

Pat O'Toole Transcript

Pat: We looked across the landscape of how we make this as engaging to the consumer as possible. And AI is at a point where we felt comfortable leaning in, putting it as part of this tool, and it makes the experience great. And the amount of time people are spending on our website, playing with these tools, and looking at their Whoppers is like nothing I've seen from a brand engagement standpoint. So AI was definitely the right way to go.

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 thrilled to be joined by Patrick O'Toole, the Chief Marketing Officer of Burger King. Patrick recently joined as CMO, and we're really excited to have him on. Patrick, great to see you.

Pat: Hey, great to see you too, Matt. Thanks for having me on.

Matt: Absolutely. So let's dive right into it. You're out west launching a pretty big promotion called the Million Dollar Whopper Contest. We'd love to hear more about it and what the impetus is behind the promotion.

Pat: Yeah, we're tremendously excited. We are just over a week into the Million Dollar Whopper Contest promotion. This is something new for us, but something that is rooted in something that's a big part of our heritage, which is to have it your way. So Burger King, we've always been about putting our guests first and allowing them to have their burger or their meals customized in the way they want. And Million Dollar Whopper is another articulation on that, a modern take, if you will, on Have It Your Way, where we're inviting consumers to tell us any way they would top their Whopper so they can pick from any ingredient under the sun. It's got to be edible and it has to be a non-allergen, but they tell us what they want on their Whopper.

Matt: So I can put a gummy bear ended up, I want it, right? Yeah.

Pat: You can put gummy bears on it. That actually might be a front-runner. So I'd give it a try.

Matt: Whoa, send me the check.

Pat: You can put whatever you want on it. And then we're using some pretty cool technology with AI to generate what your Whopper could look like. And then also, right, you are an iconic jingle that's based on the Whopper that you designed. And so it's a great, engaging, inviting program to get consumers to tell us how they want it their way. We're going to pick three finalists. The three finalists will be in a restaurant in November. So their creations, we're going to make them. We're going to sell them to America. And then we're going to ask America to vote on their favorite. And that's going to be our million-dollar winner. And even if you're not a winner in our finalists, second place gets \$200,000 and third place gets \$100,000. So we're excited about the program.

Matt: You know, there's a lot I like about this promotion and the fact that you're doing it here in 2024 because these AI tools give such creative power to the end consumer in a way that we've never

seen before. It used to be if you had a program that gave consumers the opportunity to create their content, the content wouldn't come out so great. But now with some of these AI tools. If I understand you correctly, I can come up with my ingredients, my own Whopper, and I can see what it would look like.

Pat: That's exactly right. It's a really cool technology that we've built with our partners that give you an inspiration of, hey, I want to put gummy bears on my Whopper and I want chocolate sauce and I want something crazy like a slice of pepperoni pizza. And what's fun about AI is not only can it do it, it does it with pretty darn good accuracy and it does it really fast. Right. So it does it typically within 10, 15 seconds that you can see. And you can look at it and say, you know what, it's not what I thought it was going to be. You can go back and change your ingredients. But as we looked at the program and promotion, we wanted it rooted in the brand ethos of have it your way. And then we looked across the landscape of how do we make this as engaging to the consumer as possible. And AI is at a point where we feel comfortable leaning in, putting it as part of this tool. And it makes the experience great. And the amount of time people are spending on our website, playing with these tools, and looking at their Whoppers is like nothing I've seen from a brand engagement. So, AI was definitely the right way to go.

Matt: Yeah. A lot of people don't really even know how to access the text image tools. So bringing it to the consumer in an easy way with a brand they trust is a great way to just really even teach them about the immense possibilities that are now at their fingertips.

Pat: Yeah. And I think we'll probably chat about it later. But AI is just such a powerful tool. And we're obviously in its infancy and there are so many different uses for it. But why we like AI as something to put into a consumer basic program is just what you talk about. It's the ease of use for the end consumer. A lot of emerging technology isn't user-friendly. It takes a lot of steps. It takes a depth of knowledge. It takes research. This one, it's as simple as just typing in the ingredient. You can even spell it wrong. And we fix that for you. AI fixes it for you. And then it shows you something within a matter of seconds. So an amazingly powerful tool. It's so great for how the teams figure out how to use it. And it makes for a fun 10, to 15 minutes that millions of consumers are spending with our brand since the contest launch.

