

Krystal Hauserman Transcript

Krystal: I think the question of slowing down breathing and also not losing the work is fantastic. I'm inspired by the work. I'm inspired by the people I get to work with and the brands that come to the table and the amazing stuff we get to do. But I think always, never lose yourself, never lose time with your family, and never lose time with your chosen family, aka your friends and your dog. I just really think, like, well rounded people are what is going to create breakthrough work.

Matt: To thrive in a rapidly evolving landscape, brands must move at an ever increasing pace. I'm Matt Britton, founder and CEO of Suzy. Join me and key industry leaders as we dive deep into the shifting consumer trends within their industry, why it matters now and how you can keep up. Welcome to the speed of culture. Today we're going to be speaking with Krystal Hauserman, chief marketing officer at 11:11 Media. Crystal was recently named to the 2023 Forbes Entrepreneurial CMO List. It's a pleasure to have you here. Thanks so much for taking the time.

Krystal: Yeah, thank you so much for having me.

Matt: Absolutely. So, Krystal, it's interesting you got your start in your career in the legal field as an entertainment attorney.

Krystal: Totally random, right?

Matt: Yeah. I don't know if it's random or sort of something that's predictive of where you are today. Probably a little bit of both. But what led you to that decision?

Krystal: Yeah, when you look back, it makes sense. But at the time and we'll get to that later, but yeah, I grew up in Oklahoma and I always had an obsession with movies and storytelling and art. And I wanted a major in movie making when I was a kid. But of course I had very practical parents who were like, what are you going to do with that?

Matt: Right.

Krystal: So I went to law school out in Los Angeles and graduated and got the big snazzy law firm job and worked at a kind of a blue chip firm in Century City and at the ripe age of 26 realized that's not what I wanted to do with my life. Can you believe it? I think I always chalk it up and this is probably indicative of my future career path. I said I wanted to make art, not war. And I think I was a trial lawyer. And while it gave me great training in terms of preparedness and results and measured with results and always coming in with a plan and I think those skills definitely show up in what I do now. I think I just didn't want on a daily basis to be arguing over who is going to switch money between whom.

Matt: Right, right.

Krystal: So I had that revelation that I really wanted to follow back to my original plan of a more creative and expressive endeavor and put fun things out in the world and the rest is history.

Matt: Yeah. So then you moved over to the entertainment world directly and worked more in the marketing and media side of things. So how was that transition? And did you know right away it was the right move for you?

Krystal: Oh, yeah. And I think it's one of the things I do a lot of mentorship. Even as busy as I am, I always feel like spending that time to help those that are kind of where I was 15 years ago is so important. And look, the transition isn't always easy, right? You kind of go in and talk to people. And I had lots of connections across entertainment and at studios and production companies, and these were the days before Zoom, Matt. Can you imagine? And so if you wanted to do a networking call, you had to get in your car, drive someplace, pay for parking that you probably couldn't afford, sitting a lot of traffic in their office to walk in, and they'd be like, oh, you're a lawyer. What do you want to do here at my studio? Right. So I did a lot of that for a couple of years. Right. And I'll always credit who I was actually talking to this morning, Rosanna. She was over at a company called Fullscreen, and a friend of a friend put me in touch and had a meeting with her. She was in the legal department. So it shows you you can kind of make your entree any way you can. And I said, look, I want to flex in marketing. That's what I studied in undergrad. It's what I'm really good at. Great with clients, great with creativity. And she was like, there's a role. Let me introduce you to a friend of mine. He's hiring for his team, and the rest is history. So I went up there. Bo Bryant always give him credit for giving me my kind of break in that world and became the head of marketing at a company called Fullscreen, which was really one of the first creator driven businesses started by a founder, George Stompolos, who was the architect of the YouTube monetization program for creators. So where we are, all of us who were part of that Fullscreen ride kind of are looking where the market is now, and everybody that's all people are talking about creators, creators, the creator economy. And man, George, we are such a visionary. He started that company over ten years ago, so we were ahead of our time, a little early, but it was a great ride, and I met some of the most brilliant people, and we've all now gone on to different companies, and it's just really a phenomenal springboard.

Matt: Yeah. And speaking of the creator economy, where do you think we are today in that cycle? Because part of me feels like it's oversaturated. Everybody's a creator, and it's like there's more creators than consumers at some points. When you look at it. At the same time, people are not watching linear television. They're staring at their phones. All day. That's where the content comes from. In terms of the adoption cycle, both by brands and by consumers, where do you think we are overall?

