what they do day in and day out.

[00:08:33] **Patrick VO:** The right guidance can be the difference between a successful project and a gigantic mess. Enter Tenet Partners.

[00:08:40] **Beth Flom:** They had a really rigorous selection process. They knew that this was going to be a long-term relationship, if we did it right. We were going to be working together intensely and for a long time. And so you have to really like each other. So, I think that was the first place that made this successful.

[00:08:55] **Patrick Pacheco:** How do you work with internal marketing departments? What is it that makes it a good partnership?

[00:09:01] **Beth Flom:** We needed to like each other and our cultures needed to mesh, and they did.

[00:09:06] **Jackie Hooper:** We worked nights, weekends, very closely together. And so all of us working together is what made the project stronger.

[00:09:14] **Beth Flom:** And the last piece is that I think we really each understood the value that our teams brought to this process. There was a lot of respect and understanding and trust. Cadence is the expert in who they are and what their culture is and where the business



objectives are going, and we are the expert in brand and how to translate all of those things to a brand that's really resonant and emotionally connecting. And so we were able to stand back and let each of our teams do what we were best at. And that level of trust really, I think, improved the ultimate outcome and made for a great relationship.

[00:09:53] **Patrick VO:** Knowing your own limitations, finding a partner who can fill those gaps, and giving them the space and trust to deliver--these are the keys to collaboration.

[00:10:03] **Jackie Hooper:** Yeah, Tenet served as I would call the guiding light. The fact that they've done this many, many times gave us a lot of confidence. And so we allowed them to come in and help guide us through this entire process, which they did a fantastic job with.

[00:10:19] **Patrick VO:** If you listened to our previous episode, you know that the foundation of brand is culture. But to identify that culture, you need to conduct research.

[00:10:29] **Jackie Hooper:** When we started, we did qualitative and quantitative research and we were starting to understand what was rising to the top about commonalities between our two organizations from a cultural standpoint.

[00:10:43] **Beth Flom:** So we did all of these interviews up front to try and get our arms around the culture. And the two organizations were culturally remarkably similar.

[00:10:53] **Jackie Hooper:** We were focused on establishing one brand identity going forward that had common attributes of both of our legacy organizations. So it was very important for us to take what we've learned from our legacy organizations about culture to identify those commonalities, and to figure out what we need to do going forward to establish our new brand.

[00:11:14] **Patrick Pacheco:** What were some of the cultural values that rose to the surface?

[00:11:17] **Jackie Hooper:** Some common themes that we heard across the board were both organizations were focused on relationships; we were customer centric organizations. We were both heavily focused on doing what is right and creating great places to work, and then we're



proud to support our community. So those were some of the key themes that rose up. And they came out pretty quick as soon as we completed our first round of research.

[00:11:43] **Patrick VO:** That research was not surprising to Dan given his experience with the culture at legacy BancorpSouth.

[00:11:48] **Dan Rollins:** Yeah. I was very fortunate to step into an organization that really had a very strong belief around family. We all have to take care of each other, we've got to support each other. I saw that firsthand as I moved in here and became a part of the BancorpSouth, (now the Cadence team) and was watching what they had done around Hurricane Katrina that wiped out a whole bunch of the Gulf Coast within our footprint. And we had hundreds of teammates that didn't have anything and had lost their homes, and the company just really stood up to take care of the families. We've been doing the same thing through whatever storm hits our way. I hadn't been in Tupelo very long when we had a tornado that came through Tupelo and really tore up the town and tore up some of our facilities. The way the town came together and the way our team supported each other makes me proud to be a part of an organization that cares about each other.

[00:12:40] **Beth Flom:** There was really an emphasis on being connected to communities. There was an emphasis on relationships, both internally and externally, providing opportunity for employees and teammates, as well as for customers. And a real kind of sense of pride, I think, around the expertise that you built within each of the organizations. So we had a great place to start. We were able to look across both organizations and say, "These are the four things that are really similar. This is, therefore, the bedrock that we want to build the brand around because we know that they exist within both organizations and they're really powerful and positive values."

[00:13:18] **Dan Rollins:** I think what we would want to talk about is who we are, what we do, what's our vision, and our vision is really pretty simple. We want to help people, companies, and communities prosper. And we do that with a set of values that mean something to us. We value relationships, we embrace inclusivity. And finally, we want to be a great place to work. We want people to look forward to coming to work every morning and be excited about taking care of our customers. And so if we put our values out front, to me, the promise for us is just live the values that we want to live.





