Transcript for Episode 252: MVP - The Customer Experience Edge: Where AI, Automation, and Human Connection Meet

Jessica Miller
00:01 - 00:36
Hello everyone and welcome back to this week's episode of the It's Your Offer podcast. I'm really excited to talk to you today about a topic that has been on my mind and strangely enough, it's come up quite a bit with different clients and different colleagues. this week. And I thought, you know, the universe is calling me sort of talk from the heart about this topic. And also weave in some of my own experience where I have seen what I'm about to talk to you about really work powerfully, not in opposition to some of the market trends that we're seeing, but almost in collaboration with them.

Jessica Miller
00:37 - 01:15
So today I want to talk to you about the customer experience edge. And this idea of the intersection between AI and automation and the human factor. Recently, AI seems to be at the top of mind for everyone, and it has been for me too. I really took some time at the beginning of this year to think about what does this mean for my business? How do I want this to fit into what I'm doing, my work, how I touch my clients, my client experience with my clients coming into contact with my business? How does AI and automation fit into that?

Jessica Miller
01:15 - 02:03
As many of you know, I am a very high touch coaching consultant. I love being in a space with my clients. I work with a limited number of clients every year because the connection and the energy and the relationship and the impact that I have with my clients is so important, not only to me as a human being, but to the work that we do and doing it not just well, but exceptional. And so when I think about AI and I think about automation and I think about the efficiency of that, I love it. When I think about it cutting out the human factor, or when we start to go into those realms of where does AI and automation end, and where

does the human condition and factor start, or where do they overlap, then I'm really leaning in and thinking about it.

Jessica Miller
02:04 - 02:39
Because I think there's a place for everything, but there are some places where we as human beings and the customer experience really win, and where I think we will always have this competitive edge over AI and automation. And so today I want to talk about those things. I want to talk about what I'm seeing, what I've heard people ask about, and just give you some things to think about in your own business and to give yourself some space and time to answer the question, what does this going to look like for me? How is this going to look for my business?

Jessica Miller
02:40 - 03:20
So AI and automation are becoming a household name. Everyone knows it. It's becoming very dominant in business. And it is a really fabulous thing. Even though I am high touch, even though I love the human experience, there are things in my day and in my business that I believe are better served when they are automated, when they are systematized, when it is streamlined. And there are so many incredible places that I do that in my business, definitely with those repeatable tasks, very administrative things, things that are happening often either repeatedly on the back end of my business.

Jessica Miller
03:20 - 04:03
So once people are in my ecosystem, what does that look like? I utilize it in a lot of ways to push out content, meaning it's literally like posting or sending things. Sometimes I also use it for inspiration and to make what I'm saying better, better English, better phrased, clearer. I use automation a lot of ways to make what I'm doing amplified. and I take my words and maybe I amplify them, or I take something and I leverage AI to get it out there to more people, or I automate it so it's on repeat, so it's not taking away from my human resource, either my own resource of myself or my team's resource.

Jessica Miller

04:03 - 04:46
So I use AI and automation in those ways a lot. I also look at, from a systems perspective, when I am putting information together or when I am putting different processes in my business, I'm always looking for those ways to streamline. And any way that I can use technology or automation to link those things together and make it easy and really make that journey through those different steps quicker and better and faster, I definitely leverage AI and automation in that way. I don't want to squander the most powerful resource that we have, which is our human resource and our time in places where I don't need it.

Jessica Miller
04:47 - 05:22
I also love automation and AI for the power of doing things when we're not quote unquote working. So when we're sleeping at two o'clock in the morning, maybe at six o'clock when I first get up, You know, how can I leverage that technology to really stand in at a predictable time or a place where people expect that I am not going to be standing there? And also, when they don't need me to be standing there. So, for example, I utilize something called Video Ask, which I really, really loved. It is like the perfect combination, and if you haven't used it, you gotta go check it out.

Jessica Miller
05:23 - 06:10
It's the perfect combination of during my sales process being able to insert me in an automated fashion in a place where people may need to access information or ask me questions, but knowing full well that I am not going to be standing there. However, when you use video ask, you can literally talk to your clients through a video and they get that very human experience with the transparency of knowing that it is not human. However, at 10 o'clock at night, when someone might be on my sales page or when they were going through that sales funnel at that time, they were able to get answers and get value to what it was that they needed at that moment through the leverage of technology.

