

An aerial photograph of Central Park in New York City, showing the lush green trees and the surrounding dense urban landscape of Manhattan. The image is used as a background for the text.

SOCIAL COMMERCE SUMMIT · YOUNG
LIVING HQ, LEHI · 16 SEPTEMBER
2026

Marketing is everything. And it is nothing.

It is everything when the business is falling apart. It
is nothing when the business is fine. I spent six years
finding out why, in a sport nobody was watching.

Bryce Morgan

President and CMO, Pickleball Inc. · Founder, Walkthru Labs

— THE PARADOX, MEASURED

4.1

Years · the average CMO tenure.
Shortest in the C-suite

31%

Of the S&P 500 no longer has a
CMO at all

80%

Of CEOs say their CMO is
committed. Highest in five years

43%

Have confidence in the role itself

**They like you.
They do not rate the function.**

SPENCER STUART CMO TENURE STUDY, JAN 2026,
S&P 500 · BOATHOUSE FIFTH ANNUAL CEO
STUDY, 150 US CEOS, FIELDDED JAN 2026

— HOW I GOT HERE

I charged them three thousand dollars for a website I was certain nobody would use.

2019

A tennis family asks why this does not exist

Mesa

Valentine's weekend, 2020

6–11

Every day. Not the trip I expected

600

Players. No tickets. Full stadium

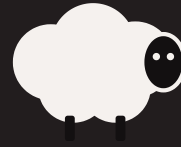
I flew home and proposed a job that did not exist.
Marketing and operations.
One person.

Most of us have become sharks or sheep.



Shark

Brings data that looks like proof and is not.



Sheep

Brings a plan that offends nobody and changes nothing.

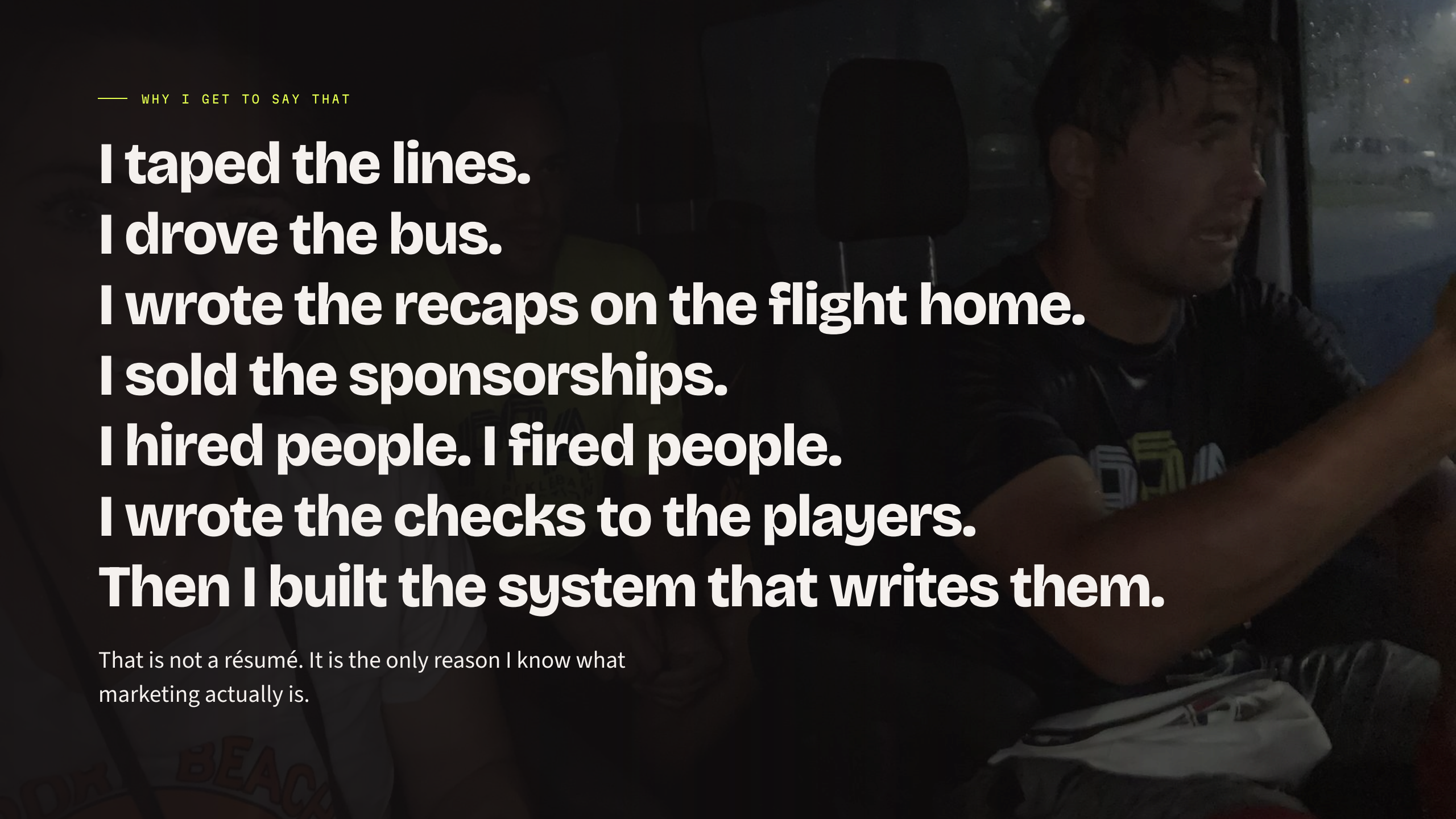
Do not be either. The job is the space in between.