[00:13:52] **Patrick Pacheco:** So these values that we talk about, how are they reflected in the new brand?

[00:13:59] **Jackie Hooper:** So we have a new vision, mission, value statements, and so you can easily see some of those elements reflected in those that are at the forefront of our organization. You can also hear these commonalities and messages that come through in any of our brand, any of our advertising or marketing, and really overall any messages that we put out in general about our organization. And then lastly, I think our creative work that we put together also brings to life the values that started to float up to the top when we were doing all of the research and the analytics. So bringing all of those things together I think helps showcase what our new brand is.

[00:14:41] **Patrick Pacheco:** And when you put all this together, what's the story that we think people have come away with?

[00:14:46] **Jackie Hooper:** Yeah. So we actually developed a brand story as part of our brand because we think that's an important thing to tell, especially during this time when we have a lot of change that's going on, and we have two legacy organizations that have incredibly strong brands. So basically what we're trying to tell our audience is that our new organization is more than just two companies coming together. It's more than a merger. Our company is built on our combined organization with a genuine difference. We're focused on relationships. That's one of the main things we want to continue to keep. And we're focused on keeping pace with our customers and all of the stages of their financial journey.

One of the words that continued to stand out when we were thinking about how do we position ourselves was the word *ease*, and ease to us is a mindset. We really think that Cadence puts our customer's minds at ease through the expertise that we deliver and all of the resources that we provide. And that's what we're wanting them to walk away with as far as our brand.

So when we were working on the development of the visual aspects, one thing that was very important as we were bringing our two organizations together was balance. We were looking for perfect balance and harmony, and you'll see that in the development of the new logo. The new design that we have, which is a modernized tree, it's got perfect balance in the leaves, in the different shapes, as part of the logo design. And then the colors. The main color that we have is actually a teal color, but it's a good blend of blue and green and meeting in the middle.



And then the bright green that we have as part of the logo is a nice pop of color that helps it stand out.

We were looking for balance and harmony and finding a way to meet in the middle. We also felt that the color was very modern, fresh and set the stage for something new.

[00:16:37] **Patrick Pacheco:** In the process, was there some point where you were seeing what was being developed when you were hearing things and you just felt like, boy, this is it, they've really nailed it, capturing exactly what you want it to be?

[00:16:51] **Dan Rollins:** So to develop the logo, we put it together a team. And so the five top managers in our company were the committee or the boat, I guess. They came in with three or four choices for us to look at and we voted blindly. So we saw choices A, B, C, D and E, and we were on a website and we could go in and rank what we thought was first, second, or third of these logos. And the first time we went through this, the logo that we're using today was ranked number one by all five of us. And it was like, "Okay, stop talking. We don't need to do anything else. This is it." When all five of us were in agreement the first time they showed it to us, it's like, "Okay, that's it. We're done."

[00:17:33] **SFX:** Music transition

[00:17:34] **Patrick VO:** As you develop your brand, explore creative ways to set yourself apart from the competition.

[00:17:42] **Jackie Hooper:** As we were considering our new brand, our project team worked hard to keep in mind that a person may interact with us and they may see our new logos or see our colors, see our locations, but there's also a powerful component of sound. Right now in today's world, people do so many different things. They're always multitasking. They're on their phone, they're doing something at home. They may have a television on in the background, listening to the radio, talking on the phone. There's all these things that they are doing. And a sound is just a very important component. We wanted something that was recognizable for our organization. And so no matter what someone was doing, if they hear that sound, they will think Cadence Bank.

[00:18:27] **Dan Rollins:** First I had to have somebody explain to me what a sonic logo was. Once it was explained to me, it's like, "Oh yeah, I hear those all the time." I didn't know that's what



that was. The fact that we have one of those today, when you look around at our competitors and our peers, we're a little bit unique in that front today. So I'm really proud of the marketing team for bringing that out for us.

[00:18:46] **Andrew Bogucki**: We were excited when Jackie told us that she really wanted sonic to be part of this new program. We feel it adds a tremendous amount to a new brand for all the things you talked about. It's another way to express the personality of an organization, right? It's just yet another tool to kind of seat that understanding of who Cadence is out there in the market. It also makes it very memorable. It makes it very distinctive from a competitive standpoint.