Jessica Miller
06:10 - 06:54

And all of you know from being on this podcast that I absolutely love to talk to people. And so that type of technology allowed me to leverage video as a platform in order to connect with my clients in a powerful way, get them what they needed, have them feel the energy, hear my voice, get the information. And it was so powerful. in making that experience that much stronger. So there are many, many ways that you can utilize and that I utilize AI and automation, but they aren't always the magic bullet for growth. And I personally think there is a competitive advantage of the human touch in a world that is increasingly automated.

Jessica Miller
06:55 - 07:33
And knowing where that is in your business, what you want it to look like, what is important for you, your products and your offers is a very, very critical component to winning in this digital age. And sometimes that means winning over the digital alternative. So knowing where that human factor and that human touch needs to come in instead of something automated, and sometimes it means partnering with it, like I was talking about with Video Ask, or different solutions like that, where you can leverage both. And that dance that we do together makes the experience actually even more powerful.

Jessica Miller
07:34 - 08:22
So I want to talk about those things. So first and foremost, why isn't AI a substitute for human relations? I want to start with that. Human beings are emotional, complex, energetic beings. Every one of us has toggled between these environments of virtual and even automated, so technology and virtual environments, and real life. They both have their accolades, but they are completely different. And I think everyone could agree, and I'll stand up on my soapbox and say this, that although a virtual environment is amazing, it is never the same or it never tops in life, in real life interactions.

Jessica Miller
08:23 - 09:50
You cannot have a relationship like you can with a human being through technology. So you can have a relationship, but a real relationship happens between two people. It happens because it is fluid, it is intuitive, it is energetic,

and it is something that can create a powerful bond and connection between two people. Business is an emotional experience. People make decisions based on emotions. And the highest caliber of emotional exchange is in a physical space with another human. Now, I want to say, as a side note, you could be virtual Live quote-unquote which sort of like the second best option so you and I being live on You know on a zoom meeting or live on a microphone That is the second most powerful thing because it is essentially live without physically being in the same space however being in the same space is Really powerful what we see a lot of times is AI and technology trying to to be efficient and create this real-life experience, but they can't do that really well, at least not yet, because we often are sacrificing efficiency with AI and automation at the cost of personalization.

Jessica Miller
09:52 - 10:25
One thing AI and technology cannot do right now really, really well is contextualize. It can't be in the room with you. I use the example sometimes where AI can be a great tool for telling you what you might want to say on a sales call. It might tell you the objections people might have and how to overcome it. It might tell you how to open up a conversation and some of the things that you might ask. It might tell you how to close the deal. But what it cannot do for you right now in an intuitive way is have the sales conversation.

Jessica Miller
10:25 - 11:17
It cannot have the call for you. It cannot shift and be intuitive and infer what is happening in that conversation. And where people get in trouble is when they try to leverage that in a way where it's going to be utilized as a one-size-fits-all when it doesn't work there. So when we get into this customize everything mindset and we start utilizing things like that, we take away from that personal experience. And I want to share with you some of the places where I see this personal interaction. This irreplaceable value of empathizing with someone, being intuitive, having that intuition, showing that emotional intelligence in business that you need and in conversations with people, where it is so important.

Jessica Miller
11:17 - 12:03

And those things are so important because they create customer connection. And when people want to be in the presence of your brand, you, your product, you end up increasing their loyalty, their retention, their repeatable business, and all of the things that go along with people who love you and your business. More referrals, more revenue, more impact, more awesomeness all around. It is a hell yes. And so that is really where we want to lean in. Here are the places in my business that I have found this is the best place to utilize that human interaction, that empathy, that intuition, that emotional intelligence.

Jessica Miller
12:04 - 12:49
These are the places where it will win every time. So the first place that I believe that it will win is in that front end piece, when people are getting to know you and your brand. When they want to understand what are you all about, What do you stand for? Who is the person behind the business? The more you can be in front of people, have them feel like they know you, talk about what's on your heart, tell people what the mission and vision of your company is, and what, frankly, your mission and vision is for humanity, any time where you can be out there casting that vision and interacting with people, you are going to win.

