



# Zebra Your Edge Podcast

## Hosts:

- **Laura Kennedy, Senior Advisor, Inclusion and Diversity, Zebra**

## Guest:

- **Tim Stoddard, Vice President of Sales and General Manager of EMEA, Zebra**

## Transcript

00:00:00:00 - 00:00:19:12

Laura

Hi everyone, and welcome back to the podcast. My name is Laura Kennedy and I'm a senior advisor of inclusion and diversity here at Zebra. So today I've invited a colleague of mine to join us and share his story, as it is one that has certainly inspired me and many others when we think about what it means to think of career development.

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Laura

Tim Stoddard is our senior vice president of sales and the general manager for our EMEA region, and his journey from where he started to his role now has been nothing short of incredible. But as with any journey, it comes with lessons and it comes with learnings along the way. And I'm excited to hear from Tim about those today. Now at Zebra, we spend a lot of time each July focused on early career employees, making sure they're fully supported as they start their own career journeys, whether that's transitioning into a new role or whether that's starting out and settling into their first role after school or after education.

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Laura

We help them with individual development plans. We help them with goal setting, all the things that we're taught as proper and things to consider to ensure that everyone sets off on the right path for them. We have an early careers employee resource group, EDGE, and they work year-round to ensure that people don't feel alone or lost as they're navigating these career journeys.

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Laura

However, I don't think I've found many people who say things have gone perfectly to plan in their careers, not even those who set a goal and drove hard for that goal. So I thought today would be a really good opportunity to understand how today's business leaders landed where they are, what decisions or moves did they make early in their careers, and then again as they progressed to steer in the direction of their current success.

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Laura

What advice did they receive that they realize now maybe wasn't so great? What truths do they wish they had heard, or that people had told them? What are they happy they did early on? And what do they regret not doing? So Tim, who's here with me today, has been with Zebra for over 20 years, and he actually joined the business as a graduate.

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Laura

And as I mentioned earlier, Tim now sits as our senior vice president for sales and is the general manager of the EMEA region. So, Tim, let me start by asking, is this something you were aiming for when you first joined Zebra as a university graduate?

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Tim

I think the fair answer is absolutely not. I think it'd be lovely to say that was a clear plan and a clear objective, but let me share a little bit around my journey in that first year. So first and foremost, I graduated from Southampton with a degree in management and accounting. So it's a pretty horizontal business degree.

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Tim

And what did I learn from that? I learned I didn't want to go into accounting. And whilst I'm a big fan of numbers, I like numbers, some people say I'm better with numbers than people, but, I'd say the rigidity of that and also the number of exams that would continue throughout the career was not something that appealed to me.

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Tim

So my first career path decision was not to move into accounting, and that led to an opportunity with Symbol Technologies as it was then, which through acquisition became Zebra and an opportunity to move into the graduate program. So, for me, it was very much a short term opportunity to get visibility into a business role, which was primarily based in services originally.

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Tim

But that was really my decision path with a fairly short term view. And my expectation was where it would lead, I didn't really know, but it was more a case of getting some experience on the job to me.

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Laura

Tim, I actually had no idea that was where you started your journey from. I actually left university with an economics degree, and like you, made a very early decision not to follow the path that was expected of me at the time, which is to head into accounting and finance as well. So we have some similarities there. Tim, I mentioned as we've done this introduction that you've gone on an incredible journey to be where you are now. Can you expand on that journey a little bit further?

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Laura

You started talking there about the early stages of your career journey, but what has this journey meant to you? How did you get to where you are now?

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Tim

Well, let me start with the second part of the question in terms of what it means to me. I mean, it's an incredibly proud opportunity. And I've had lots of different opportunities within the business. But leading such a big, energetic team of people, and I always say that people are our greatest asset, is a huge privilege.

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Tim

So. And that's not lost on me. What I would say, though, is the journey to get here was fairly convoluted. I started in services. I worked first of all on an account called Tesco. So one of the largest retailers here, and I was what we called at the time a service improvement manager, which probably would correlate closest to a service improvement...a customer success manager in today's terminology.

