

Tracey Wallace:

Hello everybody, and welcome. I am Tracey Wallace, the editor-in-chief over at BigCommerce, and I am so incredibly excited to be able to present this content to you thanks to the fabulous folks over at Drip. Today I'm going to be talking about the rise of hyper-product personalization in the wake of Amazon, and really giving you guys some really great examples of brands that are creating these really cool online experiences that Amazon cannot copy, which buffers them from Amazon while they are still getting to use Amazon as a really profitable sales channel.

But first, let's just start with who I am. I do a lot of these workshops, and I find that it's always really, really helpful to just offer a little bit of tidbits, or information on the person speaking, mostly because as an eCommerce entrepreneur, or eCommerce manager, director of eCommerce, you likely go to quite a few of these things, and/or are marketed to quite a few of these things, and not everybody might have the information or the background that you want. So, I just want to kind of level set with you guys so that you know who I am, where I'm coming from when I'm speaking, why I'm recommending what I'm recommending.

One, I have been working in retail for the better part of the last eight years. I have grown two startup eCommerce businesses to more than one million in revenue. In a past life I was an eCommerce, or a technology reporter working over at Mashable, ELLE.com, Entrepreneur, and Forbes. I also worked at a Y-Combinator startup called Shoptiques, built on a custom-built eCommerce solution, so I know the actual pains, the real life pains, of trying to work with a developer to get something built, something as simple as, like, a discount code, how long that can possibly take, and how frustrating it is as a marketer who needs to get new products to market, like, yesterday.

I also wrote the book that, you know, Ink.com has called a must-read business book, it's a book on how to sell on Amazon. I'm also the editor-in-chief, or as people call me a little bit internally, both joking and not, the director of research and customer advocacy over here at BigCommerce, and I've been doing that for about three and a half years now.

That's a picture of me. I also cut my loved ones out of pictures when I can't find a professional image of me anywhere. This is ... The other person there is my fiance, and we are at a wedding not too long ago. But you cannot see her, so ...

Additional background on me, why do I care about this stuff? Like I said, I've been in eCommerce for eight plus years. I interview an insane amount of businesses every single week. At least five businesses a week, I'm talking to, up to about 15, which covers, gosh, more than a hundred plus a year, and those brands include, like, you know, Paul Mitchell, Blissworld, Harvard Law, a bunch

of folks, and I'm providing advocacy services as well as just recommendations on what they can do to really help build their online presence.

I care because these two nuggets here are my grandparents. That man right there started, in 1956, an ... Or, not an eCommerce, my goodness, that would have been amazing back then, a B2B cotton business. He ran across an old cotton gin on a back road of East Texas, and he had come back from the war and was like, all right, I'm going to pick this thing up and I'm going to fix it, and he did, and he built a business that has been ... Has really given me absolutely everything that I know and grew up with in my life.

My ... His three daughters worked for the business. They still work and run the business, those are my mom and my two aunts. Almost everybody in my family still works at the business, except for me and one of my cousins, but everybody else does. It provides jobs to about 50 people in the area, and again, has been a big part of my life, and will continue to be a big part of my life.

And I say this because I am a really big believer in not just building a, like, get rich quick kind of business. I think businesses are truly the backbone of all economies. They provide jobs, they provide services, they can really help people. They're a really vital part of our lives.

So, I like to give that background just so that folks know that's where I'm coming from. A lot of the advice that I'm giving I'm trying not to come from a do this to make a bunch of money now. I do think that's important, but I like to look at let's do the right thing now so that we can make the most money for both ourselves, our employees, as well as our local economies.

So, let's start here. This is a tweet that the host of MSNBC put out, my goodness, like, yesterday, caught me off guard. I, last fall, hopped on MSNBC to do a segment on how to sell on Amazon. As I'm sure a lot of you know, our president, recently, or the president of the US, recently, has been saying not great things about Amazon, and to be fair, a lot of people say not great things about Amazon.

I have heard from a lot of small businesses, and not even small businesses, all businesses, that they're really, really afraid of Amazon, and I really try to distill ... Or to disperse that fear. I understand that it is a ... It's a founded fear, like, there is a reason to be afraid, but there's a lot of reasons not to be.

So, let's talk about this. Amazon is a commodity market, and for third party resellers it works really, really well. You, if you ... You are a third party reseller. If you are not working for Amazon, and you are selling on Amazon, you are selling third party. You are either selling someone else's products, ideally with their permission, or you are selling your own products on there.

