



Channel Mastery Podcast, Episode #11: Kristin Carpenter-Ogden Interviews
Pete Buhl, CEO and Founder of Beeline, and Ian Christie, CEO and Owner of Summit Bicycle

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- Kristin: I'm incredibly happy to be introducing Beeline CEO and co-founder, Pete Buhl, as well as Ian Christie who is the CEO and owner of Summit Bicycles. Welcome to the two of you to the Channel Mastery Podcast.
- Peter Buhl: Thank you.
- Ian Christie: Thank you.
- Kristin: It's so great to have you here. So, you guys are both, I think, kind of born and raised in the bay area. Is that right? Can you tell us a little bit about each of your respective businesses, [00:00:30] starting with you, Ian?
- Ian Christie: Yeah. Bay Area bike shops. We've had four up until this March. We opened our fifth in Palo Alto, mainly sitting on the peninsula just south of San Francisco going all the way down to San Jose. [They are] bike shops servicing every single type of bikes, kids' bikes, hybrid bikes, mountain bikes, road bikes, high-end bikes [00:01:00]. Just trying to be that good retailer that's inviting for every type of cyclist. It's a comfortable environment and setting for customers to shop, hang out, and learn about bikes.
- Kristin: Were you working within Summit Bicycles, prior? What's your background?
- Ian Christie: My background is 100% Summit Bicycles. It was actually my first job. I was 13 and I wanted money because I was 13. I [00:01:30] couldn't legally work, [00:01:32] but my best friend's dad owned a bike shop, so I started [cleaning] bathrooms - or *bathroom* - in one of our stores and just worked my way up. Kind of like you naturally do in bike shop settings. Building bikes, helping customers, moving on to sales, and then being promoted to management because you're good at sales, which makes no sense, of course. So on and so forth. [00:02:00] I was around 20 years old. I had the choice of either continuing on with college or buying out the owner. Still figuring out which one was the right decision.
- Kristin: I bet they're one in the same.
- Ian Christie: Yeah.

Kristin: You're getting quite an education.

Ian Christie: No, definitely. That was 10 years ago and [00:02:30] we finished the ownership transition about five years ago. In that five-year span, we've added two new shops. We acquired another one, so went from two to five fairly quickly.

Kristin: Good for you. Pete, I'd love to share your visionary story for Beeline with my awesome audience.

Peter Buhl: Well, yeah, so I have been working in Silicon Valley for the last, I hate to say it, [00:03:00] 25, or more, years now. I was in a number of technology companies - both working within the companies and also investing in tech companies over the years. About 20 years ago, it was actually 19 years ago, 1998, I needed to get my bike fixed. I had this amazing experience with the mobile mechanic who came out to my office and fixed my bike right on the spot. Two of my coworkers brought their bikes [00:03:30] in as well, and it was this amazing customer experience. It had always stuck in the back of my mind. I had been riding bikes for years and years.

Fast forward 15 years and it got to the point where consumers were really demanding convenience. We saw things like Uber, Lyft, and TaskRabbit and all those types of things. It got to the point where the technology to [00:04:00] automate, in some respects, the service management aspect of the mobile bike shop was such that we could cost-effectively build out a platform. So, about almost four and a half years ago, we jumped in and started with building a software platform with one mobile shop and figuring it out as we went. We built out five more mobile shops in the bay area here. Those are the shops, actually, that Ian [00:04:30] acquired, franchised, and is now operating in connection with Summit Bike Shops. It's been a great learning experience as we operated, ourselves. Now we're franchising, working with partners throughout the country to grow the network of mobile bike shops on a national scale.

Kristin: Before we get into the specific overlay of these channels that you have each brought together to bring a really interesting multiple channel business, which is why you're on the show, I also just wanted to give you the opportunity, Pete, to bring my [00:05:00] audience up to speed on your footprint. I understand that you have eight new territories in Austin, Texas, Fort Collins, Colorado, Indianapolis, Tucson, Arizona, Los Angeles, Sacramento, San Diego, Berkeley, Oakland. These are all added to ... How many total territories or cities do you have?