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Tim

What I would say is I learned a huge amount from working with that customer. And honestly, I probably learned as much from the customer as I did from internally. And that's not a criticism of the graduate program as it stood. It's more a case of certain customers have certain ways of working, and there's a systematic way that Tesco do things, which really resonated with me, which I found pretty tough on day one, which was they have this blue, red, amber, green process. And I believe they still have it in place, whereas blue is outstanding performance, green was you know, you're meeting expectations, amber is

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Tim

you're not meeting expectations, but you have a plan in place to get back to green and red is you're not meeting expectations, but there's no plan in place. But I had this fascinating graph over time where if you think about the x axis being time and the y axis being performance, if your performance over years was flat, you would go from - and say you were in blue

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Tim

in year one - you would move into green and then amber and then red across the years, even if your performance remained flat. And that stayed with me because it's about continuous improvement and about raising the bar. And for me, that was one of the early learnings that you as a business and as individuals, we need to always be better than we were the day before.

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Tim

How do we find improvement? Yeah, I often talk about people trying to compare themselves to other peers or other people in the industry. I always say you better to compare yourself to how you were yesterday and focus on that. So I'd say that was my real first learning. I had several different roles in service post working with Tesco, moving into service sales/ My big career stat, which I'll probably touch on throughout a couple of questions today was around moving from service to sales.

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Tim

That was probably the biggest sliding doors moment for me, and you're never sure in a sliding doors moment how things would have panned out had you chosen a different route or a different career path. But in 2010, I moved into sales. I took that decision and from there it's been a phenomenal journey. I've been fortunate enough to work with some fantastic customers.

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Tim

I loved being an individual contributor. I really, really enjoyed that role. But I have to say, the opportunity and the pride that comes with leadership has been phenomenal. I've had several leadership roles in Zebra, which obviously the pinnacle of which is this one.

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Laura

Thank you, Tim, I love what you said there about think about your own personal improvements and reflecting on your own version of yourself today versus the version of yourself yesterday, and where you can improve from that. And no doubt you've alluded to it, there have been many challenges at points in your in your career journey so far, what would you say has been the most challenging,

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Laura

Tim, and what have you learned from that experience?

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Tim

Yeah, I think a couple of things I would say. One is the challenge of when to change, right? And I always think back to an article I read which was about being in the right zone. So you can have the panic zone, the stretch zone, comfort zone, or dead zone. And I always think back to that, not because it's specifically driven any behaviors for me, but I always think you want to spend the majority of your time in the stretch zone.

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Tim

And I think comfort zone is a good place to be, by the way. I think when you're in the comfort, it's a good place to be. Obviously, you don't want to be in the extremes of panic or dead zone, certainly not for any longer period of time. So I would say that I'm normally uncomfortable in the comfort zone.

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Tim

That's when I typically wanted to make a change. And I think that's when you find yourself being uncomfortable or on the other extreme, too comfortable. I think that's an opportunity to make a decision. So, I'd certainly say making those decisions were sometimes tough. And going back to my comment about sliding door moments, you never know what would have happened had you followed another path.

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Tim

But what I can say is I'm happy with the path that I've taken, and I've learned a lot from that. So I would say that that's the first piece. The second piece is, aligning with your objectives versus the organization's objectives. So, you know, typically we'll have some level of unconscious bias in terms of what path people should follow.

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Tim

And, you know, there's this natural obsession with moving into management. Actually, I was, as I said, I was really happy as an individual contributor. I didn't necessarily have a appetite to move into leadership at that time in my career, and it was something I had to really think about, whether it was something I wanted to do. And it's turned out to be a phenomenal journey and I wouldn't change it at all.

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Tim

But I would also say, you know, we shouldn't assume everyone wants to get to leadership, and we should also be able to reward in the right ways individual contributors, because, yeah, that's a really, really critical role for our business. So I think that those are two things for me. One is about when to make the right decisions or when to make a decision.

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Tim

Ignore it being a right decision, when to make a decision. Yeah. What's healthy for you. And the second is trying to avoid some of that perception of 'there's a business significant or a steering career path here for you that you need to follow.' And I do think we need to encourage as a business more horizontal change rather than vertical change.

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Laura

Yeah, thank you for that, Tim. Certainly points that resonate with me. I mentioned before that throughout the month of July, we put a lot of focus around early careers, Tim, and our employee resource group, EDGE, does a lot of work to promote and raise awareness around what it means to think of in early careers.

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Laura

And often when we think of the term 'early careers', we think about those that are entering the workplace from, say, university or college or post education. However, I believe that, you know, early careers really means and encompasses so much more than that. What do you think about that, Tim?

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Tim

Yeah, I mean, a couple of points when I think about my graduate journey and I compare that today in terms of the investment we're making in early careers, I think there's a phenomenal shift change, particularly over the past few years. And I think our investment in that has improved dramatically. I'm not saying it's perfect, but I'm saying there's always opportunity to improve.