So, just a few stats to get us all on the same page here. One, 51% of sales on Amazon go to third party sellers. Launching on Amazon almost always increases overall revenue for the brands that are there. As a matter of fact, a lot of the brands that I talk to are making more money through their Amazon channel than they are on their own, branded website channel. That is typical.

This quote down here by Austin Bazaar, they're a really large music instrument seller based in Austin, Texas, really hits on why that is, and it is because Amazon reaches millions of customers without a brand having to spend any money on advertising dollars up front. We'll get to a stat a little bit later down this line that kind of talks about some of the negative side of that.

But, second stat, 55% of online product searches begin on Amazon, so if you are not there, your products aren't getting purchased. That means people are beginning on Amazon over Google. Now, Google and Amazon are in this, like, fun little war right now. Fun, I guess, because I'm, what, an eCommerce analyst, and researcher, and writer, and I just, like, have my popcorn bowl next to me as I, like, watch the two of them duke it out. But right now this is the stat. This is the number. Google is losing this fight. Not by much, but they are currently losing this fight.

Dairy Fairy down here has a really great quote, I started selling on Amazon, it's doubled my sales, what this tells me that there was a whole slew of people who didn't know I existed. It's working way better than a Google search for me. That's a really big deal.

Now, those two stats are really great and interesting, here's a not so great one. 70%, that is the average reduction in margin brands experience through Amazon. Yikes. Kap7 here gives a really great quote on our website, we often make a 50% margin on Amazon, that may go down to 25%.

That is because Amazon is a commodity market. When you are selling on Amazon, you are selling your product, or somebody else's product, with their permission, ideally, at the lowest possible price. It goes through Amazon's branding, by and large, unless you're fulfilling your own products, which some people do. But Amazon gets all of the information, you just get the money and the sale, and often it's at less of a margin than typical.

But let's not get too down on ourselves here, because online business is still thriving. Web stores, independent web stores are still thriving, micro brands in particular are thriving. So, micro brands are ... Man, I could just name off a long list of them, but, you know, brands like Spearmint LOVE, or Andie Swim, brand that are really hyper focused on a particular niche, and are doing, you know, the hyper targeted marketing that ... Or, you know, doing just-in-time

manufacturing, that are really experts at social media and getting people talking.

These brands exist ... Not despite Amazon, but because of Amazon, because Amazon is building this commodity market, there is this massive opportunity for other brands, brands maybe not selling on Amazon, though, ideally, again, Amazon works very, very well for a bunch of folks, but there's this massive opportunity for brands to really create community, and cool experiences that are outside of Amazon's scope.

So, this is a tweet my boss tweeted out not too long ago, this article, I would definitely recommend you go read it, but I pulled out some of the most interesting stuff. Casey tweeted this, and then Howard Lindzon, which I would totally recommend you get on his email list if you are not on Howard Lindzon's email list, but he included it in his email that he sent out. He sends out one every day about venture funding and investing, it's really, really interesting. He also includes a bunch of, like, comic strips, so, definitely get on that. Web Smith, I've seen him kind of tweeting this out and including it in a bunch of things, these are just a few influencers in the eCommerce space. Guys I really pay attention to, because they're doing a lot of research, which is what I'm always looking for.

Anyway, I pulled out this really interesting quote, which is, "I think this mass of micro brands with massively efficient marketing are, in aggregate, having a much bigger impact than anyone things. Using hyper-targeted marketing, just-in-time manufacturing, and social media, these brands find and engage their audiences wherever they may be." This guy said all of that without using that, like, omnichannel buzz word. It's amazing.

But here's the most important part of that, with the power to conceive, test, and execute ideas without much overhead, the creativity and ingenuity of designers is at the center of the future of brands. That part, that's the very last sentence to the article, again, I'd recommend going to read it, it's called, "Attack of the Micro Brands," that part is so incredible important.

The design, the experience, the emotion that you give the consumers who come to your website, that gives them a reason to come to your website. Amazon has the market cornered in price, and convenience, and speed, you don't need ... That doesn't need to be part of what you are doing. What you are doing on your own website needs to be about value, about experience, about providing something above and beyond what Amazon is doing.

