



EPISODE 34

Jen and Neeca Share How They've Created a True Partnership

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Gary Vee:	00:03	Hey guys, it's Gary Vaynerchuck and you're listening to the front row entrepreneur podcast with our girl, Jen.
Jen Lehner:	00:13	Hey Neeca.
Neeca:	00:15	Hi Jen.
Jen Lehner:	00:17	So this is a first time for us. We have done many live streams together at this point, but we've never done a podcast episode.
Neeca:	00:26	Exactly.
Jen Lehner:	00:28	So are you nervous? How are you feeling?
Neeca:	00:31	I'm quite nervous, but yeah, I'm ready for this.
Jen Lehner:	00:37	All right, here we go. It's, it's going to be fine. So I decided as you know, to basically crowds crowdsource our questions today because you know, because you and I had been working together for four years now. I think

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there's a lot of things that I might not think to ask. Uh, and so I thought, you know what? Our community knows you very well because your, your ever present and you're always helping people in our community. And I thought, I bet they have questions for Neeca. And I know there's a lot of people who, who wish they had an eco because they tell me all the time, does Neeca have a twin? And the answer to that is yes, I have a twin. Neeca actually does have an identical twin sister. So it's kind of funny. But of course what they want is a Neeca who does everything that that Neeca does because people see how much you really run things around here, you know?

Neeca: 01:29

Yup.

Jen Lehner: 01:29

So we're going to, so we're just going to do this sort of like rapid fire style and I'm just going to go through through everybody's questions and let you answer, answer these. Okay. Does that sound good?

Neeca: 01:38

Good.

Jen Lehner: 01:39

Okay. So first of all, where are you located right now Neeca?

Neeca: 01:43

I am located in Davos city, Philippines. So that is a Southern part of the Philippines.

Jen Lehner: 01:50

And currently what is the time difference between where you are and where I am?

Neeca: 01:55

It's turfing ours difference because of the daylight saving.

Jen Lehner: 01:59

So right now we are recording this at 12:17 PM so just after lunchtime here in the States. And what time is it where you are?

Neeca: 02:07

1:17 AM earring to the Philippines. Okay.

Jen Lehner: 02:11

Okay. With the perfect lead into our first question, which was submitted by a member of our VIP community, Scarlet Doobies and Scarlet says, how do you manage



the time difference sleep and your other responsibilities?
Neeca?

- Neeca: 02:26 So first of all, I'm a very nocturnal person, so I prefer working at night and I genital like working me working during those time because for me it's important to have that real time commuNeeation with Jen so that she could answer my questions right away that I don't have to wait for 12 RS so I could do the work because I get stuck if I, there's questions that weren't answered. So with the time difference, for me it's okay because yeah, with my choice of working during the night and then with my sleep it's totally fine. I sleep at around sometimes 4:00 AM and slip in the morning and then I wake off, take my launch and do some errands and household tours. So that's my daily routine.
- Jen Lehner: 03:22 But you're friends with a lot of other virtual assistants and do they run on, do they, do they work similar schedules or is everybody sort of deferred?
- Neeca: 03:30 Actually no, they work during daytime because some of, mostly of my virtual assistant friends is, they're working for your own Australian clients. So the time difference is just like three hours to ours. So they work during the day. So yeah, we just hung out during the weekends.
- Jen Lehner: 03:49 Speaking of a weekend. So you're, you're a young person with a social life. Um, how are you able to juggle your social life and um, all of the many tasks and obligations you have at gen laner media?
- Neeca: 04:04 I still have a pretty active social life because, you know, with my work I could work anywhere. So sometimes during weekdays there are dinner parties that I need to attend to like very a special person, say my relative, then it's okay that I could spend time with them and then afterwards then I could just work anywhere. So yeah, that's it.



Jen Lehner: 04:31 So we've got some questions, several questions from Krista Viegler okay. So we're just, I'm going to run down the list here. So crystal wants to know what in the world makes you so dedicated.