Both last about four years. And you have been blamed for a quarter you did not cause, and watched a good one get credited to product.

The claim

It is not the department that runs the ads.

It is the department that brings the company together. Internally, and then externally. The ads are downstream of that. Everything is downstream of that.

A dark, moody photograph of a man driving a bus at night. The man is seen from the side, looking out the window. The interior of the bus is dimly lit, and the background outside the window is dark with some blurred lights.

— WHY I GET TO SAY THAT

I taped the lines.

I drove the bus.

I wrote the recaps on the flight home.

I sold the sponsorships.

I hired people. I fired people.

I wrote the checks to the players.

Then I built the system that writes them.

That is not a résumé. It is the only reason I know what marketing actually is.

2020



Now



600

Players at Mesa. No tickets sold

100+

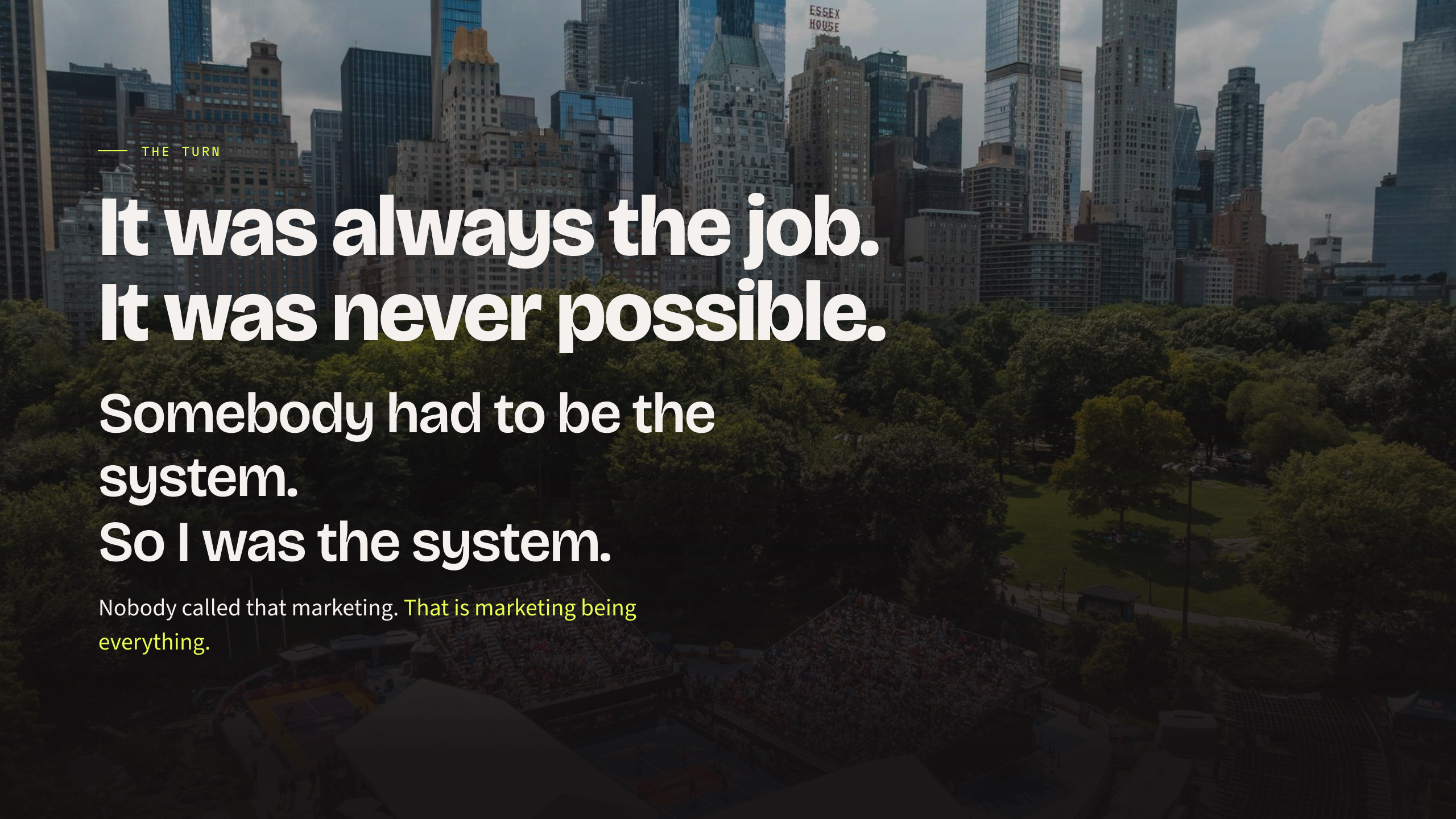
Events since 2020

1.05M

Peak viewers on CBS

+63%

Ticket revenue, this season on last

An aerial photograph of Central Park in New York City, with the dense Manhattan skyline in the background. The park's greenery and winding paths are visible in the foreground and middle ground, while various skyscrapers and buildings of the city rise behind it. The sky is overcast with grey clouds.