Jessica Miller
12:50 - 13:35
because people really get a sense of who you are and what you're about and what you're really driven by, what is on your heart, and those are the things that drive a human connection. The other thing that's so awesome about this for all of us business owners is there is this beautiful place in our business, and I see it very often in my own business and for my clients, where there are places in your business that really move the needle that only you can be. And those places are high touch places. If we just think about this podcast, when you are coming on here to talk with me, hear what I am saying, hear my perspectives, hear my voice, it is highly personal.

Jessica Miller
13:36 - 14:17
It is highly, highly personal. You could even go that extra step and say, it's a very intimate relationship being here one-on-one over these airwaves. And any time as a business owner, you can increase that intimacy factor, you will win. You will

win. And the place where it's most personal and most important is in that upfront part where people are trying to get to know you and that trust factor is so important. And you want to create that bond with people so that they move through your your customer journey. So that upfront part is one of the most important places.

Jessica Miller
14:17 - 14:58
Now, I want to also say that when I talk to my colleagues and I talk to many of my clients, when it comes to that business development part, getting out there, interacting with people, really making yourself visible and known in a very deep way, This is the part where we often get lost when our business starts to grow quickly. We get pulled into our business. We get pulled into all those pieces of delivery and the, you know, administrative stuff and what fire are we putting out in our business. When our business has become too complex, when we're growing in a way that feels like things are bolted on, we get sucked into the abyss of that.

Jessica Miller
14:59 - 15:45
And this is the danger of over-complicating your business. When we're thinking, oh, we're just gonna add on to grow, it's just one more thing. Well, when we're seasoned, we know that's not really true. It's actually like 40 more things. And those things become like the riptide in your business. And what happens is we get pulled into this place. And what gets pinched is that part where we're working on our business, getting out there, developing relationships, being in front of people. And we all know, because we've all been in those peaks and trough kind of places in our business where it's feast and famine, that when you stop doing those things, it really becomes a wild ride, especially for your revenue and also your profits, because people start then throwing money at those problems and their profit margins shrink.

Jessica Miller
15:46 - 16:23
So those front end pieces are so important. And the most powerful way that you can be on that front end of your business is with you, that human touch. And of course, also your team, if you have salespeople, that human component of

interacting with people at that stage is so powerful. And every time you do it, I promise you, I want you to go track this. I want you to look back at your calendar. What are those things that really move the needle in your business? And I promise you, you will see that they are where you have dialed up the human factor.

Jessica Miller
16:23 - 17:01
You have dialed up the intimacy. whether it's a networking event, whether you got on a call, a Zoom call with some new people and did intros, whether you took the time to have a sales call with someone, you watch those critical pieces, especially up front, they are all human driven. Now, it doesn't mean you can't warm people up with some automation or some things that are maybe more heavily driven by AI, but there is an intersection where you as a human and those things come together. And I think those that AI and automation and technology amplify you In that arena, it actually works really powerfully, but if it tries to replace you, you will lose something in that process.

Jessica Miller
17:02 - 17:32
And it will not be worth it because there's so much of the backend return on investment of that time and that human condition when you put it into that 20% that you get back. And I would not cut it. I would not pinch that. Where I see that in my business, I will tell you, especially it's cold. We live up here in the Northeast. Sometimes you're like, I don't want to get out of my bunny slippers and my sweatpants. But every time I go to that networking event, even if sometimes I feel like, oh my gosh, I am like, my ears are bleeding.

Jessica Miller
17:32 - 18:11
I walk out of there with so many connections that are so powerful in such a short period of time and such a sense of energy and empowerment. It is worth it every time. And hands down, my business grows. It grows in so many ways, not even just revenue. So that front end piece is really, really important when it comes to the human factor. The second place is what I like to call the wow factor. It is those places where you lean into your clients and to your potential clients in a way that is highly customized, in a way that is highly personal.

Jessica Miller
18:12 - 19:00
A wow factor intersection comes when you really are listening and engaged and know your customers or your potential customers. It is those places where you can, like I said, derive that intuition and that emotional intelligence to understand where there will be an impactful interaction with them. this can look like a variety of different things. It could look like something grand, like a super amazing gift or something that you integrate in maybe a retreat or in your program where you're giving people something that's really on point. And it could be over the top, right? You know, we look at things like, Highly personalized sales trips that, you know, people win when they're the top sales rep and things like that.