Neeca: 04:44 Oh, thank you for, for saying that. It's really that I really love my job because when I work and I know that I got to help Jen and all our clients, it really makes me work harder even more because I just, when I realized, Oh, this, even with a very short tutorial or a small thing that I've got to send to our clients and it made their day, that really encouraged me to do more and to really do better. Like I know that I could do better. What drives me to become more dedicated.

Jen Lehner: 05:28 Yeah. I think what I'm hearing you say is that it's meaningful to you to help the people in our community, like you get satisfaction from helping people. I also noticed the like and I wished it wouldn't have taken like three years for me to learn this about you. Maybe. Maybe it was like two and a half years, but you remember when you made that video for the, for the, for VIP live

Neeca: 05:52 yeah. Yeah. The video.

Jen Lehner: 05:53 We were having our live retreat and just before I left, it was out of town in Charleston and I was busy packing up and then it occurred to me, Oh, I wish we could do like a montage video of how far everybody's come and like to cry to grab everybody's introductory video videos because when people join front row VIP, they usually make what we call a a hashtag new kid video. And uh, they introduce themselves to the community, tell a little bit about their business and so forth and, and so all these people who are coming to front row coming to VIP live this retreat, they had these new kid videos and I was like, Aw man, Neeca, I wish I would have done a video, like montage of everybody sort of like in the early days. And she's like, well, why don't you let me do it?

Jen Lehner: 06:35 And I had at that, up to that point, I had always done all of our videos and I thought, well, yeah, okay, why not? When



she submitted it to me, I literally opened it like right before the retreat started and I just cried because not only, I mean it was just, it was touching with the, you put like in just the right music, like set the tone because for our listeners like Neeca her, her title is not like video editor or producer or anything like that. Like I would, I would say you are a general VA and so I just wasn't expecting that. It was like really well produced, but more importantly like what I saw in the way that you put it all together was that you really knew our members. Like you really, you had a deep connection to our members and so I was really, I was really blown away by that.

Jen Lehner: 07:24

The other thing that I noticed was that I wished we would have done sooner is sort of bringing you to the forefront sooner. Like, because when you started going live and started showing up an answer, answering people's questions directly, doing tutorial videos and really doing more of that, I could see that like you're really good at that. And I could see that, that you enjoyed it because it was a way of helping and people really like appreciated it so much. Then she goes on to ask, what was your story before you landed here with me?

Neeca: 07:59

Okay. So I was looking for an online job because, uh, before I was working with a VA agency here in our SAP and I resigned and I was looking because I want to work at home. So I look for a job and online jobs and then I got to see Jen's job posting and it really resonates with me because with all the description and the tools that she posted there and I was kind of confident that I could do it. So I applied and I think after a couple of days she got back to me and we had an interview during December and I started and luckily I got hired and then I started in January 8th

Jen Lehner: 08:49

and the rest is history and which happy anniversary by the way. So we are celebrating Egan's fourth here and I just can't believe that much time has has flown by. Um, well you are at a VA. So you were at like a V a a company where there's like a bunch of VA's at one place. Like you



show up at the center and then your clients are kind of randomly assigned to you and maybe you have multiple clients. Is that how that works?

Neeca: 09:14 No, I have a one client only. So they match my skills with a specific lie on that needs my skills

Jen Lehner: 09:25 and then, but then you work directly with them, not through the agency. Like you, you had direct contact with your employer. Okay. Yep. Chrissa also wants to know, Chris has some really good questions. She wanted to know what the biggest mistakes you see when people here are trying to hire VA's in the Philippines.

Neeca: 09:48 I think the biggest mistake that I see is that they're looking for someone that is already scaled, that knows all the tools that they know. And for me that is kind of, there's a mistake on that part because they could hire someone that doesn't have all the knowledge of all the tools that they use because with the systems that we do, like for example, I don't know Kajabi, I don't know Squarespace at the beginning, but you just showed me one like one or two couple of videos. Then I learned from there and you know, I do those processes and that's how I get the master, all the tools. So from all for all those people that's going to hire, don't look for someone that is already skilled, but look for someone that really has that potential to be your partner.