THE TURN

**It was always the job.
It was never possible.**

**Somebody had to be the
system.
So I was the system.**

Nobody called that marketing. **That is marketing being
everything.**

— WHAT ACTUALLY CHANGED

Ask anything|



**It is not intelligence.
It is an efficiency layer.**

**The impossible half of the job
just became the cheap half.**

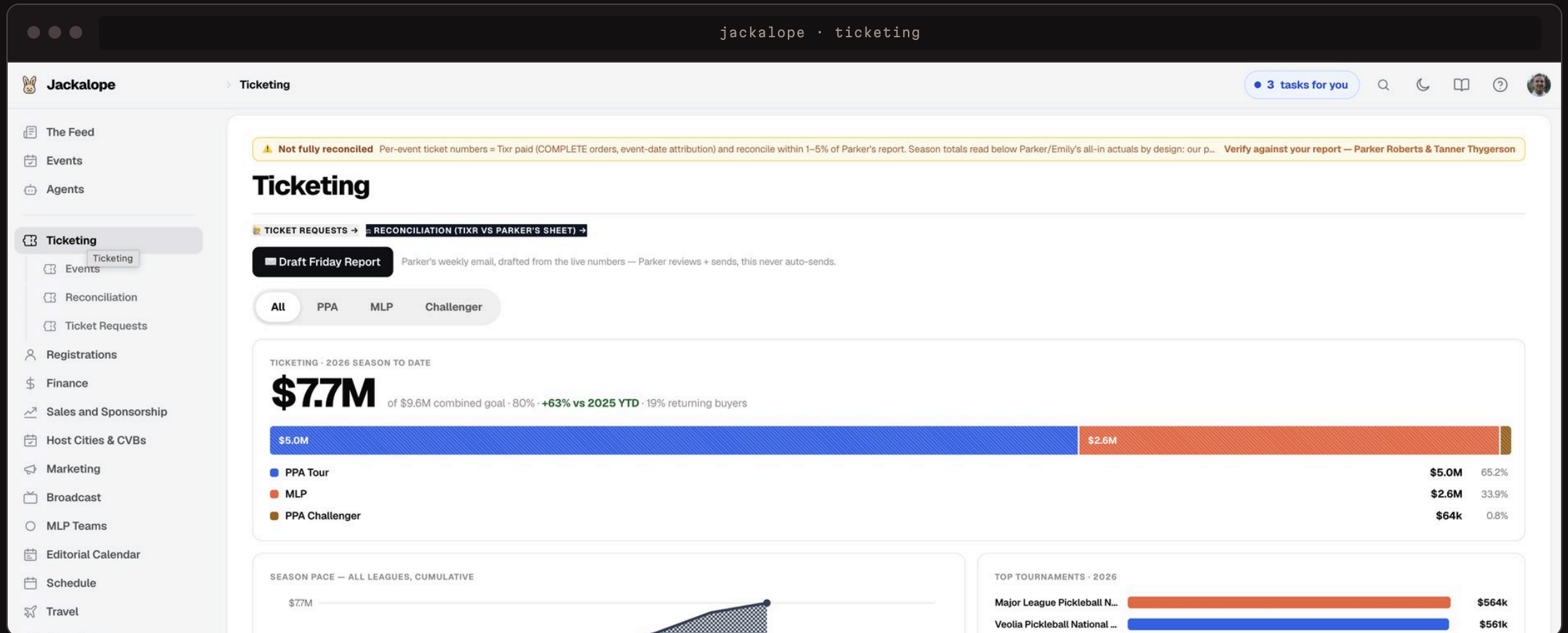
— INSIDE THE COMPANY

Marketing became the single source of truth.

1 Place the numbers live	0 Spreadsheets emailed around to agree on them	Asana On its way out within the month	1 week Is how long "did that event make money" used to take
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Which makes marketing the quarterback.

When it works, nobody calls it marketing. **That is marketing being nothing.**



Every ticket, every tour, against last year.
Nobody exports anything.

The screenshot shows the Jackalope Finance interface. The breadcrumb trail at the top reads "jackalope · finance · by tournament". The left sidebar contains navigation items: The Feed, Events, Agents, Ticketing, Registrations, Finance (selected), Finance Chat, Event Budgets, Payroll → GL, Tech Stack, Sales and Sponsorship, Host Cities & CVBs, Marketing, Broadcast, MLP Teams, and Editorial Calendar. The main content area is titled "Finance" with a subtitle "BY TOURNAMENT · ONE FINANCIAL RECORD PER EVENT". It features tabs for Overview, Company, By Tournament (selected), Exec Travel, AP Bills, Sage GL, and Roadmap. Below these are filters for All, PPA (selected), MLP, and Challenger, followed by a specific event filter: "0926-PPA-CARY-NC-USA — Veolia Pickleball N.". The event details section shows "0926-PPA-CARY-NC-USA" for "Veolia Pickleball National Championships" (PPA) from Aug 24-30, 2026, in Cary, NC. A note indicates the budget was moved from the original "North Carolina Slam" slot. A table compares the Budget (\$568k) and Actual (\$588k), showing a positive variance of \$20k (+3.5%). The bottom section, titled "LIVE — CARD SPEND · DIVVY + AMEX, TIED BY EVENT CODE", shows a total spend of \$163k from 1424 transactions. A highlighted box notes "\$304 in flights booked here" (1 flight) and lists a transaction for Dillon Segur on Delta for \$303.80.

jackalope · finance · by tournament

Jackalope > Finance 3 tasks for you

BY TOURNAMENT · ONE FINANCIAL RECORD PER EVENT

Finance

Overview Company **By Tournament** Exec Travel AP Bills Sage GL Roadmap

All **PPA** MLP Challenger 0926-PPA-CARY-NC-USA — Veolia Pickleball N.

0926-PPA-CARY-NC-USA
Veolia Pickleball National Championships PPA
Aug 24–30, 2026 · Cary, NC · PPA
⚠ budget from original "North Carolina Slam" slot — schedule moved