Jessica Miller
19:00 - 19:42
It can be over the top like that and also over the top things like that, the more personal it is, the more powerful it is for the person receiving it. The more it will increase performance, increase morale, do all of those great things, increase loyalty. But it doesn't have to be an over-the-top thing. It could be something amazing like, you know, a time where you just reach out and drop a little note or send a text message because you know that it's somebody's birthday. Or you send a little something in the mail like, I don't know, your favorite, you know, a little box of your favorite tea from your tea company that you love because you know this person is a tea lover too.

Jessica Miller
19:43 - 20:36
Or you send somebody a note that says, hey, have fun on this XYZ thing you're doing with your kids because I know you've been waiting for it. Or it could be something even more personal like, I know you're going through a tough time like this and here I just want you to know I'm thinking of you. or I'm gonna send you this $25 gift certificate so you can go and buy yourself some coffee with a friend at Starbucks. These highly personal, very customized, it seems spontaneous, but it can be super strategic in your business, and I would say the spontaneity is great, but the more you strategically think through this, the more

powerful and easy it will be for you, and also it can allow you to leverage technology in a powerful way to push that thing out.

Jessica Miller
20:37 - 21:15
But the more personal it is, the more you understand people, the more you can contextualize that interaction, the more powerful it will be. And I have found that those wow factors have completely changed the loyalty that my clients have had with me, their willingness to trust me, especially during some hard conversations when, you know, we have to get in there and coach and it sometimes can feel that tension. It is so important for them to know that I really care about them and that you're sending that message to your clients. I see you, I know you, I care about you.

Jessica Miller
21:15 - 21:49
This is highly personal and customized to you. One of the things that I did at one time at a retreat that I still remember is I had people write down, we did an exercise where we were writing a letter to our future self. And essentially we were writing it as if it had already happened. So it was like basically writing the letter as if we were our future self. And I had people write those letters about all the things that they had accomplished in this time period. I think it was a year ahead. And what they had accomplished and who they were and how they were feeling and all the things.

Jessica Miller
21:50 - 22:24
And then I took all of those letters and I waited for the right time, based on being in their ecosystem and in their world, for the right time to send those letters back to them. I have to tell you, it totally blew people's mind. Because number one, I had thought about this strategically when I was putting it together at this retreat, but the more powerful part of it is when I sent the letter. Because I made sure that I waited until the time when it made the most sense, when it was going to be most impactful for them.

Jessica Miller
22:25 - 22:55

And it really blew their mind. It was super touching. And it was so win-win because I was so happy to give them this little reminder from themselves of how far they had come and how awesome they were and all the success that was headed their way. And it was just so powerful. So those wow factors are the places where, again, only you can do it. And they have a huge implication on the results your clients can get, on the way that they're going to continue working with you, the factor of telling other people about it.

Jessica Miller
22:56 - 23:44
You know, those are the things that stick and they remember it because they know that it's behind it is the emotion and that human connection that is so, so important. Another place where I see this win is where people go the extra mile in their business. Where are those times where you need to step in and really go the extra mile for your clients? Where are those places where they need you and maybe they're not going to ask or maybe there's something going on that might be, you know, slightly outside of the quote unquote scope of your contract or you know, whatever, whatever like the norm business, you know, SOPs or whatever are, we're going that extra mile is going to really increase the quality of that relationship.

Jessica Miller
23:44 - 24:26
It's going to give an extra something that somebody needs and only you can know it if you, are in their space, if you have a relationship with them. The other thing is in the delivery of that. So when you're going the extra mile, I have found that the most powerful piece of it is that it's coming from you, right? It's not just an automated email. It's not just the you know, reminder on your birthday, right? It is something where you leave them the voicemail or, you know, you send the extra thing or you give them the extra five minutes that they might need, you know, even if your calls are only an hour or whatever it is, like going the extra mile is super, super, super powerful.

Jessica Miller
24:27 - 25:12
And people feel it and they feel the results of it. And those things come back in spades. And the last thing which kind of sort of encompasses all of these things is

this idea that hyper-customized and personalized always wins, always wins. And where in your business can you do that? Where can you personalize, you know, check-ins and follow-ups and maybe, like I said, surprise gifts and notes? These small details about people are what really matter, right? Human beings are nuanced. Situations are nuanced. We are complex. Everything has its place. And sometimes, like, all those little differences don't really matter.