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Tim

But I think we're investing much, much better in that space. I think to your point, early careers means lots of different things now. And I think we're doing a much better job of actively encouraging people to take a different career trajectory, okay, and have an opportunity to do that. Some of the examples are hiring direct from industry. And, what I mean by that is, if you look at our hiring practices going back maybe five, 10 years, we very typically had a model where we looked at the competitive landscape to hire.

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Tim

So if we were externally hiring and we would say, you know, who's in the industry and it's a very incestuous industry where you see a lot of people come around again. Where I think we've seen some real success is actually hiring directly from customers. So directly from people who may operate in a retail or T&L or manufacturing or healthcare or government space where we bring in a completely different lens, you know, very different thought process,

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Tim

a much more inclusive process. But also people shifting career trajectory. You know, we've actually had some real success moving people from financing to sales, where you'd probably think from a competency and behavior perspective, they're very, very different from a perception level. But actually we've seen some real successes from moving people between different functions. We've also had people move from sales to marketing, for example, in a very successful way.

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Tim

So I think we need to embrace that a little bit more and encourage that movement to identify where people can be successful and build out career paths. And sometimes on the route up, you have to take a sideways step. I actually think that the more well-rounded you are, the more likely you are to be successful. I'm really fortunate to have had a career in services and a career in sales, and I think that helped shape the way I lead.

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Tim

And I think if I didn't have had that, I didn't have that experience, then it would be very, very difficult.

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Laura

Yeah. Thank you, Tim. I again resonate with what you said there having myself made that decision to make lateral moves at points, and you do feel like you're starting again at points. but the experience you gain from that and the value that you can bring into a new part of the business shouldn't be underestimated. So thank you for sharing your thoughts there, Tim.

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Laura

Earlier you mentioned that a big part of your learning actually came from advice and guidance that you saw from customers. Alongside that, you'll have had colleagues and peers that played a key role in your development. Could you describe the impact that some of your mentors and sponsors have made for you, and then the advice that you would give to others who are perhaps seeking out mentorship or sponsorship?

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Tim

Yeah, I would say first and foremost, I'm incredibly fortunate to have been surrounded, irrespective of mentorship, right, and leaders to have been surrounded by some incredible individuals who have really helped shape my career path. And as I say, that sits with the mentors. It sits within leaders, but it also sits outside of that. And there are certain customers I've worked with who have had a significant impact on my career path.

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Tim

And not just career path, by the way, but relationships outside of work. So, I'd say, you know, people are incredible and people can influence in different ways. I would strongly encourage people to have mentors, and I would strongly encourage people to think about the diversity of that mentorship. So, you know, whenever people ask me about mentors, you tend to naturally gravitate towards someone similar, either operating in a similar function or with a similar mindset.

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Tim

Because you think through that collaboration, you'll have more in common and be able to have more dialogue. I would actually encourage the complete opposite of that. Some of the best mentorships I've seen, and where you have incredibly different people with very, very different perceptions of things and very, very different competencies and behaviors, irrespective of the area of the business you work in.

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Tim

So I would encourage that. And I would also say, I think you take as much away or even more away from bad experiences than good experiences. And my view is leadership is a combination of the natural traits - I think everyone has their own natural leadership traits, whether they consider themselves a leader or not - and your good and bad experiences in life, not just in career.

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Tim

And I would say for me, the bad experiences prey on me more than the good. And whilst I look to some of the people that I have had a positive impact with in terms of an influence for me, I also look to some of these negative experiences in terms of shaping the way that I am as a leader.

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Tim

Try and correct myself and some of the times in the course of action, because there's natural ways we react to different outcomes. And, you know, I think it's on us to be able to think about what our experience was when people reacted in those ways. So, I would say learning from others is fantastic. But I would also caveat that by saying, don't lose your authenticity.

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Tim

You know, we've seen examples of where people have aspired to be like certain individuals or certain roles over a period of time. And I think it's really critical that we retain our authenticity as well, because that's the value we bring, that's the value we bring to the organization.

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Laura

Yeah, I couldn't agree more. Tim. And I really liked when you started to talk about some of your leadership traits there and the impact that others have had. Maybe you think about your leadership style. I want to touch on that a little bit further, Tim. So as we've learned today, you transitioned from a graduate into say, the mid-level individual contributor role, you then were leading quite significant sized sales teams, and you now oversee the entire EMEA region.