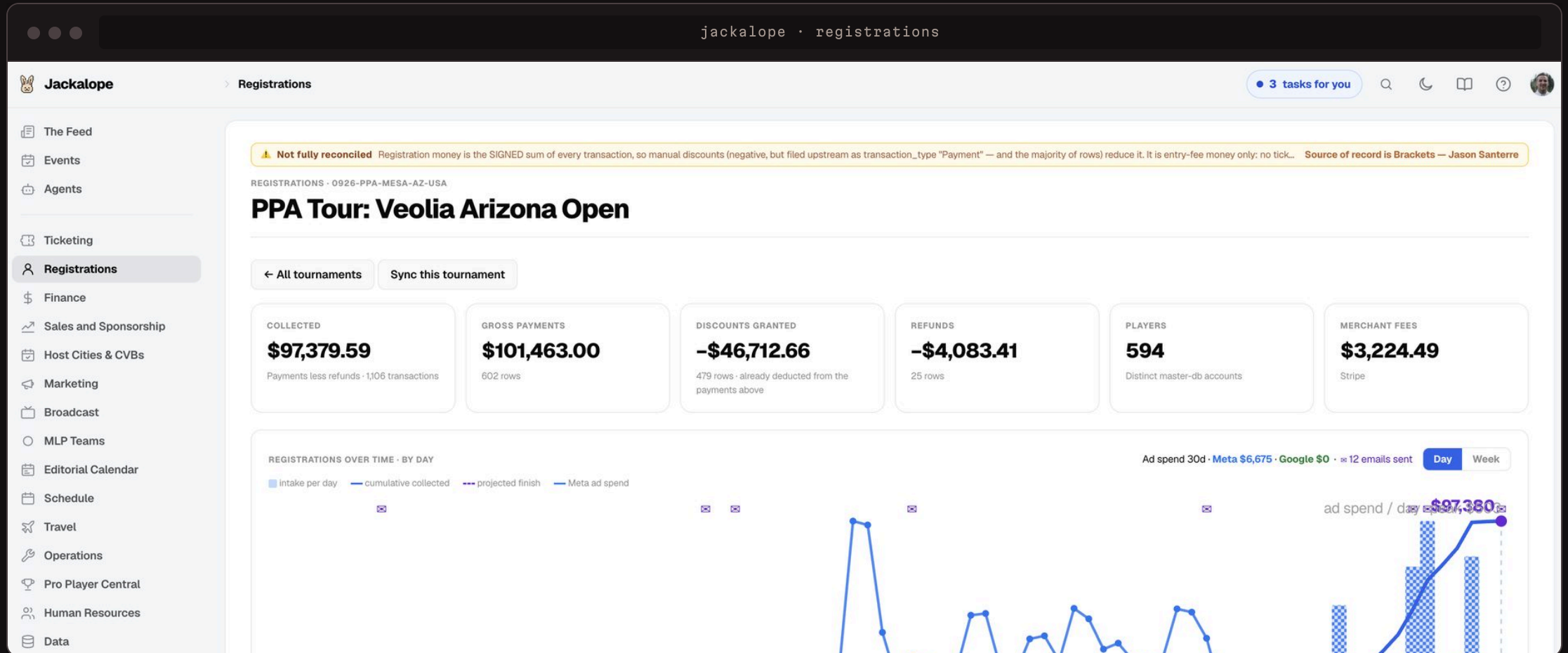
BUDGET	ACTUAL	VARIANCE
\$568k	\$588k	+\$20k +3.5%

LIVE — CARD SPEND · DIVVY + AMEX, TIED BY EVENT CODE connected

\$163k · 1424 tagged transactions no per-event cost budget yet — nothing to burn against