Matt: Yeah. And even when social media first launched and took mainstream popularity, a lot of bands tried to build apps within Facebook and it was just clunky and hard to use and brands kind of got too clever. And the great thing about AI is you don't need to be an engineer. All you need to do is have an imagination. And, you know, I think what Burger King has done a great job at over the last couple of years, specifically, it's really continuing to weave the brand through, actually kind of pop culture in a really seamless way. And I think now you're able to really amplify that through, you know, what I think is a really smart promotion. So I can't wait to see how successful this is. And you mentioned having your way of this song, you know, that song, obviously from an outside perspective, just seems like such a smash hit. And obviously, the brand continues to lean into it. Talk to me about what goes behind, I guess, producing a song like that, which is the brand anthem, how do you know it's right? And how do you know when to step on the gas? Really make it so closely connected to the brand ethos, like this today?

Pat: Yeah. And you know, it's funny you talk about being a smash hit. I think when the Spotify, the end of the year results came out of how often-

Matt: Yeah, Spotify Wrapped. Yeah.

Pat: Wrapped. Thank you. I was blanking on it, but Spotify Wrapped. It was over 5,000 people. That was their most streamed song of 2023 was our Have It Your Way jingle, which was pretty cool. Our creative agency, OKRP, did an amazing job of looking at the brand heritage, and a brand like Burger King that's been around as long as our brand has, coming on 70 years, we've taken consumers on a journey. And sometimes when you're the marketer in my chair, you forget about that journey, that journey that's been built over decades and the story that we've been telling consumers for decades. And this was a part of our story that came out in the 70s. There was this iconic jingle around, Have It Your Way that supported the tagline. And what the team did with OKRP is they looked at it and said, hey, there's something to this. How do we modernize it and make it relevant to today's guests? And how do we evolve it to what our strategy is now? And they did that. They had a great earworm jingle. And then the amazing thing about being a marketer today. Is with social media that consumers take things and make them their own. And that's also, it was an insight that we took to Million Dollar Whopper, but people just started remixing it, right? It was in their head and they thought, let's have fun with this song. And so some amazing remixes came out of our jingle and it just took off from there to where it was one of TikTok's top hashtags for the first quarter of last year was a brand jingle. The amount of just earned media and just being top of mind as a brand, as a brand that needed it quite candidly over the past couple of years, we haven't been top of mind with especially younger guests, massively accelerated that. So just shows what leaning to the heritage with a powerful idea in today's world and feeding it the right way, what it can do for a brand like Burger King.

Matt: And was it one of those things where you and the team heard it? Were you there when it was first presented?

Pat: I wasn't there. I was actually in the interview process.

Matt: Right, you're an interviewer. So, but when the team heard it, were they like, yes, that's it? Or was it one of those things where it took a lot of convincing to get the team to even run with it to begin with?

Pat: I just hear the stories, but I ask the same question. And I said, how did you guys land on this? And just like any brilliant idea, there was some debate. It was, hey, is this right? Do we want to lean into this? Like your lyrics are, wait, let me get this straight. Whopper, whopper, whopper, whopper. Like that's what we're going to sing. And, but I'll give credit, you know, the MarCom's team here is exceptional. And they had conviction. And the leader of that team, Zara, fought for it. She said, look, this is a great creative idea. It's what the brand needs. Our insights and analytics leave us on the same page. And we have franchisees that have been with the brand for decades. And some of them are like, yeah. And some are like, yeah, I think we should. And so the story as I know it is there was a good amount of debate. There was a team that stuck to it. And our CEO, Tom Curtis, who's been leading the brand for a couple of years now, Tom said, hey, the team's got conviction. The agency has conviction. We're going to lean in. And obviously the rest is history.

Matt: Yeah. So let's kind of wind back the clock a little bit just into your career, because, before joining Burger King, you spent 15 years at PepsiCo. And it's definitely a common theme here at the Speed of Culture podcast that some of the most prolific and successful marketers either started their career at Procter & Gamble or PepsiCo, and they really cut their teeth there. If you were to zoom out and look at your 15 years there, what were some of the key learnings? And what is it about that company that you think breeds such great talent and future leaders in the marketing field?