Peter Buhl: We're over 60 franchise units spanning across...I couldn't tell you the number of cities - a huge number of cities. We have been primarily focused on [00:05:30] the West Coast over the last couple of years. Now with, and we can talk about it more later, with the advent of e-commerce fulfillment of bikes purchased online, we've gotten much more aggressive about expanding out to new markets in the Midwest and the East Coast. Indianapolis is our first partner on the other side of the Mississippi, but we've got a bunch of other discussions and

expect to be full nationwide footprint in all the major metros within [00:06:00] the next eight to 12 months or so.

[Slight technical difficulty may result in a duplication – next two paragraphs - for some listeners.]

Kristin: Pete, before we dive into learning about how you guys have overlaid these channels and created a very unique multichannel business with Summit and Beeline, can you also just tell my audience super quickly what your footprint is in the United States right now?

Peter Buhl: Yep, yep. It's just recently expanded. We announced this week that we've added 25 new franchise units. We cover major portions of California, Northern and Southern, Arizona, [00:00:30] Denver, Boulder, Austin, Texas, San Antonio, Texas, and we're expanding in Texas as well, New Mexico, Indianapolis. I think I've covered most of them. Fort Collins, Colorado is another new one. That brings us to over 60 total units. We're in the process now of expanding much more rapidly on the East Coast and in the Midwest. This is a result of seeing more [00:01:00] and more online sales happen that drive new customers to the franchise businesses. These are people buying bikes online where we can provide a great last mile delivery experience by a professional mechanic.

Kristin: That's awesome. That's a perfect segue for me to ask you, Ian. You obviously have a history here, I've just learned, with Pete and Beeline. Can you talk with the audience about what it was like for you as a retailer in this retail [00:01:30] correct that we're just at the start of to basically create a scenario financially or just how you calculated the risk you would be taking by expanding with Beeline in 2017?

Ian Christie: Yeah. The risk was small for us. What I've learned is for running a business, it's a constant hypothetical worst-case scenario situation. If [00:02:00] I bought all these vans and all this inventory and did all this work and it didn't pan out, what's the worst-case scenario? It was one of the more attractive risks that I faced in running a business, without getting too specific. Where is the potential and upside and where the market seemed to be going not only with consumer expectations but also [00:02:30] how people buy bikes and how bikes are being delivered, it seemed like a phenomenal way to really corner my market and dominate it in every aspect.

Kristin: That's awesome. Well, I have to applaud you and I love that you just see that's part and parcel to doing business. I have to wonder, both of you are from the Bay Area and Silicon Valley and I think that you might have a little bit of a different mindset in terms of just being nimble and being [00:03:00] very dedicated to being remarkable to your end consumer. With that, Ian, you [bought into Beeline] back in April. Is that right? April of 2017?

Ian Christie: Yeah. Pete, correct me if I'm wrong, but I think we started working on this in November 2016 and it didn't completely close. It was actually March 1. It was the same day that we got the keys for our new location.

Kristin: [00:03:30] That's a big day.

Ian Christie: Yeah. We tried to avoid that, but it somehow worked out perfectly that way. Yeah. I wish it was February 29 and not March 1-

Peter Buhl: Yeah.

Ian Christie: ... but it was March 1. Yeah.

Kristin: You're not given anything you can't handle.

Ian Christie: Yeah.

Kristin: What I'd love to ask specifically, because obviously I was kind of in touch with both of you at this point and watching it all unfold. So here we are basically adding in a mobile channel to a [00:04:00] brick-and-mortar and you also have an online component to some of the bicycles. Correct, Ian?

Ian Christie: Yeah. Yes.

Kristin: Tell us some of your most remarkable discoveries around engaging and being remarkable to your customers specifically. I mean, you guys brought these two companies together and one thing I think that was a bit of a pleasant surprise was the email list that both of you brought to the table. Is that correct?

Ian Christie: Yeah. That was probably the most shocking. [00:04:30] I'm hard to shock being this long in the bike industry. But customers still manage to do it every now and then, and that that was shocking. I was faced with the questions of either where Summit Bicycles was doing a very poor job or if these were truly just very different customers. We like to think it's the latter, and there are plenty of examples where it's the latter. Just an overlap of one and a half percent [between two], pretty sizable email [00:05:00] lists in the exact same geographical area says a lot.

Kristin: It does. Basically you were explaining to me that it was demographics you had a more difficult time reaching in the past.

Ian Christie: Yeah. Difficult almost implies that there was an effort to reach, and I'm not sure that there was any real sizable effort. We certainly had them and we know those types, but they were not our [00:05:30] 98 and a half percent of our customers. Yeah, it was interesting.