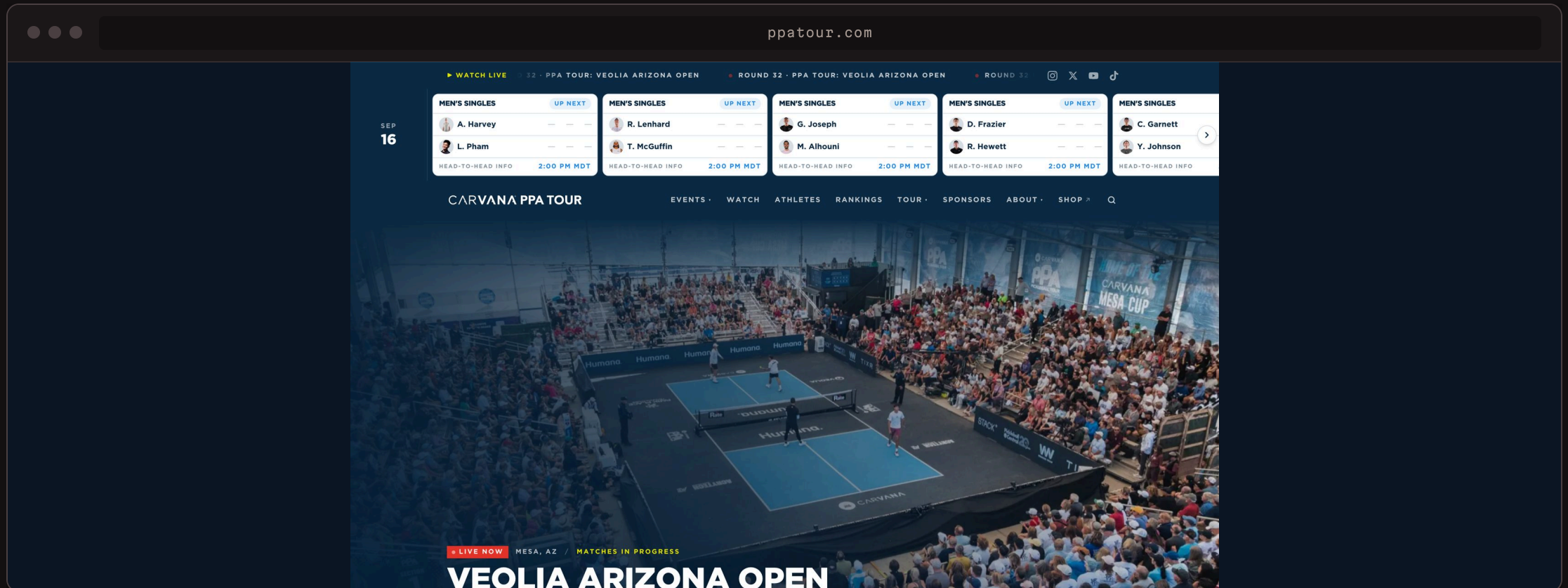
→ \$304 in flights booked here 1 flight · booked through Jackalope, tied to this event code
Dillon Segur · Delta **\$303.80** ✓ on the card

Marketing spend sitting inside the event's own financial record. Budget against actual, while the event is still happening.



Attribution used to be the hardest thing in marketing. **It just became the easiest.**

OUTSIDE THE COMPANY • THE SAME
SOURCE



Live scores across the top, because it reads the same system. Not a brochure somebody updates twice a year.



— OUTSIDE THE COMPANY • SIX
EPISODES ON PRIME VIDEO

**Nobody is made to watch a
documentary. They choose it.**

**That is marketing that grows
the company, not marketing
that describes it.**

PARTNERS

INSIDE THE HIGH-STAKES WORLD OF PRO PICKLEBALL

EPISODE 1
WATCH NOW

— WHAT THIS ACTUALLY LOOKS LIKE ON
A TUESDAY

**I do not run a
marketing department.**

I record every meeting with our CEO.

I prep the board meetings.

Every team gets support from me.

**A decision used to die in the
room it was made in.**

— WHERE THIS GOES NEXT

The same problem, in businesses that look nothing alike.



Not one is a sports company.
Every one has four systems
that disagree. That work lives
at Walkthru Labs, and it is too
fun to leave alone.

— ONE MORE THING

A man posted on a board that he is frightened. He sells software, he is losing deal after deal, and he has a family.

**Stop selling software and
start selling AI.**

**The tool is not the product.
What it lets you finally do is.**

That was somebody else's reply, not mine. Mine was worse.



— WHAT I ACTUALLY THINK

A good CMO makes a good company president. If they are willing to fill the gaps.

The pixelated logo. The pitch deck. The broadcast graphic. The travel. Eventually the payroll. Not one of them was my job.

**Everything, and nothing.
You do not get to choose
which — but you do get to
choose what you do about it.**

POINT MARKETING INWARD FIRST

One. Get the company saying the same true thing internally. The external message is downstream and it never outruns the internal one.

Two. Find the two systems that disagree about your customer, and make them agree.

THEN PROVE IT OUTWARD

Three. Confirm a purchase event actually reaches your ad platform. Then ask an assistant what your best customer would ask, and see whether you are in the answer.

**Fill the gaps nobody owns.
That is the whole job, and it is
how you stop being a cost.**

— THREE ASKS BEFORE YOU GO

We are hiring a CMO. Bring your brand into pickleball. And if you want to talk efficiency layers for your own company, that is Walkthru Labs.

THE CMO ROLE, OR SPONSORSHIP

bryce@pickleball.com

EVERYTHING ELSE

bryce@walkthrulabs.com



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Bryce Morgan

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