Jessica Miller
25:12 - 25:46
And those are the things that you can automate, right? You don't need, I don't need to personally hand you or send you my newsletter every week. You know what I mean? Things like that. But where you can really dial up those details, those special things about people that you know, it really matters. And it's funny because one of the things that I recognize about this, and it's always been really interesting to me, is in the lane of content, right? So, you know, you can batch content, you can create content, you could put things out there.

Jessica Miller
25:46 - 26:22
We all have, you know, maybe our three different pillars that we talk about in our content, messaging, or whatever, these themes that we put out there. And we want to stay on brand, and we want it to be in the lane so that people are hearing a consistent message, and it is powerful, and it's repeatable, and it's sticking, right? That's all part of business. But what I find so fascinating is there's always that one last pillar that's kind of, I kind of call it a catch-all, but it's a catch-all with guardrails. And it's those things that uniquely make you, you.

Jessica Miller
26:22 - 27:05
Uniquely make your brand you. And they are not necessarily fitting like perfectly into these other messaging, you know, buckets. And frankly, some of those things really have nothing to do with your brand, except they make up your brand because they make up the uniqueness of you and your company. And it never fails when you watch these things play out in content What do people latch onto? They latch onto the stuff in that pillar, right? So if you're a coffee lover and you're out there talking about your favorite coffee, or maybe you're like knocking the people who put sugar and cream in their coffee all the time.

Jessica Miller
27:05 - 27:48
I'm one of those people. Cause you're like a purist and you're just drinking the coffee by itself. And you're like, who's with me? And the whole feed blows up. with all the purist coffee drinkers that don't put any, you know, cream and sugar in their coffee. Why does this happen? It happens because it is relatable. People can connect with it. These hyper personal communications that we put out that make you real, that's where it is at. That is where people connect. And so you see it play out in places like that, where people are leaning in to the human touch, the human condition, the idea that there is somebody there that really, really gets them.

Jessica Miller
27:49 - 28:32
And that is where you will always win. You will win in those places. You will win when you reach out and actually connect with someone on the front end of your business. When you are passionately out there talking about why this is important to you, what you want to help people do, how you're going to save the world one offer at a time or whatever your offer is, right? People buy your energy and they buy your certainty. And when they engage with you in that way, they will always pick it up and it will always win over a automated sequence or a robot telling you through a chat bot or something else like that, which again has its place, but not there.

Jessica Miller
28:33 - 29:15
So you will always win in those places. You will always win in those moments where you know somebody well enough to know what is going to wow them, right? You know your business. You know your clients. You know what they need. You know, excitability is something we lose sometimes in business, and I think we lose it even as adults. You know, I've had this conversation with people lately. When you're a kid, You're like excited about everything, right? You like wake up excited. But as adults, we kind of forget that. We lose that fun factor. When was the last time you were really excited about your business or your client or something you were going to do with your clients?

Jessica Miller
29:16 - 29:51
Sometimes we lose it. That wow factor, that fun factor, is such a huge thing. And it is highly personal. And it is highly engaging. And it's highly, I think, predictive of what that connection is gonna be like. So yeah, you could try to do it through an email, but it is nothing like being in a space with somebody else, right? It is nothing like it. And I think those wow factors are really powerful. And it doesn't always have to be like excitement, like, okay, I'm jumping on me now and skipping down the street type of a thing.

Jessica Miller
29:51 - 30:30
You know, these can be highly emotional energetic spaces, but it's not like, you know, you're not running down the street, you know, waving your arms. Even if you have like a holistic business or you're in a business where there's a lot of human touch, like massage therapy or a high-end, like, you know, spa resort or any sort of energy work where you're doing there, that, that energy can translate into calm and serenity and peace, which we all also need more of as adults. So it doesn't have to be like, you know, your head spinning around, but it's a deep energetic connection and it matters.

Jessica Miller
30:31 - 31:13
It really matters. And then last but not least, when, where you're going that extra mile, You know, you know where those places are because you are human and you are engaging with another human. And those interactions are powerful because they are intuitive and they are emotionally intelligent. And we're able to flex and move and flow with other people in that experience. And that is not something right now we can do with AI and technology. And I believe that the technology will get more sophisticated. but nothing will be able to have that same energetic flow as you do with other people.