Pat: It's a really good question. And I showed up at PepsiCo on the bottom floor at the time. At the time, they were hired out of graduate school. I came in with a class of just brilliant people. So I think it actually starts with how they recruit and what they look for in candidates. And they brought in a great group of talented people. I was at the pre-delay division down in Dallas, but they were doing the same thing in Chicago with Baker and they were doing the same thing in New York with our beverages business. They brought in a lot of talented people. And what drew me to PepsiCo? Was it a rotational program through marketing? So everybody had to go through all of the disciplines. And at the time, they were innovation, shopper marketing, and brand marketing. They've since added foodservice marketing, which is interesting based on where I've ended up. And actually, a lot of my peers have ended up. If you look across the landscape of CMOs at QSR and Restaurant, there are a lot of people who also came up at PepsiCo. But when they do that, they teach, right? They do a lot of really teaching the fundamentals of marketing and making sure that the teaching and coaching are there. But they also lean heavily into on-the-job experience. And so as you rotate through these disciplines, you're picking up these skills. And then you start connecting the dots. And I always talk about when I was in shopper marketing, I had a knack for shopper marketing. I tended to like it more so than a lot of people that were going through the rotation. And there's a point in time where they're like, hey, Pat, do you want to just stay in Shopper Marketing? I said, no, I want to have a chance to run the brands. And my first big brand assignment was being a director on Cheetos. And when I got to Cheetos, because of the time I had spent in innovation, because of the time I had spent in Shopper Marketing, I actually could connect the dots in a way that if I didn't have those experiences, would not have landed the way they did. It was like, hey, I see an idea coming from Goodby Silverstein. And I automatically take it through to, in Kroger, in Columbus Ohio, how in the world is this going to show up to consumers? And Pepsi just does such a good job of ensuring that people learn the whole funnel. And then it's culture thing too, that they build, it's an affiliated culture, is to where, yes, you've got these brilliant people, that you kind of moving through ranks with, but we all know, we have to lean on each other and our success depends on working well with each other. And that's something that's embedded in. And it creates great leaders, it creates great marketers, and obviously, it's put a lot of industry leaders out about these programs.

Matt: Yeah. And after that much time and obviously working your way up from the bottom to the CMO title at Mountain Dew, which was, I believe, your last title before you left, what goes behind the decision to make that leap and to come over to a company like Burger King? Because many people, they either stay in places for three years or they're there forever. And you kind of staying for 15 and making the jump, I'm sure it wasn't an easy decision. Talk to us about what's behind a decision like that.

Pat: Okay. So I had a mentor at PepsiCo. His name is Ron Pritchard. He just got named the head of North America Beverages over there. Ron was always, he always put people first. And Ron and I were having career conversations. And he said, hey, make sure when you leave PepsiCo that you get one chance to leave. Make sure you go to the right role and the right company. And so he always kind of planted that, like, don't jump just to jump. And maybe you're in a bad role or you've got something where things aren't working out. It was always, hey, see the bigger picture. And so as I went through PepsiCo, I had no intent of being a CMO at PepsiCo or Burger King. And so I just kept going through the ranks. I loved what I was doing. I love learning. I love the culture. As opportunities came up, I always had that in the back of my head, is this the right jump or is there a better future for PepsiCo? And so as I took on a lot of brand roles, I went from Cheetos to Tostitos to Doritos. And then it was like, wow, I looked after all the O's. What's next for me at PepsiCo? And it was the chance to go international. And I thought, hey, going somewhere else is not going to give me the experience of going international, which then translated into the ability to move up to beverages,

which ultimately led to me being CMO of Mountain Dew. But during that time, I had a food service role. And I was just so intrigued by this industry. And I loved Burger King. As a kid, Burger King was my brand. As I grew up, there were a lot of things that I loved about this brand. I obviously saw the amazing work that the teams were doing at Burger King. And so when this opportunity came up, it wouldn't have been the same for a lot of other QSR restaurant brands, but this brand in an area of the country that I grew up an hour away from Miami. So there were so many things that came together. And I kind of checked the box and I actually talked to Ron. And I'm like, this is it. This is the one. And so that's how it came. But, obviously, PepsiCo was a great place to be. And a lot of people have an amazing whole career there. And I think for me, it was like the time to spread my wings a bit and try something different. And I couldn't be happier with my decision to come to Burger King.