Krystal: Matt, you nailed it. Like Gen Z and even more Gen Alpha. They're not watching TV. They're on those phones. They pick them up at the time they come out of the womb. I think knowing how to swipe and scroll and look, brands have gotten the memo, okay? So if you go on TikTok, go on IG and Snap, even the brands have gotten where the consumer is. And so I think we're at the weight. We're at the top of it. Right. I think look at where we are today in a company like Influential Who's here, and I was talking to Chris and Ryan yesterday, who are the founders of the company, and it's only exploding. Right? And the definition of who is influential or a creator is vast, right? It's not just that YouTuber, it is the niche. It's the person that's into fashion or social good or filmmaking.

Matt: That's an influencer.

Krystal: I look at my buddies from Red Broad who built Lil Mikayla, like, how many years ago now? The first digital influencer, I think. I don't know what her following is.

Matt: Up to with generative AI, and it's pretty scary on where they could all go.

Krystal: Yes, we'll talk a little bit more about AI. I think there's beautiful applications and things that will open up doors, but with great power comes great responsibility. Is that a quote from Star Wars?

Matt: Yeah, absolutely. Yeah. I mean, I agree with you. And I do think that sometimes I think influencers and what that means could get ahead of itself. And people try to cater to the masses and grow an audience, and over time, they take on every brand and they lose their actual community. So that's sort of the risk with.

Krystal: Nailed it, I think. Look, as with everything in life, Matt, there's a path you can go if you're just shilling out for every brand on the planet. Gen Z and Jill Nafa are too flipping smart for that. Right. And I think picking really right through it. Yeah, they'll see right through it. And I think picking authentic collaborations that are true to the person that people are really passionate about, this isn't rocket science. People really understand that. The brands that really get that and who also let creators create you'd be surprised in my career over the last 15 years, these big brands will go out and they say, we've got to be working with creators. And we'll go out and we'll cast the most perfect creators for whether it's a commercial spot or something else. And then they want to give them scripts and they want to totally control the creativity they need to do this.

Matt: Take away everything that got them there to begin with.

Krystal: Exactly. And so I think that's probably the key or that one of the big takeaways out of this is like and look, the most savvy brand marketers and a lot of my peers, they totally get this, but it's like really stepping out of the way within obviously brand safety limits of letting those creatives really fly. And soar I think is just the key to doing it. To do it, right.

Matt: Absolutely. So, full screen, as you mentioned, you worked there for three or four years and then they were acquired by Warner Media and then you stuck around at Warner for a little bit and then ultimately decided to leave. What was the experience of being at a startup e small company and all of a sudden seeing ourselves within Warner? How did that change the culture and your role overall?

Krystal: It was cool. Look, yeah, we were part of the big merger back in 2020 at the height of the pandemic. So, man, there was a lot of stuff going on, right? We were going through restructuring and acquisitions and a gigantic merger that had been hung up for a couple of years, but finally coming to the table and being not just the scrappy digital startup, but then getting to work across the whole portfolio of water where it was like we were suddenly on calls with the folks from CNN. With the folks from HBO Max. Rest in peace, HBO Max. Now the artist formerly known as HBO Max. I think we're Max Now and all these just amazing brands. And so we ended up like, look, you have more resources, you have more collaborators, you have more opportunity. And so we did some really what the kids would say, banger activations and things for HBO, for really cool things at Sundance to celebrate a lot of the theatrical releases that were coming out. So it was really great to take what we knew and had learned over so many years at full screen of taking the power of creators to really support business and drive commerce. And it was a heck of a ride.

Matt: Absolutely, yeah. And then last year you joined the role that you're currently at, which is CMO of 1111 Media. Tell us a little bit about 11:11 and what excites you about this opportunity.

Krystal: Absolutely. So a friend of a friend knows, it's funny that as you mentioned, the Forbes entrepreneurial CMO thing came out today and he was like, you're so entrepreneurial and you get to try these things. And he's like, you just love these environments where there's no rulebook, right. And you just get a like if you're let to go and play, you could do something extraordinary.

Matt: Not bound by the corporate shackles, so to speak.