Kristin: That is really cool. I remember you and I talking. There were a lot of females who were doing a lot of the purchasing and also just managing and jockeying their family schedule, right? You were able to actually add a lot of people who are really looking for convenience in an experience with a mobile bike [00:06:00] provider.

Ian Christie: Yeah, for sure.

Kristin: Pete, did you have anything you wanted to add on that just in terms of other-

Peter Buhl: Yeah.

Kristin: ... franchisees in America?

Peter Buhl: Yeah. Well, I think to the point of overlap: we knew anecdotally that the overlap was small. Whenever we did surveys it would show that, but not to the degree that we found when you actually could compare real data that Ian had with real data that we had. I think what we see is the customer base [00:06:30] that we really serve well are the professionals who are working long hours and don't have a lot of time, and the mobile model can go and meet their needs whether it's at their office, at their home, or on the weekend. That's one element.

The other element is the family that has two, or three, or five, or ten bikes in the garage. Carting those to a shop and figuring out logistics and all that kind of thing is, for most folks, impossible to [00:07:00] just physically do the transportation piece. Just adding that convenience from a service perspective to those customers. We've got our share of typical high-end customers, but it's those two first groups that I talked about that are the vast majority of the business and customers that we serve.

Kristin: I also just want to highlight for my audience that, I mean, Pete, you obviously have a tech platform and [00:07:30] all of us who are cyclists are starting to see mobile bike Sprinter Vans pop up.

Peter Buhl: Mm-hmm (affirmative).

Kristin: I mean, I live in a tiny little town in Southwest Colorado and we even have a couple of them here.

Peter Buhl: Yeah.

Kristin: Can you explain the difference, and Ian feel free to chime in, in terms of what your national solution has brought to the table in terms of just a tight buttoned-up solution that does actually-

Peter Buhl: Yeah.

Kristin: ... provide a solution you can control and feel good about to be actually branded Summit Bicycles.

Peter Buhl: Yeah. This is where we invest [00:08:00] the vast majority of our time, and effort, and dollars is on providing a scalable solution to our franchise partners. A lot of that's around the software elements. A lot of that starts with how do you find the customers through all of the different social media, and online advertising, and digital marketing programs and tying our platform into that so that we can attract those customers to an easy scheduling [00:08:30] process for the customer. Then on the backend if you're really going to scale this

business and you're going to have multiple mobile shops in a market really meeting all the needs of your consumers in the market, you need a platform that enables the mobile shop operators, the mechanics on the trucks, to very efficiently operate their day and their communications with the customers, and we built that.

Then you need a management layer and a reporting layer - so that Ian and his team, when they're overseeing the business, can [00:09:00] optimize the business, and assign mechanics to trucks, and trucks to routes, and all those kind of complexities and see how they're doing financially as well from a performance perspective. It's all those tools around, one, how do you make it a great experience for the customer from the scheduling and sign-up process to how do you make it work in a very operationally efficient mode in a scalable way.

Kristin: Ian, can you elaborate on [00:09:30] how you grafted the Summit brand touchpoint, if you will, on the Beeline machine, meaning tech and the actual machine itself?

Ian Christie: Yeah. In addition to that, I talked to a handful of colleagues and the very common question is, "I'll just have my own van. Why do I need to go through Beeline?" It's obvious to me [00:10:00] that by doing that you're merely just adding a service to your existing customers. Whereas when you do it with a partner - with someone or something like Beeline - you're never going to displace a business where that's their sole foundation. Whereas if we were to do it in Summit Bicycles, it's the ninth time, the eleventh, or twelfth service we offer. Whereas when someone Google searches, "Mobile bike repair," however good your bike [00:10:30] shop or how well it's advertised, you're never going to organically beat Beeline.

That was a key factor into getting us new customers, not stealing service from within our stores for our existing customers, which I have seen other colleagues do where they're not bringing in new traffic, they're merely just offering that service for the ones that already coming in [00:11:00] store.

Kristin: Awesome. That's a super important point. Then you're able to obviously create a lifetime, ideally, a lifetime relationship with those new customers and bring them into other facets of your Summit Bicycles empire, if you will.

Ian Christie: Correct. Correct.