Jessica Miller
31:14 - 31:58
So those are the places where I have found that it really impact my business and my client's business where you engage with that human factor, where you have that competitive edge with the customer experience over technology and AI and

automation. And you can blend, as I said, AI with human touch or technology and automation with human touch strategically. You can use automations and AI to streamline some of those customer interactions. Like I said, you don't need me personally handing you my newsletter. It doesn't need to happen there. You can absolutely streamline some of those things.

Jessica Miller
31:59 - 32:37
You can even use technology and automation to move you through the tasks and the process that you would go through to engage with someone or carry out one of those highly customized, highly human interactions. It's great for that. You don't have to keep it all in your head. You don't have to remember it. And there's key points along that way where that kind of streamlining and that technology can be amazing. But it's not going to replace you. It's not the replacement for it. And in that same vein, a lot of those back-end automated systems, like, I love systems in my business.

Jessica Miller
32:37 - 33:15
They're awesome. I don't want to be doing anything we don't need a person doing. like free up the human factor and that human resources for the stuff that really matters and let the rest of it be streamlined. And so allowing those back-end systems to really keep that front-end interaction personal, like it enables you to be able to do that. I find that that is a really, really, really powerful way to do it. And then to that end as well, I think many of us, and I'm definitely one of those people, our schedules are kind of sporadic sometimes.

Jessica Miller
33:15 - 33:52
And I have different times of the days where I'm thinking about something. There are times where I actually want the technology to be available because I'm available right now. And I don't expect a human to be there. So I'll give you an example. I got really annoyed the other day when I was actually calling. I had a reservation at a high-end resort, and I wanted to see if we could add on an extra night. And I had to call in to even see if that was possible. And their reservations line closes at 6 p.m. I was like, are you kidding me right now?

Jessica Miller
33:53 - 34:19
First of all, 6 p.m. seemed extremely early to me, you know, in general. But then I wanted to be doing it at the time that I was doing it, and I wasn't able to do that. And now I not only can't get done what I want to get done, but now I have to remember to call you the next day at 9 a.m. and I was like, oh my gosh, give me the technology. Just do it. If I have to schedule an oil change with my car, I don't need to talk to you at 10 o'clock at night.

Jessica Miller
34:20 - 34:56
Give me the technology. So there are great ways to do this and it will be what people want and need. And it's so funny, like saying this out loud, I'm also like realizing on the spot that this is how you care for people as well. When you know their behaviors, you are giving them a very personal experience by giving them the technology when they need it and not when they don't. So for all of us, you know, that have young kids or whatever, a long day, and we are sitting down in our bed to do that thing at 10 o'clock at night and we just want to get it done.

Jessica Miller
34:57 - 35:33
We love you and your business even more for allowing us to do it through technology at 1030 at night when we want to do that. Hello, amazon.com and all of the other online e-commerce, you know, retailers that I buy, you know, my face cream for, you know, at 11 o'clock at night. because I'm not going to go into the store and buy that. Now, do I want to go into the store and talk to somebody when I want to try something new or something is not working? Absolutely. If I had to figure out what face cream to use through a robot when my other one wasn't working and I was frustrated, I would not be happy.

Jessica Miller
35:34 - 36:13
So that's just an example. But we want to look at these places in our business. So here's what I want to leave you with. I wanna leave you with this question and this homework. What is one way that you can add more human touch to your customer experience this week? What is one way you can add more human touch to your customer experience this week? And if you haven't thought about

human touch or human interaction in your business in a while, if you haven't gone back and looked at this, Now is the time. Now is the time.

Jessica Miller
36:14 - 36:51
Take the time to go back in and say, what is my customer journey? Where am I engaging with these people? Where could I do that more? Where is it working? Where is it not necessary? Really leaning into where that's happening in your business, how you feel about it, and how you want to create it going forward. Because here's the thing. It's your business. You get to do whatever you want to do. And that is such a beautiful thing. But we want to pick it intentionally. We want to pick it intentionally and powerfully. So with that, I want to hear all the things that you're going to do to add more human into your business.

Jessica Miller
36:51 - 37:16
And please drop us a line. Always. We always want to hear from you. You can send a message to support at JessicaMillerCoaching.com. We love hearing your stories. And you never know, we might use you as an example on our next podcast, where we share all the awesome things that you were doing, which we love, love, love, love that, love that. So until next week, everyone, I am sending you all the human love through this podcast, and I will see you then. Take care.