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Laura

You know, what style of leadership do you lead with and how has that changed throughout those different experiences?

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Tim

Yeah, I think honestly, it's a really tough question because I always think styles of leadership are perception and everyone's perception is their reality. So if you asked, canvassed, 10 different people, they probably give you 10 different answers. My honest perception, and without one to be egotistical, is I think that my leadership style would probably be transformative.

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Tim

I'm very, very keen to look at how do we do things differently. And that's kind of what motivates me. Yeah, I think for me, the status quo is less exciting. It's more about what we can do differently and saying, what can we drive from transformation. And transformation can have lots of different meanings. It could be from an org perspective.

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Tim

It could be from a people perspective. But ultimately what I call moving the needle, you know, moving the dial significantly. So we do things in different ways. So, I would say from a staff perspective, that's very much my focus. I think that's been represented in some of the changes that I've made in the past, and that's certainly where I want to go in the future.

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Laura

Yeah, I appreciate that term. And, you know, touching upon having a desire to transform, make an impact and challenge the status quo. That for me has always been one of the traits that I've seen in you. To add to that, I think, you know, to reach the level of an EMEA GM role - that takes ambition, takes determination, resilience.

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Laura

You've talked about your transformative leadership style. What are the traits do you believe has contributed to your own journey, Tim? And how do you stay driven and motivated to keep growing, learn, and improving every day, as you mentioned earlier?

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Tim

I mean, I have I'm incredibly competitive to the point where it's actually really unhealthy. So, you know, if you think about my personal life, I've always played sports. I've always tried to look into the most competitive sports, will naturally gravitate towards those, and there's a healthy and unhealthy nature to that. Let me share the unhealthy nature of it.

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Tim

I can't bear to lose anything. Right? And I said, it's a terrible, terrible trait. And, it stays with me, sticks with me. But, you know, I'll tell you, with my brother, we were hugely competitive, very, very different characters. We have a great relationship. I lost, I drew, a game of golfing once, and I didn't sleep for two nights.

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Tim

Genuinely, didn't sleep for two nights. It stayed with me that long. Right. And that tells you the level of it. So I would say it is an area I need to work on, right? And that's not always healthy. What I would say with that, though, is that it's incredibly healthy in terms of learning and development, because when I see people who inspire me and I see people who do things differently or see people who have created or used a different competency or behavior to drive a different outcome, that inspires me. Because, again, I'm always thinking about how do I improve and how do I drive forward.

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Tim

So I don't think there is a textbook answer to it. I don't think there's anything particularly I do that's different. I'm motivated by being the best that I can be. And you know, some days you achieve that. Some days, if you don't, if you recognize that, that's the most important thing.

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Laura

Yeah, absolutely. And Tim, I'm fairly competitive too. So I'm not going to propose a game of ping pong in the office any time soon, because I don't know if that would be best for the office environment. If it's too competitive out there. But now, I appreciate everything that you just said there. And so one of the things that I struggled with in my past, I joined a previous organization, fresh out of university, as a graduate.

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Laura

And then as I tried to progress through the organization, I really struggled to shake off this graduate label that sat with me. How did you manage that, and is it something that you were ever conscious of earlier in your career?

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Tim

Honestly, I don't think so. I think my view on it was it's all about the value that you bring. I had, you know, I think it's a couple of things from my perspective, I think I've gone through that process of being, you know, the guy coming through with the opportunity. And when I started out in the business, I had this preconceived idea that everyone else was a genius.

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Tim

And even myself, I wouldn't quite call it imposter syndrome. But when you come out of a learning or educational background and you go into a working background, I think typically we go in there thinking, these guys are going to be brilliant. They've been doing it for 15 years, 20 years. They're going to be phenomenal.

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Tim

How do I catch up? I think what - as soon as I got over the realization everyone's just people and they do things in their own ways, and there's rights and wrongs, but there's not necessarily better ways of doing things, but, you know, there's lots of different ways of achieving the right outcome, is what I'm trying to say - then I seemed to move past that.

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Tim

I think you've got to believe in your ability. And I mean, you've got to have the right balance in that. I remember I, I made a joke to one of my leaders in my first role. He said, you know, what do you want to do? What do you want to achieve in this business? And I said, I want to retire you.

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Tim

And I was half joking, right? I meant that in a funny way. But I think, you know, my aspiration was to become the best that I could possibly be. And I think you have to go into it with a mindset of everyone contributes in their own way, and everyone adds value in the right way. So I was never really hamstrung by the graduate titles.