Kristin: That's awesome. Pete, I also have to ask because you were just talking about that, you must be amassing some pretty interesting data out there.

Peter Buhl: Yep. Yep. No, I think it's all about capturing [00:11:30] that customer information so that you can provide increasingly enhanced services to them. That's a huge component of our offering to the franchise partners as well as, "Let's get this information and let's provide better service to customers whether it's automated service reminders specific to their given bikes and how often

they're riding them, or it's offers for new bicycles for purchase [00:12:00] that they can buy online," that sort of thing. There's an ember building on that pretty substantially.

Kristin: I have to ask kind of a geeky question here, but do you do anything with cross platform attribution or linking up in terms of, we're going to get into Amazon here shortly, but some of the brands-

Peter Buhl: Yeah.

Kristin: ... that you work with and your franchisees, are you able to track a customer across multiple points of entry?

Peter Buhl: Yep. Yep. The big piece, and we haven't talked about it too much, but this whole e-commerce [00:12:30] fulfillment element, which is huge for really scaling the business, and making it big, and someday seeing 2,000 or 3,000 little bike shops across the country is [that] more and more consumers buy online. We have to have a very streamlined, well-managed process for getting that bike to the customers, set up, and ready to ride with a good tutorial, and customer experience, that sort of thing. The piece that we've also invested in is how do [00:13:00] you take that online purchase that somebody does and automate the whole delivery process. It's one thing to ship a box to a door, but it's a much more complicated thing to ship it to the franchise operator, schedule the time to get it built, and to actually have it delivered at the time that the customer wants it.

Kristin: Mm-hmm (affirmative).

Peter Buhl: We've used software to automate that process. For 98% of the customers that buy a bike online through Raleigh and Diamondback, that works great. For two percent that have unusual [00:13:30] requests or whatever, we have a customer support team that is front-ending that, and buffering our franchisees to streamline the experience and make it good and consistent for the customer. As you can imagine, we need to see the bike. The franchise operator needs to see the bike. And Raleigh, Diamondback need to see the bike at each step in the process: when it ships, when it's delivered to the franchise operator, when it's delivered to the customer, and that sort of thing. Then you've got this great new customer that's just been delivered to the [00:14:00] business, and you have that customer for life for ongoing service for their next bikes and that sort of thing.

Kristin: You're able to basically schedule in follow-up. Or the franchisee is able to actually check in on if they need anything else or if there's any other fulfillment opportunities there. Is that correct?

Peter Buhl: Absolutely. I mean, you show up with a bike at somebody's garage and the garage door pulls up and they start talking about bikes and what else they might need. There's a whole bunch of opportunities to do additional [00:14:30] service to take their bikes that they may not be using and buy them back in used bike

mode to give them credits towards new bike purchases. There are all kinds of opportunities that we're just at the tip of figuring out, "How do we really offer more and more services and more and more revenue opportunities to our franchise partners?"

Kristin: I have to put in a quick anecdote that I actually had taken my daughter to a soccer camp earlier this year. Soccer mom, sorry. We got to our hotel [00:15:00] at 7:00pm. The day before, I had actually gone through Beeline and set up a service for my bike and your mechanic came to my hotel at 8:30 at night and worked on my bike. I was able to put in exactly what tires I wanted, and he actually kind of brought some extra things that he thought I might need for the roads where I was. I mean, it was incredible. P.S.: I have always grown up in, and I still love my specialty retail stores. Obviously we have a specialty retailer, an IBD, here on the line in Ian, [00:15:30] so I'm not taking anything away from them but had I not chosen or been able to use Beeline I would not have been able to get my bike worked on until the next day at 3:00 in the afternoon. It was the first appointment they had.

Peter Buhl: Mm-hmm (affirmative).

Kristin: I'm just letting everyone know it was the same experience that you had in 1998, I had just in April, and it was really amazing. You guys run a tight ship. It was really cool. I just had to throw that out there. I want to switch gears a little bit and talk about the marketing opportunities that this [00:16:00] mobile channel has brought to you, Ian. Can you talk a little bit about just, again going back to being as consumer centric as possible with your existing and your new customers that you're accruing through this, can you talk about how you're using these vans to create more of an experience for these customers?