[00:19:14] **Beth Flom**: I think that sonic is fairly outside the box. When the partner we worked with was doing kind of their initial due diligence, there was nobody else in the space, none of Cadence's competitors, who had anything similar. So it was a really easy way to differentiate the company.

[00:19:32] **Patrick Pacheco**: That Da, na, na, da, na, na. It's very catchy and people have already identified with it. [Patrick humming sonic logo]

[00:19:37] **Andrew Bogucki**: Da da da da, da da. [Andrew humming sonic logo]

[00:19:41] **Beth Flom**: I agree wholeheartedly. And hearing you both hum the sonic logo is just really fun.

[00:19:48] **Patrick Pacheco**: You can tell why we're not musicians or singers though.

[00:19:52] **Beth Flom**: Well, notice I did not hum the logo. [Laughter]

[00:19:55] **SFX**: Music transition; possibly using a variation of the sonic logo



[00:19:59] **Patrick VO:** No matter how good you think your brand is, the real test is rolling it out to the public. And the public can be hard to please.

[00:20:10] **Dan Rollins:** Yeah, I think there's a fear factor that comes into it that you have to overcome. I think as I look back, really, a lot of times people get locked up in fear of the unknown is, oh my goodness, what's going to happen if we change our name? How's it going to react? What's going to happen? And I think when you lay out a good plan and you have a good team and you execute well, you can't start with fear. You've got to go into this with your eyes wide open, knowing that that change is good and that we've got to make sure that we're doing the right thing.

[00:20:39] **Jackie Hooper:** I think I underestimated the extremely strong emotional attachments that people have to the legacy brands. It is much stronger than I anticipated. People were deeply ingrained in the logos or tagline, the visual elements of those brands, and they had been around for a long time. And so there was a strong emotional connection that I think some people weren't prepared to see those brands go. We had to work through that a little bit and bring everybody along with us. But I think at the end of the day, those legacy brands did their job. If you have that kind of an emotional connection to a brand, then they have served their purpose and done what they were supposed to do.

[00:21:27] **Dan Rollins:** You still worry about the time when you actually change the sign on the building and you start answering the phone with a new name, how's the reaction going to be? And it's really been received very well within our home market, which is a wonderful thing.

[00:21:40] **Patrick VO:** In fact, customer response can tell you volumes. Their needs should be your priority. Hearing from bank patrons kept things in perspective for Dan and reminded him of the purpose of the whole undertaking.

[00:21:54] **Dan Rollins:** Really customers were pretty blunt. We had a group and we were talking about bank names and we had not given them any names yet. And so they're just, this focus group was talking about what's the name for a bank and does one name mean more than another? Does one name sound better than another? And finally this guy sitting in the room said, "Look, you keep talking about bank names. I don't care what you call the damn bank, just answer my phone when I call you. Return my phone call timely. That's all I want to know." It comes back to service. So that's the same thing that we're talking about today. Both banks had



a really good reputation for wanting to take care of customers and take care of the communities they serve. And we get to define that with our brand by being who we are every day.

[00:22:36] **Patrick VO:** And customers weren't the only people the new brand had to win over.

[00:22:41] **Patrick Pacheco:** Yeah, it's funny, I got a hat early at an executive offsite, and I wear it a lot, and I've gotten at least 15 people that have said, "I really like that hat." They don't even know who Cadence the bank is or anything. "I like that hat." It was amazing. It's just a really good looking cap. The logo looked great, and the first time I heard it I thought that was funny, and then five more times people said, "I like that cap." So I think you guys hit on something really good.

[00:23:05] **Andrew Bogucki:** I think what's great is when we see the reaction of the employee base of the outside world to it, and people are wearing their hats and they talk about how much they love their hat and how everyone comments on it, or whatever it is, these little personal moments that people have with it as it becomes real and as they become kind of part of this new thing, I think that's the most exciting. That's when we know we've really done our job and that it's all really coming together.

[00:23:35] **Patrick Pacheco:** So when you saw it go public, that day that we released everything, what was the feeling that you had? Was it like a, "Here's your new child," or how did it feel?

[00:23:45] **Jackie Hooper:** Well, there are significant moments that I have with the unveiling of the brand that were definitely life-changing moments that I'll never forget. The unveiling of the logo at the New York Stock Exchange in January of this year.

[00:24:00] **Beth Flom:** I think the first time we really saw it live and in person was at the bell ringing in January.

[00:24:07] **Jackie Hooper:** It was about 20 degrees outside. And we were out there for a couple hours, waiting and watching the banner go up on the New York Stock Exchange.