Matt: We'll be right back with the Speed of Culture after a few words from our sponsors. And moving to Burger King, it's tangential to a lot of the brands that you worked at at PepsiCo, but it's primarily a franchise model, correct? So it's a completely different business model. So as a Chief Marketing Officer, how does that make your role maybe different than a traditional CPG or food and beverage company, given that you do service the franchisees and you touch the end consumer as well?

Pat: Yeah, it's an added layer. And that was honestly the biggest fear that I had coming over is that Pepsi Beverages in North America has a franchisee model. It has a bottler model, but it's a small percentage and it's a different type of franchisee. They're bigger corporations, not your owners that you sometimes get here at Burger King. And so when I came over, it was like, well, there's probably some kind of give and take, right? You pick up franchisees, but you do less of the internal or you do less of something else. It's another layer. But what it also does is as a marketer, it's another stakeholder that makes you want to do amazing work, right? Because you've got consumers that you want to love your brand. You've got a team that's working their tail off to ensure that we're doing the best marketing possible. But then you've got this group of hundreds of franchisees, a lot of them who started working in our restaurants as teenagers. And they love the brand. They had the opportunity to buy into the brand. They had the opportunity to buy into the brand. They had the opportunity to and now have their entire livelihood based on the success of this brand. So I came in and I thought, this is an area that's an outage for me personally, where I don't have a lot of experience. And so I over-invested. I was working in restaurants. I was flying around the country. Million Dollar Whopper was an idea that came from a franchisee, like the infancy of it, from a conversation with a franchisee, as did a couple of our pieces of innovation. They came out like they're great stakeholders, they're invested in the business. It gives me an extra gear, gives the team an extra gear of, wow, we're also trying to serve this community of entrepreneurs who are putting their faith in us. And wow, what an amazing responsibility that is.

Matt: Yeah, for sure. And now that you're there and you're still getting your DWEP, you're up and running with great promotions like Million Dollar Whopper. More broadly, when you look at the category and you look at some of the opportunities for Burger King, obviously one of the first things that comes to mind for me is just continued digital transformation. Your Gen Z customer has an expectation when it comes to how they interact with your brand, both online and as they go through the drive-through or even in-store, that is much more rigorous than it used to be, right? It used to be, oh, wow, cool, they have an app. So how much time are you spending thinking about that digital experience and where does that fall in your pecking order in terms of things that you're focused on?

Pat: It was a big focus right out of the gate. It's marketing. It's not its own thing anymore. And actually, structurally, when I came in, it was a bit of its own thing. It was under our chief digital

officer who he and I were tight. We were very close. And part of his role is, hey, how does that come to life in a restaurant, back of the house? And part of his team was consumer-facing. And we talked about it. We said, hey, it makes a lot of sense because of how the world's transformed everything consumer-facing needs to be part of the marketing strategy. And so we brought the CRM app loyalty team over into marketing. And quite candidly, if we didn't make that move. Million Dollar Whopper wouldn't have happened right now. It's like that team has led this entire experience that you're looking at. They took their technical know-how, put the consumer hat on, and joined in with the marketing team, being able to create engaging programs that, as you said, Matt, we're not going to win with today's consumer if we treat digital like its own thing. And it's just kind of a bolt-on. It's, you know, Million Dollar Whopper is digital ground up. And most of our things are going to be that way because it's not just for young consumers. You know, like my mom on her iPhone, she was like one of the first people to build a Whopper. You know, she can't win, but she does that. She mobile orders. She shows up to her Burger King in Denver and they all know her, but, you know, she's a Royal Perks member. Her friends and her family are, and that's kind of how consumers are going today. Not just Gen Z, but they're in the vanguard.

Matt: Yeah. And Royal Perks is, of course, your loyalty program. And you talk about how the loyalty team had sort of a disproportionate digital chops that allowed them to help be a driver of the Million Dollar Whopper contest. Your ability to have that loyalty program and collect that first-party customer data and mine that data and understand who your customer is and what they like to order and all the personalization that comes from that, you know, that is mission critical right now, especially with all the changes that we've seen with the Google cookie crumbling and the Apple privacy changes. So is the aggregation of that data a big part of how you're looking at deploying personalization for the brand moving forward?