Ian Christie: To be completely honest, I think right now for Summit Bicycles specifically, we're doing a poor job in terms of utilizing all [00:16:30] of the marketing opportunities that Beeline and Beeline customers present. It's natural to see the possibilities that are all right in front of us. Pete kind of touched on it already, but one of the interesting things that kind of came with this partnership was the opportunity for trade-ins, whereas we use Bicycle Blue Book as a trade-in partner as a physical retailer. They approach Beeline [00:17:00] before Summit's and Beeline's partnership. The likelihood of someone trading in a bike and using any of that credit towards just mobile service wasn't a likely scenario. Whereas now with this partnership with Summit and Beeline, they have that trade-in credit that they could use towards all of our physical stores.

Kristin: Oh, that's super cool.

Ian Christie: That's just one thing. Honestly, that was brought [00:17:30] to our attention by Bicycle Blue Book. That wasn't even something that we were actively pursuing. In terms of in-store coupons for visits, accessory add-on, discounts with new bike fulfillments, all of those opportunities, one of the things that we've done as the fulfillment has been so good that it's actually almost ... not almost, it has

taken quite [00:18:00] a bit of service appointment opportunities for particularly one of our mechanics.

Kristin: Talk with us a little bit more about this fulfillment opportunity, because having connected with you guys earlier this year, I think that that's something Pete definitely had in his vision but it's something that really came to life for you and was like a super awesome surprise in some ways. Wasn't it, Ian, just the business that grew from that?

Ian Christie: Yeah. That was the big variable that we were all excited about in coming on. That wasn't [00:18:30] something that had been executed completely prior to our partnership. Correct me if I'm wrong Pete, but I think it was being turned on within days of-

Peter Buhl: Yes.

Ian Christie: ... us signing all the contracts.

Peter Buhl: Yeah.

Ian Christie: It was short order, until it took 50% of our repair appointment within one specific territory that we had, so it was huge. It got to the point where we were trying [00:19:00] to find someone just for delivery that wasn't focusing on home repairs, or corporate events, or anything like that. Their sole job was to deliver fulfilled bikes. The opportunity that presented was that we had turned a lot of those deliveries into in-store pick-ups instead of scheduling a specific time and taking a repair appointment away from one of our mechanics. Some of the bicycles for Beeline called the customer and said, "The [00:19:30] delivery time is way far out. We're at least two weeks out, but your bike is built. It's currently in the store, and you're more than welcome to come by and we'll give you 15% off accessories for the day of pick-up."

There's just those little nuggets that seem to be everywhere as we go through this partnership and learn how to handle the growth and the understanding of how our customers use this involves different ways.

Kristin: That's awesome.

Peter Buhl: [00:20:00] Yeah, yeah. Yeah, I would say that I think some of the marketing opportunities in the Bay Area market are reasonably mature from a Beeline perspective, because we've been operating here for a number of years. I would say that Ian's been so busy and he's taken this on that some of those new growth opportunities that we'd do in a new market who are not necessarily ... they've already been done here to some extent. It's a lot of corporate outreach and tying in the large employers [00:20:30] in the area to enable them to have a bike friendly experience at work for all their employees, tons of neighborhood events, group events, rides and races, and that sort of thing that we support and Ian's team has supported here in the Bay Area.

A lot of that was set-up in advance, but we've got kind of a turnkey program that we launch in each new market we go to [in order to] get all those programs up and running for new franchisees as we go live in those markets.

Kristin: There [00:21:00] is so much changing through this growth that you're having. It's kind of crazy.

Peter Buhl: Yep.

Ian Christie: Yeah.

Kristin: Super exciting.

Ian Christie: Beeline has automated marketing in place even for the mature markets that we have. For at least two particular months, we had to actually turn them off because there were no scheduling opportunities for the customers to schedule an appointment.

Kristin: Wow.

Ian Christie: That, [00:21:30] coupled with the many distractions that owning five bike shops offers! There's a ton there for sure.

Kristin: I love how big you go, Ian. It's pretty awesome. I just have to ask a couple things that I think are important to address for maybe some people. I have people from a lot of different markets who listen to this, but the tie is that they all are in passion industries where [00:22:00] what we sell is essentially part of our consumer's identities. I'm curious to know, Pete, how have you counteracted the consumer's need to test ride a bike challenging concern that has been out there around your company here?

Peter Buhl: We obviously can't offer a test ride if somebody's buying a bike online. My belief is that is somewhat generational.