[00:24:16] **Beth Flom:** We were all standing outside waiting for them to unfurl the football size field banner in front of the New York Stock Exchange.

[00:24:23] **Jackie Hooper:** And it was a huge banner. And it took up the whole front of the New York Stock Exchange. And so we were out there with Tenet Partners.

[00:24:31] **Beth Flom:** We were with the Cadence team, and the Tenet team was there, and we were all just cheering it on. And it was just great to see it take shape and come to life and be as sort of vibrant as we hoped it would be. And watching that come down was just a really exciting moment.

[00:24:49] **Jackie Hooper:** That moment was one that I will just never forget. I was very proud. I'm very proud.

[00:24:56] **Patrick Pacheco:** Yeah, you should be. I would've been bawling the whole time if it was me. You get the release of the tension, and you're just like, "Oh my goodness, it worked." It's just got to be great.

[00:25:08] **SFX:** Sounds of the unveiling trailing out

[00:25:02] **Patrick Pacheco:** So as professionals, as creative folks, do you ever look at it, you think, oh, I wish we would've just done a little this or a little that?

[00:25:13] **Andrew Bogucki:** Maybe with some other projects perhaps. But with Cadence, not a thing. Wouldn't change anything. 100% nailed it.

[00:25:22] **Patrick VO:** And it turns out, Andrew's not the only one who thinks that.

[00:25:27] **Jackie Hooper:** I'm very excited to share that Cadence Bank and Tenet Partners were recently recognized at the Transform Awards presented by Transform Magazine. We received a bronze award in the category of best visual identity from the financial services sector. The award that we got was for nationwide brand recognition. And so for a company of our size, this is big kudos for us. So we're extremely excited and proud to have that award.



[00:25:55] **SFX:** Music transition

[00:25:56] **Patrick VO:** I hope the Cadence rebrand offers you some guidance. Because whether you're a bank or a bakery, your brand makes a huge difference to your business. And you don't have to be a big company to employ these concepts. If you're developing your brand--or revamping it--know your goals, and your limits; that will help you find the right partner. Start by assessing culture, and use that research to inform your creative decisions at every step. Speaking of creativity, find new ways to set yourself apart--do something unique among your competitors. Be strategic with your rollout: get your employees on board--they'll be your biggest ambassadors. Always keep your customers in focus. If you follow these principles, you'll have a brand your business can rely on.

We could spend a whole season on brand and marketing--and maybe we will someday. But for now, I'll let Dan have the last word:

[00:26:51] **Dan Rollins:** We're in the people business. We're a bank. We don't sell anything. We rent green American dollars. All of our competitors have the same product that they rent. And so it's all around customer service for us. It's all around the relationships that we have in the markets that we serve. And so making sure that our folks are known, making sure that they have a brand that they can be proud of is the key for our success.

[00:27:44] **Patrick VO:** A very special thank you to Dan Rollins, Jackie Hooper, Andrew Bogucki, and Beth Flom for speaking with us, and for their amazing work on the new Cadence brand.

[00:27:15] **Patrick Pacheco:** I do have one other question.

[00:27:17] **Jackie Hooper:** Okay.

[00:27:18] **Patrick Pacheco:** See this car here? It is a Porsche. I think it's pretty close to our green. Do you think Dan would put some money in it if I put the logo on the hood?



[00:27:28] **Jackie Hooper:** Sure, why not? I think we got to think about where the Porsche is going to be going and who's going to be seeing it?

[00:27:36] **Patrick Pacheco:** I'll drive it wherever you want.

[00:27:38] **Jackie Hooper:** Oh, it's for you? Oh, okay. [Laughter]

[00:27:40] **Patrick Pacheco:** For me.

[00:27:42] **Jackie Hooper:** Makes total sense. We'll talk to him about it.

[00:27:56] **Patrick Pacheco:** In Good Companies is a podcast from Cadence Bank member FDIC, Equal Opportunity Lender. Sheena Cochran is our production coordinator, our executive producer is Danielle Kernell. with writing and production from Andrew Ganem and sound design and mixing by Ben Crannell at Lower Street Media. I'm your host, Patrick Pacheco. If you've made it this far, why don't you go right and review us in your podcast app. It's the best way to grow the show so we can reach even more listeners. And while you're there, subscribe, we love to have you because when you're with us, we are in good companies

[00:28:35] **Outline: Disclaimer**