Pat: Yeah, it is a tool that we have that if we are not maximizing it, we're leaving things on the table. CPG companies like PepsiCo would kill for the amount of first-party interaction that we get as a brand because of our app and the type of business that we're in. And so as we look to design what the user experience is, like we want it to be a most best in class and a lot of reports and challenges. We have a really good app. We do acquisition programs, a Million Dollar Whopper. There is definitely an acquisition element to it, but then it's how do you use the data for the things that you're talking about around having these one-to-one interactions with consumers? Obviously, in a cookie list world, if you have a more robust first-party data stat, you're going to be able to more accurately market and have less waste to consumers than where you typically use cookies for targeting. You can now use one P to look like other kinds of things. So it's such an important part of our strategy moving forward. We also find as everyone else does, and I won't get to exact figures, but if people enter a loyalty program, they visit more often, and they tend to spend more with your brand. And so it's just such a critical part of how we're going to grow in the future.

Matt: Yeah. And Burger King, I mean, like many other iconic American brands. Grew their brand on the back of really like the TV industrial complex. Where at first there were only four or five channels and you guys get their airways and more successful, you got even bigger checks and you were able to get that reach and frequency. And now we all know it's a different world. At CES last month, there was so much talk about addressable television and CTV and the shift to streaming. So to be a marketer of an iconic brand like Burger King, you really have to understand the importance of data and all these new channels so you can still create that scale, but do so in a way. It's efficient. And that lands the plane in terms of the right message for the right customer at the right time.

Pat: Yeah, it is so exciting to be able to be in this period where the industry is changing and evolving and we need to make sure that we are on top of it. But it's also a time when scale does matter, right? We're just, you know, the Super Bowl was last week and, you know, our sister brand Popeyes did an ad there that got amazing reach, amazing earned media, and it's doing great things for a big launch that they had. And a lot of brands can do that. You know, we could do that and we can also do the very targeted tactics that you're talking about. And so we're trying to figure out, hey, how do we best place our bets within that? And sometimes having the budget that we have, can drive to a little complacency. It can drive to a lack of creativity or it can drive to, hey, we're going to go try all of these new things because we have the ability to do that. If we fail, it's not going to have this big of an impact and you can get distracted. And so we have a philosophy of making sure we're spending the right amount of time on what we know works well and drives the business, but also the right amount of time and resources on what's next. How do we learn and how do we become as efficient as possible so we can be in a leadership position and be ahead of the consumer or be probably ahead of the consumer with the consumer as they're starting to change? We can be as efficient as we can with every dollar that we spend.

Matt: Yeah. In terms of efficiency, I know one strategy you're also focused on is just driving more volume during weaker day parts. Or maybe you don't have as much volume. So you can kind of fill those slower hours and continue to drive essentially the revenue increase and growth that you're trying to unlock.

Pat: Yeah, you can get so targeted and so smart with how you do it. And so that's what we're looking at. So dayparts are a part of it. Guess where we're under-indexing is a part of it. There are a lot of ways that we're using that data to help continue to grow the brand.

Matt: Yeah. So shifting gears as we wrap up here, Patrick, I mean, you have an awesome job. You're out in California right now overseeing a very cool promotion that deals with the Whopper, which everyone loves, and AI. But we all know it's not all fun and games. And you also have a very high-pressure, high-stakes job as well. You had to have made a lot of right decisions along your journey in your career to put you in the position you are now. What do you think some of the decisions you made right along the way that maybe we can impart to some of our younger listeners so they can maybe one day end up in the CMO seat as well?