Here are three ways a bunch of different brands are doing this, there's three in general. A lot of brands are going to be combining these three different strategies, and here in a little bit, as you know, based on the title of this, we're going to go down into the product personalization side of it, but one way people

are doing it is through building community. So, I put NaturallyCurly and Bevel here, these are two brands that are doing this incredibly well.

NaturallyCurly has an online publication as well as an online forum based solely on curly hair. Bevel is also about African American hair, shaving, though, they've expanded from that quite a bit as well, but that is where they started and kind of where they hunkered down on content and community building. I would definitely go check out both of their sites to see some of the stuff that they're doing.

Bevel's market was on Fast Company's best marketers about a year ago, and NaturallyCurly is just continuing to grow, they're absolutely everywhere. If you type in curly hair, NaturallyCurly is going to come up, and it is because they are just a known entity in the space because they have nurtured these communities, because they have nurtured these conversations over time.

Key tenets of that one, by the way, is loyalty, conversation, and experience. You'll notice experience is a key one against all of them, here.

Product personalization, or what I'm calling hyper-product personalization, I'm sure you've seen brands that are already doing this. Form is that kind of, like, dotted thing there. It's actually an additional brand of Walker brands, which Bevel is one of those as well. They are essentially doing ... You know, they will customize your hair care kit, or tell you what kind of hair care kit you need based on your answering of, I don't know, however many questions they drop you in.

Old Spice is doing something similar, where they're allowing people to build out their own bottle, or, like ... Yeah, their own, like, Old Spice bottle, and scent, and label, and all of that jazz. Now, you might think that all of that sounds really complicated, but no kidding, Old Spice is just printing out a label for people and making you feel like it's a super customized experience, and we'll walk through that one here in a little bit.

And Form already has all the products, right? Just based on your answers they're giving you a bundle, and a kit, based on the ones that they think are going to serve you the best. I'll show you an example, not of Form doing this, you can go check that out yourself, but of another brand doing that here in a little bit as well.

And then aesthetic intelligence, aesthetic intelligence is really just, like, really great UX, at least online, but I'm using aesthetic intelligence, one, because I've been talking to a bunch of influencers and folks in this space. Recently, a woman named Pauline Brown, who is the former North American chairman of Louis Vuitton, or LVMH, Inc., and the 80 different luxury brands that exist under that.

Sorry, I paused there because it might only be 70, but it's a lot. It's like, you know, dozens. She is no longer doing that.

She's now a professor over at Harvard Business School, where she runs a course on the importance of aesthetics, and she is talking on ... A lot about aesthetic intelligence, and why it is so incredibly important. She believes that it is the human AI that, as artificial intelligence, and that side of AI builds out, aesthetic intelligence is what is going to be incredibly important to make sure that humans keep their jobs, and that we keep the humanity in all of the stuff that we're doing.

Aesthetic intelligence is truly just about how do you bring in the senses into all the experiences in the way you possibly can. Skullcandy and Bliss are doing this really, really well. Bliss, on their website, if you were to go check it out, they have a ton of GIFs, you hop in there, you both feel like you are in a spa and in just, like, a cool, fun, young, like, makeup trial center, and it is just a website. So, it's just a design. They're copying that design, though, back in their stores as well, so, really creating that holistic experience.

Think, too, aesthetics isn't just about what you look ... Like, what you look at, it is about what you feel, it is about what you smell. Macy's, historically, has done this really, really well, as they really building their massive department store they made sure that smell, and sight, and touch were all a really big part of it. It was really successful for them then. It's going to continue to be more and more successful as we move forward, and it's also a way for you guys to buffer against Amazon.

But the reason why I want to talk specifically about hyper-product personalization today is because at the end of 2017 I ran a study to all of the Fortune, you know, Fortune 1000, 500 brands that I knew, the Internet Retailer 1000 brands and said, "Hey guys, what are you focusing on?" I also sent this out to a bunch of influencers and consultants as well, trying to just get some feedback, what are you focusing on for 2018? What is most important?

And number one was localization, personalization, and customer experience. That is these three things, you guys, localization is building community, personalization is product personalization, and customer experience is aesthetic intelligence. It is all the same thing. We are focusing on the same thing. You can see the top ten list there, and I'll show you where this link is, because I wrote on this, and there's a bunch of really great tips in this piece.