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Tim

I think at some point you need to make a change, okay, and that might be a change internally as much as anything else. In terms of the right mindset to say, 'I promote myself,' you know. I remember there was an article I read...and by the way, I referred to a couple of things I've read. I don't read a lot,

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Tim

So don't misconstrue that I do a huge amount of reading. But, you know, I read an article about promoting yourself, and I shared that with a few people I've mentored throughout the past, and I think that means a lot. Sometimes when you get a new opportunity, you're natural. You naturally gravitate to what you did before because that made you successful.

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Tim

And there's a mental step you've got to make in promoting yourself. You've got to drive a slightly different behavior, and you've got to do that internally before you can do that externally. So I always think that you got to find ways to do that. Another mentor gave me a great piece of advice, which was you got to celebrate every success.

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Tim

And while that sounds really, really simple and, you know, I said, what do you really mean by that? Right? Yeah. What does celebration mean? They said it can mean the smallest the things. They said, you know what things do you like in life? So we talked about some of those things, you know, whether it be sporting or whether it be, you know, like, whiskey.

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Tim

I like different whiskeys. And he said, well, he said, you know, every time you have a success, he said, pour yourself a small glass of whiskey or go out and do something with your friends or whatever it is, but find a way to celebrate that success. And again, I'm not saying I perfectly portray those behaviors, and there's plenty of times I don't celebrate successes. But I think it's a great piece of advice that in terms of promoting yourself and rewarding yourself on the journey you've been on, you need to go and do some of these little behavioral things which will drive a difference.

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Laura

Yeah, and like you say, it all starts from within, right? It's the belief inside to then be able to, you know, display that externally as well. Great point, Tim. I'd like one more question from my side. Tim, you mentioned earlier about sitting in a comfort zone and moving into a stretch zone. Earlier in your career when you were trying to look for these new opportunities and push yourself into that stretch zone, how did you show others around you that you could stretch and do something beyond what was expected of you in that role?

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Laura

How did you show those that you were capable of going above and beyond your responsibilities as you strive for more in the business?

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Tim

Yeah, I think, you've got to go out there and you've got to make sure people can see that you make an impact. I think a lot of people approach this in a way of asking to be involved in projects, and I think that's a really good thing of doing it - stepping into a project that's maybe outside your core competency or outside your day to day deliverables.

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Tim

So I think that's a really good way of achieving that. And I think that's something that Zebra does pretty well. But I would also say that asking isn't enough. I think sometimes doing is more important. And so I would encourage people to go out and do something different and yeah, there's a terminology that I'm sure people have worked with me with, say, I'm repetitive on, but I always call it 'move the needle.'

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Tim

I say, you know, set an objective and prove you can make a change. And even if that change is once, I would say that's absolutely fine. Moving the needle once, it proves you can be successful. So I would say go out and set objective. Don't need to be too big. Go and have a methodology behind it to prove you can achieve it.

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Tim

I would say bring people along on the journey. I think that's the most important thing. I think too many people try and do things in isolation and think that's the way of proving to be successful. Actually, what am I looking for in leaders? I'm looking for people who can influence without authority. If you can influence without authority, then you can be a leader.

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Tim

You're already a leader, right? And leadership is often misconstrued as being management. The two are very, very different. You know, I'm not teaching people to suffixes. It's an obvious differentiation. So I would say set an objective that you're passionate about. That also means something to the organization in some way, shape or form. It doesn't need to be in traffic growth.

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Tim

It could be in terms of culture and set some objectives. Take people on the journey with you, share the successes, and I think the visibility will be the fabulous.

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Laura

Well, Tim, thank you so, so much for sharing your perspectives and your reflections today. A lot that I've taken from this conversation and no doubt many more: know how to improve your own performance versus yours yesterday, being authentic, moving the needle...so much that has resonated with me and I say to all of our listeners today, too.

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Laura

So with that, I'd like to thank you, Tim. I'd like to thank you all for joining us on today's episode. I've no doubt that you've all taken something valuable from this conversation, and we look forward to seeing you again on the next episode. Thank you.

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Tim

Thanks, guys.



**NA and Corporate Headquarters**  
+1 800 423 0442  
inquiry4@zebra.com

**Asia-Pacific Headquarters**  
+65 6858 0722  
contact.apac@zebra.com

**EMEA Headquarters**  
zebra.com/locations  
contact.emea@zebra.com

**Latin America Headquarters**  
zebra.com/locations  
la.contactme@zebra.com

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