Pat: Yeah, I said it earlier I didn't have an intent to end up in this seat. Like when I started at PepsiCo, it was because I liked marketing. And I really wanted to work on brands that made people happy. And when I looked across, you know, as I was going through school and doing all the cases, there are certain brands you use because they're solving a problem for you, a problem that you don't want, right? Like you spilled something and you have to clean it up or you have a medical condition, you need to get back to the store, you got in a car accident and you need help. Our brands at PepsiCo and Burger King, nobody has to consume them. They choose to because it makes people's day better. It brings joy. It brings happiness. And that's something that I constantly remind the team of. And so from my perspective, as I went through my career, I was driven by the fact that, hey, I get to work on these brands that people are choosing to bring into their lives. And how do we continue to meet people's needs to bring more joy to them? And so as I went through my career, it wasn't until I was director level. I realized that, hey, maybe there is a bigger leadership opportunity for me, either at PepsiCo or outside of PepsiCo. And from that point on, I just approached every job very simply. To try to leave it much better than I found it. And as I became a people leader, I looked at and said, how can I make my team, how can I ensure that they're getting what they want out of their career and life in general? But also, how do we make sure that we're all collectively working to make

this brand or this shopper marketing program better than we found it? And as I did that, I continued to put the right types of results on the board that helped me move up. And I always wanted to learn how I could be better in areas where I had outages. And we talked about the franchise D piece, but I'm always looking at, hey, when I'm in these conversations, where am I not bringing as much value as I would like to, right? So if there are conversations about an area where I'm weaker, I go try to get strong. And I'll listen to podcasts of, okay, we had a metaverse program as a mountain deal. I don't know what they're talking about. And I read every single thing that I could on it to try to figure it out. The same thing with functional outages, whether it be in finance or operations. I sit in meetings, and I'm like, geez, I'm not as good as I want to be. And so I'm going to try to strengthen that. And the combination of those things for me personally got me to a place where others saw it in me before I saw it in myself. Others said, hey, like you actually, you could be a CMO. And I'm like, well, you know, I actually really just enjoy being the Tostitos guy. This is great. But when others started giving me that confidence, I took it as, hey, this is real. And how do I try to prepare that if and when I do get to that seat, I can make as big an impact as possible, both to my teams, my organization, and to customers?

Matt: That's awesome. Well, I appreciate you going through that. So to wrap up here, is there a mantra or quote that you like to live by that kind of maybe sums up your journey in your career or maybe the way you approach every day in your current role?

Pat: Yeah, and I hinted at it a little bit in my last answer. There's a quote or a story that's attributed to John Lennon about when he was a kid and his teacher gave him the assignment of, tell us what you want to be when you grow up. And his answer was, I want to be happy. And his teacher said, no, you didn't understand the assignment. And his response was, no, you don't understand life. And the key to life is happiness. And so I look at that. And by the way, the internet has told me that John Lennon didn't say that, but I was talking about it.

Matt: You should just go with it at this point.

Pat: Go with it. But when I look at, again, why I like to work on brands that consumers choose to have in their lives and why I look at my team, it's really around everyone with one that I have or having end-of-year reviews. I'm looking at it as how can we unlock happiness with this person, this employee? How can we unlock happiness with our franchisees? How can we unlock happiness with our consumers? And sometimes it's, hey, the person's not in the right role or the person's not being challenged or, hey, we're actually not thinking about ultimately why people come to Burger King and how do we actually drive a result that will make them happy, whether it's giving them a crown, whether it's helping with friendliness, whether it's having innovation that really makes them a hero at home. All of those underlying are like, hey, are we making people have a better experience? And so when I look at every touch point I have, whether it's. At work, in life, or as we do marketing. And even when you look at Million Dollar Whopper, I love reading the comments of like, this was fun. This was a fun 15 minutes that I had with my daughter and it brought a little moment of joy to people's lives. And when you look at the world today, we can use a lot more of that. So being able to impact that at scale is super cool.

Matt: Yeah. Awesome. Well, this interview was super cool and I cannot wait for our audience to hear it. And congrats on the relatively new role at Burger King. I can't wait to see what you're going to continue to do to build the brand. So really appreciate you taking the time.

Pat: Thank you, Matt. It was a great chat.

Matt: Yeah. On behalf of Suzy and the Adweek team, thanks again to Patrick O'Toole, CMO of Burger King USA in Canada for joining us today. Be sure to subscribe, rate, and review the Speed of Culture podcast on your favorite podcast platform. Until next time, peace and everyone, take care. The Speed of Culture is brought to you by Suzy as part of the Adweek Podcast Network and Acast Creator Network. You can listen and subscribe to all of 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 on 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.