Kristin: Mm-hmm (affirmative).

Peter Buhl: I think the younger [00:22:30] consumers and the new consumers that want to consume online are much more comfortable buying something online. It's up to the brands and the product companies to really do a good job articulating to the consumer what they want in the bike. It's all about sizing. I think that the really good news that we've seen is that by delivering a bike, and setting it up, and getting the seat height right, and handlebars adjusted, and all that kind of thing, and giving a brief tutorial [00:23:00] on the bike, we can dramatically reduce the return rate that an online seller would have. We've seen that in spades with our partnerships with Amazon, and with Raleigh, and Diamondback that we can provide this great experience and get the bike set up right for the customer. Return rates have been really, really low.

Kristin: That includes e-bikes too with Raleigh Electric, correct?

Peter Buhl: Yep, yep. Absolutely.

Kristin: That's awesome. Does a franchisee need to certify a mechanic [00:23:30] around that, or is that just something that is not something that needs to happen?

Peter Buhl: Yeah. No, we do training on e-bikes in the major e-bike platform so that when an operator comes through and goes through our training program here, they are getting background on e-bikes. There's lots of online tools and things like that that we encourage them to use to stay up to speed on the current new technology and that sort of thing.

Kristin: Mm-hmm (affirmative).

Peter Buhl: We do offer a recurring [00:24:00] annual training program for operators as well.

Kristin: Just to clear this other point that I know a couple of my listeners asked me to address when I had the chance to talk with both of you: I think there's still a bit of a feeling out there that people don't buy high-end bikes online even though we've had amazing providers like Competitive Cyclist out there and obviously Amazon has done a great job. What do you guys think about that? Was that also a generational thing? Is this just something that people embrace now?

Peter Buhl: [00:24:30] I see the data on ASPs, and I think when you look at the average selling price of a bike online, it depends on the platform, but through Raleigh and Diamondback it's in the six to seven hundred dollar price range, so that's a good average price for a bike.

Kristin: Mm-hmm (affirmative).

Peter Buhl: We're seeing a subset of customers that are buying the [00:25:00] thousand to \$2,500 bikes and up. I wouldn't say it's huge volume yet, but I think customers get more comfortable with that over time. E-bikes in particular, you probably start at about two grand and go up. All those bikes are large ticket items, but we're seeing those move through the system as well.

Kristin: That's so cool. I want to try and wrap things up here because I want to respect everybody's time, but Ian, it really sounds like you obviously jumped in and made this decision to incorporate mobile into Summit. [00:25:30] It sounds like you might have some planning to do for 2018 that maybe you didn't have to do because it's going so well.

Ian Christie: Yeah. For us bringing on Beeline, we've started to kind of look at our business and the difference side as our online business grows. We have a whole separate business just for rentals that's growing very fast and then Beeline. We have really almost [00:26:00] four different businesses that are really different than each other, and we need to kind of market approach and think about it in

different ways. Beeline is the second highest grossing one, obviously behind our physical stores. Yeah, lots to do. Thanks, Kristin, appreciate that.

Kristin: Yeah, no pressure.

Peter Buhl: The one thing I would say is, we're super [00:26:30] appreciative of the relationship with Ian. He was the first big established bike shop that we worked with, and we continue to learn every day from our interactions with Ian and his team and that informs us on where we need to take the software from a developer perspective, adding new features, making the system better. It's definitely a partnership, we certainly view it as such, so that we can collectively build up the Beeline network and continue [00:27:00] to grow as well.

Kristin: I just want to say as we're wrapping up here, you guys are literally a perfect example of what I would hope to see more of and that is keeping that high touch and the passion of a specialty retailer's relationship with the community that it serves as well as the reciprocity that comes with that melded with a tech platform and a data driven approach. I mean, I feel like if you don't find the right balance of that, a lot can be lost for a passion business in bike and in [00:27:30] IBD especially. I really think you guys have done a fantastic job bringing the two components together that I think are going to equal success going forward. People just don't have a lot of living breathing opportunities to study, and you guys have created an awesome case study here.

Peter Buhl: I'm grateful. Thanks.

Kristin: Yeah, thank you.

Ian Christie: Thank you.

Kristin: I've been having to chase these guys down quite a bit because they're so busy, so thank you so much for taking the time to spend with me and my audience here today. This was fascinating.