Krystal: Exactly. See where I'm going with this, Matt? He said you should go talk to Paris. And I was like, okay. To Paris. Yeah, just to Paris Hilton. I was like, random. But I'd been in the clubhouse kind of sore resting in the peace clubhouse. No, I know the clubhouse is still around and I love the platform and it was so innovative at the time. I spent a hell of a lot of time there in the pandemic.

Matt: Yeah.

Krystal: But that's kind of what I had started to notice about Paris. She was like hanging in the clubhouse and talking about her investments, talking about the Metaverse and Web three. And so I kind of had my impression of her wasn't from 20 years ago, it was like this new modern Paris. And so when he said I was like, well that's really interesting. And so I went over and talked to Bruce Gersh over there, who's the co-founder of 11:11 with Paris and eventually met Paris and just listened to their vision and it's a big one, right taking and it's actually what I'm speaking about possible tomorrow. How do you take such an iconic person and build it into this multifaceted brand? Now she's done a heck of a good job over the past 20 years doing that herself, but really in ways.

Matt: That people don't even realize.

Krystal: That people don't even realize. And so I think that's what I immediately got when I went to go meet with her and just the breadth of everything that we do. We're a full fledged media and consumer products company. So film, television, audio through our deal with iHeart three different podcasts that we're doing right now with a new one to be announced soon. I'm very excited. Consumer products. We had 19 different product lines last year. We're the number one product. Oh my gosh. We're the number one new Cookware collection on Amazon. Tracksuits Fragrance. She sold \$4 billion in fragrance alone over the past 20 years. We're about to release, we'll release our 30th at the end of next year with more products coming. Obviously all our forays into Roblox and Sandbox, aka the Metaverse or gaming platforms and then all our brand partnerships, we do really trailblazing work. And she was the first influencer, I like to call her not just an influencer, she's influential to understand how to really come to the table and create things that resonate with an audience that move and inspire them to engage and to purchase.

Matt: So when you talk about I mean the cookware example kind of surprised me a little bit. So when you talk about the number one cookware brand on Amazon, what goes into a decision like that? What's the connection between that and 11:11? Is there like consumer research that goes into it first and how do you produce and roll out a product like that and is that part of your everyday role?

Matt: Absolutely. So look, the Cookware launch is really exciting and I think you hit on something that's kind of the hallmark of 1111 and that we test and learn a lot across.

Krystal: You'd have to, you can't just roll a cookware brand that hasn't been number one without exactly and so look, we have a really great partner in Epica, and they do all kinds of product launches all around the world. And so they're a partner in that endeavor, and they're fantastic. The

team over there. And Paris is a lifelong passion for cooking. Did a show called Cooking with Paris. And just based on the fan reaction and success of that show, became kind of a no brainer. People were asking, like, why want some Paris style cookware? Right? You see the normal black and white steel potless pots and pans, and can we make some things that are quintessentially her? So if you see the line, it's eggshell color and pink, of course, but really cool designs. And the Epica team did such a great job in collaboration with Paris's vision for the line. And so it's constantly on display in the kitchen, and it's beautiful stuff, and it's high quality, and it's at a really fair price point. I think it's right now sub \$100. And so when you can get a five six piece set super functional and cute, it just is a no brainer.

Matt: Yeah, but that's a whole different business line than producing film or podcasts, et cetera. So how does that manifest to your role? Because it sounds like essentially it's an entrepreneurial conglomerate where you're just churning out different business ideas. That model is ripe with challenges because you're not going deep and focusing on one thing, you're doing many different things. So I'd imagine for you, you have to wear a lot of different hats. And how do you juggle that relative to maybe some roles you had in the past where it's far more focused?

Krystal: Exactly. Look, we have a killer team, number one. Like, nobody is an island in these sorts of roles. And so, look, you're right. We work with amazing licensing partners. That's number one, right? So the collaboration is there. And our head of licensing brand partnerships, we have a whole team that comes in and talks with all our partners, making sure we're understanding their goals and delivering for them. We have our head of Web3 and Metaverse, right? She's a fantastic strategist, a former deloitte who she's my right hand Cynthia Miller brain on the brands like L'Oreal, Urban Decay, and others that come to us and say, we want to get into the Metaverse and we want to do it in an authentic way, and you guys are there. So I think entrepreneurship is absolutely what it is, right? It is testing. It's a bunch of different businesses and ideas. And this year, what you'll see in a couple of months is we're going hard into music. There'll be a big announcement not just given on Wednesday, but really going there. Right? And there's nothing more at the Epicenter of pop culture, probably, than music. So we're going there. We just had our book released March 14. Now it's fifth consecutive week on the New York Times bestseller list. So, yeah, I mean, we're in everything a true media company, but multifaceted. But it's not an outlier. Right. Look, Rock The Bells, LL's Company, Kevin HartBeat. We have a heartbeat. Issa ray. This is a model.