But, today, going to be focusing solely on hyper-product personalization. I'm going to walk you through, a little bit, how to do it, but mostly what I'm going to show you are just examples of people doing it. One, so that you can begin to think, for your own brand, how can I implement this? How can I make this come

to life? How can I test it to see if this is something that my audience is interested in? And I have a feeling that they will be.

So, let's just start with a definition, what is hyper-product personalization? It is when the consumer is the maker, and this does not have to be a huge challenge for your brand to do. As I mentioned before, Old Spice, just printing labels, making people feel like it's a really cool experience, and I'll walk you through that one here in a little bit.

In fact, here are all the brands that I'm going to be showing you their hyper-product personalization experiences today. So, Old Spice, probably one that you know decently well. New Chapter is also a P&G brand, similar to Old Spice, and they are doing something very similar to what Form is doing, and we'll look at that. They're selling vitamins.

Marucci is a baseball equipment brand, they work with tons of the major leaguers, really, really big, and well known in that space. So, I'll show you some of the stuff they're doing.

Andie Swim is a store that literally launched 11 months ago. This is going to be their second summer season coming up here in a little bit in the US, and they've already secured venture funding, or ... Yeah, venture funding, \$2 million from Demi Moore, mostly based on the community that they've been able to build, as well as their willingness to change business models, and we'll talk a little bit about that here in a bit, because hyper-product personalization has been really important for them.

And then Bon Bon Bon is a company that sells bonbons, as you may imagine, and they are doing some really cool stuff that actually does not require development work. So, that's going to be exciting to show you as well.

Okay, let's start with Andie Swim. I have a GIF on here, so kind of watch that as I'm speaking, but if you can, see what is happening here. So, this is an Andie Swim product page, and essentially what is happening is you land on the page, and when you first land on it, hopefully this goes back to it here in just a second. Perfect, when you first land on it, that add to bag is right up there, and yet, as I click through, okay, yeah, I do want to add custom embroidery, and it begins to drop down some conditional logic steps that weren't there already, right?

Why is that really important as you're building out these hyper-product personalization pieces? Because anybody who's not interested in adding that stuff, you want to make sure ... Like, and anybody's goal, with any product page, is to get as many people to add to bag as possible. Like, you want to get people to check out. That is why you are in business.

So, you want to make sure to use conditional logic to keep that add to bag button as close to the, like, top of the page as possible, and only drop things down as people are engaging on the page. Andie Swim does a really, really great job of this. I'll let you watch it here one more time. Those are my initials. Awesome.

Cool, so, what is happening here? Andie Swim is using seven different product variants, two conditional logic elements, and they actually originally launched their business as a Warby Parker kind of version of swimsuits, where a woman could come in and chose three different swimsuit styles, have them sent to them, try them all at home, send them back, all of that jazz.

And they have recently decided to stop doing that, because what they found is that this, right here, is actually working better. Not only that, it's saving them money on shipping costs, because they don't have to ship three bathing suits to somebody in a bigger box, so they're able to just do it in, like, one of those plastic bags.

So, they've switched to this, where now they are just selling individual swimsuits and allowing people to go through and customize as wanted or as needed, and are making quite a bit more money on this. So, again, seven different variants, if you can see all the areas that I have over there, two conditional logic areas that are helping to push that add to bag button up in the case that it is not needed.

Cool, so, how do you implement ... You've heard me say product options a lot already, so you implement via product options. Product options give you the power to have customer's self-select personalized products while operations remain in check on your backend, think SKUs, and pick, pack, and ship. So, the key to all of this working out is honestly just planning it out.

I've included this chart over here for you to see if we can simplify it a little bit. This is the way that it works on BigCommerce, I apologize, I'm not incredibly familiar with other platforms, but I'm sure that there are very similar things that you can do there. But, you segment things into option sets, option sets have particular options that are assigned to them, and all of that goes out to a particular product page. You assign the option set to a product page and then it pulls in each of these various options and values.

The reason that it is set up like that on the back end of BigCommerce is because we have a lot of customers who use a lot of options, or, a lot of product options, as well as those values. So, it's really to just help speed it up so that you aren't having to add in, like, every new product, to add in that same option set, right?

So, Andie Swim, as they are going through each one of their products, they do not have to go through on, like, the I love [inaudible 00:23:00] or this, like, green



thing right here, right? They don't have to go through and say, okay, I want to add all of these elements. They can go through and say, I want to add this option set, which includes all of these elements.

Cool, so, this is Marucci. As I mentioned before, Marucci sells baseball equipment to baseballers of all shapes and sizes, but they are very, very popular and well known within the pro space, so they sell quite a bit to them and do a lot of influencer marketing with them as well.

This is Marucci's build your own bat section, which I really, really like, and it is just a really great experience. I would definitely encourage folks to go over there and check it out. They even have, you'll see it right here in a moment, an upsell section, dun dun, I'm waiting. I don't know if we'll see it. There it ... No. Oh, I'll show it to you here in a second. Perfect, there it is.

Cool, so, what is happening here? These guys are using 14 product options, 14, one of which is rule-based, which leads to an upsell, so ... Rule-based, which means ... Just means conditional, right? So, this thing over here, if you do not hit smart-ready knob, this, like, are you sure, doesn't pop down, essentially.

Yeah, so, 14 product options. There's the link to go check it out. Let's talk about how you implement this, you've got to use product options. We've talked about those. You've also got to build a custom landing page, you can do this in your eCommerce platform in your CMS, if you're using a CMS, think, like, WordPress.

Or through an app like Shogun, in the case that you want to maybe not hire out a developer or somebody to do that, or if you're not completely familiar with HTML, or can't do it yourself. Shogun is a drag and drop tool that allows you to build pages, and landing pages like this, on your site, relatively easy. It's actually fantastically amazing.

You also want to make sure that you drive to it. This customize your bat shot, custom wood, is promoted on Marucci's home page and will push you right on over to the bat builder. It's one of the more prominent things that they are promoting, so just remember, please do not build a landing page that you think is going to be important or impactful, or that you are measuring to help understand the importance and impactfulness of it, without actually sending people to that page. It's important to get a good number of users so that you can actually have good data.

Cool. Bon Bon Bon. So, Bon Bon Bon is not using product options in the same way that Marucci or Andie Swim are. Instead, they have gone through and ... Again, organization and planning is an important part of this. They have gone through and added every single possible combination.

So, this is like the build your own box, they have added in every single possible combination of their bonbons as a individual SKU number, or as an individual SKU, on the backend of their site, so that as you're adding here, all it's telling the backend is just, like, okay, now it's this SKU. Nope, now it's this SKU. Nope, now it's this SKU. It's why you can actually hit that price point in mind. Type in a price point and it's going to show you your options, because that is just pulling from all the SKUs already in the bag.

Now, those SKUs do not show up on the site regularly, they have those products hidden, and we'll talk about all that here in a second. So again, like I said, not using product options, all possible boxes or SKUs in the catalog, though they are not individually visible, and then, again, this is why they can do that price point. You can go check it out over there, [bonbonbon.com/bon-builder](http://bonbonbon.com/bon-builder).

Cool. How do you implement? So, again, this is a really great option for people who want to test something out, but don't necessarily want to pay to build out the conditional logic, or go through the product options and the product sets. So, you can just add everything in as a SKU, hide it from visibility, which means it's going to be able to be seen if someone has the URL, or if someone is adding something to the box, for instance, but somebody coming to your site isn't going to be able to go to, like, this one random box that, you know, not a lot of people ever actually buy. It's like, I don't know, maybe I don't like mint chocolates. Maybe it's, like, all the mint chocolate ones, which I know are popular for other people.

Cool. Old Spice. I love this Old Spice one. It's a lot of fun. I'm going to run through these pretty quickly. You are probably thinking that's impressive, and that I'm already talking really quickly, but I like to get as much information to you and save you as much time as I can.

So, this is the home page of the site. You click on a bottle below to get started. You can see it's just there are three main, typical bottles. Cool, you click to get started, and it's like all right, cool, here's what we're going to walk you through.

Think of this ... Like, all of you have been on a landing page experience like this. It's truly just like a quiz kind of experience, right? Cool. So, you begin walking through it, you choose the scent that you want, whichever scent you choose it tells you what it smells like, cool, cool, cool, sounds fun. Then you put on a custom label, that's just the image on the backend.

Now, you can upload your own, if you want, or they have, you know, quite a few that you can choose from, and then you can have a custom title. So, they've already uploaded some that are fun, like, smells like victory, or some, like, random bachelor party funny stuff. I did not do this today, I did this a couple ... Like, ran through this and got the screenshots a couple weeks ago. So, I don't

remember what they were, but you can also type in your own custom one here if you want.