Matt: I had dinner last night, LeBron James. Kevin Durant has his own company boardroom.

Krystal: I had dinner with Roberto last night from PitBull 305.

Matt: Do you think that's the future because I wrote about my book years ago, Youth Nation, where I talked about brands or people, people are brands. And Paris Hilton has definitely built herself as a brand, and now she's essentially parlaying or leveraging that brand into a conglomerate. Do you think this is a path moving forward where it's driven by individuals and their persona, and that becomes essential, since they have the audience and the platform they can build from, like, do you see as being something with staying power?

Krystal: Absolutely. Look, I think stars that have reached.

Matt: Kim Kardashian is another one, obviously.

Krystal: Exactly.

Matt: And Kylie and the whole thing.

Krystal: Yeah, absolutely. Look, there are certain traditional Hollywood stars that kind of do their thing and they take their movie money and kind of go off into the sun. Right.

Matt: He doesn't have it.

Krystal: Exactly. But I think those who have different ambitions to kind of grow a business out of that are following this kind of multifaceted path, whether it is Media Project, Hello Sunshine, that's another resource company. It's another example of I think it's a natural progression to kind of maybe an artist that starts out in their career and is kind of the center with the camera focused on them, proverbially who then want to turn it out. And based on the things that they've learned in terms of creativity, I think it's a natural progression to the next level.

Matt: They have such that's the thing that strikes everyone.

Krystal: No, but the thing that strikes me about Paris all the time is that she's so smart and she totally gets it, like we bring her to brand meetings and brainstorm. She knows the angle. She knows how to break through and to cut through. And she has fantastic ideas from a creative perspective. And I think one of the things you mentioned of all those people, the athletes included, is, like, this relentless focus for achievement and greatness and creativity. And so I think that they're entrepreneurs. I think it's natural that they're building.

Matt: Entrepreneurs with the platform and with Reachers is the biggest difference.

Krystal: Exactly. And so it's kind of all.

Matt: Brain Paris in day to day operations.

Krystal: Incredibly, incredibly. Like, look, we were all hired by Paris, right. And I talked to her daily. She's the prover. I call her the creative life force. I told her, you're the creative life force of this team. She is the heart of what we do, who we do it with, and why she built this company with the vision of bringing sparking, joy and inspiration and really elevating women and girls. And that's a lot of what she does.

Matt: A great job of that. I can tell you firsthand, as a father of an 18-year old, that she really inspires a lot of young women to want to be their best sellers and to be entrepreneurs and feel like it's possible. And if you compare that with the celebrity of 20 years ago, that certainly wasn't what was in people's minds.

Krystal: Exactly.

Matt: So does she understand, I guess that the responsibility that comes with that because I think it's pretty transformational.

Krystal: Yeah, 100%. And you can look good while doing it. I think that's the thing we talk about is early in her career she talked about walking to rooms where she was in really male dominated rooms and being underestimated.

Matt: Right.

Krystal: You're talking about an entrepreneur with a multibillion dollar company, the highest paid female DJ in the world, and a bazillion others, the ultimate multi hyphenate. But because of the way she presents is being underestimated and I think the world is now seeing, thanks to the great work of 11:11 and really the memoir and then the documentary that came out a couple of years ago is kind of revealing the person behind the persona or the real human behind the icon. And we're just beyond elated. She actually is going to go to DC, I believe it's, next week with our Head of impact. To introduce bipartisan federal legislation really is to dismantle that troubled teen industry that was covered extensively both in the documentary and the book. And we've already changed laws in seven states to really try to put a dent in that industry. If you know much about it, it's pretty horrific. And the victims of it, quite honestly, aren't always kids from an affluent background.

Matt: But often they don't always have a voice.