And then it just pops you over to a cart, and now you can buy your custom bottle that you feel like you built yourself, and really, they are just printing out a label, slapping that on there, and sending it off to you. Again, I'm showing you this example just so that you know, it does not have to be complicated.

Yep, cool, New Chapter, also a P&G brand doing some cool stuff over here. Similar kind of thing. You're going to walk through a quiz-like environment. Now, they are actually calling this a quiz, also making sure that you know this shouldn't take very long. I will say this did take me more than a minute, but nonetheless, what's your name? I'm Tracey. I am female. I am not pregnant nor planning. I am 30, which is never fun to admit to a wide audience. Do you exercise at least two or three times a week? I don't remember what I said to this. I used to. I'm going to again. It's been a busy past month.

Anyway, which areas of health interest you the most? You go through and you choose those. One last question. Oh, this is the fun one, right? Because this is where you actually get to get that lead capture before they show you your results. Super, super smart. And I go here, and I'm waiting, and then here we go. I get my seven different ... I'm only showing you the top three here, took some smaller screenshots, I suppose, but they are recommending specific vitamins and bundles for me, and I can just go on, click through, find those products, add them to my cart. It just makes it feel like it is a more customized experience.

Also, though, now that brand has a lot of information on me. It has probably gone over to, you know, their customer management system, and they're going to be messaging me about, you know, stuff for 30 year old females who, you know, used to work out two to three times a week and now feel really busy and can't. They probably need something to help me talk slower. Anyway, cool.

So, like I said, I was going to run you through a bunch of examples, but this is the kind of wrap up on the tools that you need to do this. So, make your consumer the maker right now. The tools to do it are product options, product option sets, product option rules, again, that's what those are called in BigCommerce, I am sure on other eCommerce platforms there are similar things, go check those things out. Really start using them.

You may or may not need conditional logic, depending on how you want to implement this. I know on BigCommerce there are a bunch of developers who have really simple drag and drop recipes. It is not out of the box, so you might have to pay a little bit more for that, but there are people out there who already have this ... Who already have that stuff ready to go and ready to launch.

You also probably need an unlimited product catalog, depending on how many SKUs you have you also need the ability to bulk upload those. Bon Bon Bon would not have been a happy human, or any of the people who work over there, if they had to upload the, like, you know, however many different combinations of bonbon boxes as individual SKUs on the platform. So, be sure to just kind of keep your eye out for that. And also just think through, like, what's the easiest, most cost effective, most time saving way that I can do all of this to get it out to start testing to see what makes sense with my consumers.

You will also need web pages for unique ... Or to build a unique or a custom experience. Now, that's not always true. Andie Swim was clearly doing this on the product pages, but Marucci was doing it on a landing page, as was, oh, my goodness, Bon Bon Bon. Old Spice was using kind of like a combination of landing pages, and then New Chapter actually built theirs on WordPress, and then they were using kind of a headless commerce experience there, where BigCommerce was plugging in as that backend checkout, PCI compliance for the win, everyone.

Anyway, so, go ahead, set this up, start testing it out. I'll tell you guys, I talk to a lot of eCommerce entrepreneurs, and founders and C-Suite execs, all those folks. The entrepreneurs and founders, though, the guys who are growing really, really quickly, their number one piece of advice when I ask them what piece of advice would you give ... Sorry, everyone. What piece of advice would you give, they say, just do it.

Like, just get started now. Just get it live. Just start testing it. You don't know what is going to work 100% until you get something out there. Perfect is the enemy of good. Go do it. Get started now. I'm telling you guys, the important part here, the important thing to remember, is that you are trying to build an experience, something that people cannot get over on Amazon.

People can't get these custom products there, they can only get them from you, whether it's a custom product, or even if you aren't the person who makes the product, maybe you're offering some type of custom bundle, right? Think that New Leaf example, where you can walk someone through a quiz and produce for them, or build for them, the perfect bundle.

So, test it out, let me know how it goes. For more ideas on top 2018 trends you can go and check out that blog post right there. I also walk through how to set up all of those other 10 ones. Their content is often very long, but super, super helpful. And then, yeah, if you ever have any questions, you can find me on Twitter @tracewall. Thanks so much again, everyone. Have a good one.