Krystal: And it's also a huge funnel from the foster care system and people that are picked up at the border. And so we're really just proud and that's something that really motivates her. So you talked about responsibility. She intimately knows the responsibility that rests on her shoulders to pave the way.

Matt: Yeah, I mean, I think it's interesting because there's two types of companies. There's a company that is largely established, we'll call them sleepy legacy incumbents who really don't have a soul. Everyone there who's driving it, their whole goal is just not to get fired. Right. And those are the companies that kind of languish over time. And then you have companies like this one where you have a powerful leader that has a platform and then she surrounds herself with people like yourself that have deep domain expertise. And it's really incredible in this day and age where you can have a manufacturing partner and you can create content relatively easily and you have distribution, what can be achieved. Right, so it's fascinating. So let's talk a little bit about what you're seeing specifically in the marketing space. We're here in South Beach at the Possible Conference talking about really the future of the consumer as it relates to advertising, marketing, media, et cetera. What are some things that you have your eye on here in 2023 that are opportunities for you to leverage for all the brands that you're working on?

Krystal: Oh my gosh, I love coming to these events. And this is the first year and hat to Chris and the other Chris and everybody else that put this extraordinary event together. It hasn't even really kicked off yet and it's already, I can just tell you already sitting across from me, started I'm in it. I think what am I really excited about? I know live shopping is one area that I think is just going to explode this year.

Matt: So it really took off in China.

Krystal: And other markets really there. But I think we've only seen the beginning of it here. We're really, really excited about it.

Matt: So on TikTok, allowing people to connect the content with a commerce opportunity exactly.

Krystal: And not having to drive. I mean, a website feels so very Web 2.0, putting people back to a website. And I think I love those advances in technology where you're just making it easier for people and I think that's really cool.

Matt: Yeah. How many times does somebody watch a TV show or a movie, they're like, I like that couch, I like that lamp, I like that dress.

Krystal: Exactly.

Matt: And it's just not even intuitive. Find it. Exactly.

Krystal: Yeah, exactly. So that's something we're really excited about and obviously continuing to foray into the digital realm. Loyalty programs, token based loyalty programs, I think is something really exciting.

Matt: On the blockchain.

Krystal: On the blockchain, right. So I think where NFT has kind of become a little bit of a scary word.

Matt: One has you know what so was.com when pets.com imploded in 2000.

Krystal: Exactly.

Matt: So I look at the traditional innovation curve where all the media is talking about it, it gets overhyped, the bubble bursts, then the real work begins, and then ten years later it becomes part of because the consumer becomes ready. The applications meet where the consumer is. And then I think the blockchain, and probably NFTs will be there 100%. The people who are going to put their head down, do the hard work, they're going to win on the other side.

Krystal: But I think we just made it a little scared of going to market in the relationship to crypto and things like that. And that consumer wasn't ready. Financial bubble too.

Matt: Consumers had too much money, didn't know what to do with it. They inflated the cost. It was the perfect storm for that.

Krystal: Yeah, but the technology is game changing. I mean, look at what Starbucks has done with their program. And I think that in the past loyalty programs were about can I collect points and I redeem them for a free coffee or something. I think the bounds of consumer experience and engagement, not only do you own the data, which is lovely, but your ability to create really bespoke experiences, unlock content, unlock IRL, engaging things with fans, which I love.

Matt: Been in that from the beginning.

Krystal: From the beginning.

Matt: The board Ape, she was one of the first celebrities who adopted that.

Krystal: Yeah. So she was mapping her avatar, I think, like eight years ago. Right. And really, really, she was one of the founding donors for the LACMA's Female Digital Art Fund and so has been really heavily involved. And I think, again, that's kind of one of the signatures of 1111. What makes us so unique is you have this creative force, the helm, who has never been afraid to try something new

and always knew where the ball was going before anybody else. And so I just think it's so cool to be kind of helping her build towards the vision of what's new and next because, boy, does she know.

Matt: Absolutely. So let's shift gears here as we wrap up in terms of you and your career trajectory, because you obviously saw a very exciting career starting at a law firm and now anywhere but right. And although, as you said earlier, a lot of what you learned there is still applicable today for some of our younger listeners on the Speed of Culture podcast, you talk about mentorship and how important that is. What's some wisdom that you would impart just based upon your learnings in your nearly 20 year career thus far, that you think other people would be well served in embracing so they could end up in a place where they're equally as excited about what they're doing.

Krystal: I love this question. So I got to tell you, my first plug is for a fantastic organization called Monday Night Mentorship, started by Jabari Hearn and Julian Duncan a few years ago to help elevate early to mid stage career marketers of color. And they invited me to come be part of it. And I kind of said, Is this room for me? And they said, we need you in this room because you are in a position of ability to make these changes. And I'll tell you, it's the most pivotal, it's the most honest thing anybody's ever told me and the most life changing thing. And so for the past three years, I probably meet at least five or six mentees from those I meet from that group a month and some I've been doing this with for three years.

Matt: Fantastic. Probably so rewarding for you.

Krystal: I love it. I love it. And by the way, I take just as much away from it in those conversations because, boy, are these early and mid stage career marketers. They're so smart and they get it. And I just wish and so they asked me this often, like, what is the one thing I tell them? A lot of them, I would say patience isn't necessarily their strong suit. I think in marketing, people particularly like, even the youngest amongst them, gosh, man, they're like, well, how. Do I get to where you are and you're talking about people that are like late 20s and I just say, man, the ride is rarely a straight arrow. Look at my background.

Matt: And we hear that over and over again.

Krystal: Oh my gosh.

Matt: But in this age of FOMO and everybody looking at everyone else on Instagram, stop it. You have a lot of impatient people that want it to happen right away and they don't understand that it doesn't happen for anybody right away. Not even Paris.

Krystal: Exactly. Right. 100%. And so I think, look, taking as much as you can from the experience and giving it back as much as you can from every place you land, every team you land, I mean, from me, from the law firm met incredible people there that I still talk to to this day that are now all at entertainment companies and brands. And I think being impeccable with your relationship, like the book says, impeccable with your word, following through, doing the things, giving your time, I think is the most important thing. Never getting to a place where you're like, I don't have time to talk to people and I think going on and then just trusting when you're in the middle sometimes of that trajectory, you're looking back and you're like, this doesn't make sense. Or you might be in a role that's a bridge role. Right? It's something a friend of mine once said it's a stepping stone, not a tombstone. Yeah, and I love that, right? It's trusting that you're on the path and there's something to be taken from absolutely every scenario. And then kind of when you look back and I find this often

in love and in life and relationships and everything, it makes a lot of sense when you look backwards, but sometimes it's hard to see it when you're in it. And I think do great work, be a great human, have everybody speak highly of you when you show up until the day that you go. And I think that's just the way I try to live life.

Matt: Fantastic advice.

Krystal: Is that profound?

Matt: It is to me. So I mean, to close out here is just taking all that in mind. Is there one mantra that you like to live by that you often find?

Krystal: Matt, you know me too well, so guilty is charged. I'm a 12-year veteran Burning Man woman, so I love mantras, breathing yoga. I think, look, it's similar to what we were just talking about, particularly amongst the younger gen that's kind of coming behind it's like it's this impatience. What's next? What's next? How do I get there? And they've been in a job for a year and they're like, what do I do, man, slow down. Right? Because at the end there's not a huge prize at the end, you're on the journey. You're on the ride, you're learning the stuff as you go. And so I think the question of slowing down breathing and also not losing the work is fantastic. I'm inspired by the work. I'm inspired by the people I get to work with and the brands that come to the table and the amazing stuff we get to do. But I think always, never lose yourself, never lose time with your family, and never lose time with your chosen family, aka your friends and your dog. Right. I just really think, like, well rounded people are what is going to create breakthrough work.

Matt: Absolutely. That's amazing and great advice. I'm so appreciative of your time today that we had you on the podcast. On behalf of Suzy and the Adweek team, thanks again to Krystal Hauserman, Chief Marketing Officer at 11:11 Media, for joining us today. Be sure to subscribe, rate and review The Speed of Culture podcast on your favorite podcast platform. Till next time. See you soon, everyone. Take care. The Speed of Culture is brought to you by Suzy as part of the Adweek Podcast Network and a guest creator network. You can subscribe to all Adweek's podcasts by visiting adweek.com/podcasts. To find out more about Suzy, head to suzy.com and make sure to search for The Speed of Culture in Apple Podcasts, Spotify and Google Podcasts or anywhere else podcasts are found. Click Follow so you don't miss out on any future episodes. On behalf of the team here at Suzy, thanks for listening.