Jen Lehner: 10:45 Yeah, I love that. That's so true. Because you know, typically what will happen is people will put in the job posts. I want someone who knows how to use click funnels and do WordPress and also convert kit and like all the things and they'll list out all their software. And number one, it's very, I mean very unlikely that you're going to find one person that that is like a Ninja and all those things, but more importantly like I love that. So we use Kajabi. It's the best all in one solution for all online entrepreneurs. I got to put it in a shout out for Kajabi. We love Kajabi around here, but neither one of us really knew. We didn't know how to use Kajabi when I signed up



for Kajabi, one thing I knew for sure was that I wanted Neeca to be completely in charge of that.

Jen Lehner: 11:30

I wanted to be able to say, I've got a great idea for a course, so I'm going to, or a freebie. So could you please put together a pipeline and do an opt in page and some follow up emails and and a landing page and all those things. It. Can you make sure, I don't even have to say make sure and tag everybody a certain kind of way because Nick already knows how to do that. But there were trainings on Kajabi and most good software platforms between that and YouTube and courses that you could buy very inexpensively on Udemy or Coursera, those kinds of places, Skillshare. Then you can give those trainings to any competent VA who can learn and become the expert in that for you. You don't have to know all the things and you don't have to have hire someone who already knows it.

Jen Lehner: 12:16

It's more important to hire someone who really has the desire and the potential to learn. So I'm so glad you said that Nico, cause that's, that's so true. One of the mistakes I see when people try to hire from the Philippines or from anywhere really is that they're not exactly sure where to start. I think that in our course, front row CEO that I think that's one of the things people like so much is that they're able to go through it step by step. They don't really have to think. It's just super plug and play because it's, um, it's a really, it's, it's overwhelming in our course, front row CEO, we offer as a graduation bonus, a special course that is for your new VA because the idea is that you go through the program at the end, you've hired your perfect match virtual assistant, and so we gift you with this course that is actually a course that you give to them and it really addresses a lot of the, I don't know, like topics. You're not going to deeper topics, a more sensitive topics that you're not going to really find anywhere else. And we interviewed, let me correct that. You interviewed people, virtual assistants in the Philippines and asked them some tough questions. And one of them was about that Krista is pointing out, she says from the course, one of the most



helpful things for me to know was that Filipino VA's are non-confrontational, but they might disappear if they're unhappy. And I think it was Febby who had talked about that can, can you elaborate on that?

Neeca: 13:52

It's in our nature that we really are not nonconfrontational because we tend to say I'm okay. Yes, we always just like agree and do our job. When clients or our employers confront us with things, we sometimes don't know how to react or sometimes some people like they might take it personally, but you know, obviously we shouldn't, but then it's not usual to us. Like we still are adjusting to that because it's kind of off. But you know, we just have to really understand that it's in your nature that sometimes you're just very straightforward and you've got to get to the point right away.

Jen Lehner: 14:39

So what I'm hearing you say is that it's in our nature, so like we as Americans tend to be sort of more blunt and direct and we get to it right away. But in the culture in the Philippines, it's a little more, it's non-confrontational, so people aren't so like direct and in your face about stuff. And when that happens, it might feel, I don't know, scary. Right. And so because I do here for people who say, Hey, I tried to hire in the Philippines and I thought I had someone that I thought things were going okay and then they just go sit me. And so we, we talked a lot about that. You talked about that with your colleagues and brought those interviews back and I just thought that was, I thought that was so, so interesting. And that leads us into a cat searches question and cat says, how do you Neeca commuNeebate with me when you're pretty sure that what I'm asking you to do is either beyond your skills or you can't complete it within my requested timeframe.

Neeca: 15:41

I have this attitude that sometimes even I, if I don't know what you're asking is that I still look for at like search for it. So I will look for a way that I could help you because I just don't want, I don't want to say, Hey Dan, I don't know how to do that because that is just not me. Like I will, that is I will just look for Google and how there are some ways



that I know that I could help you with or if there's any solution that I could think of and then, but if I know that it's really not going to work with me, that is just going to waste both of our time, then I'll just tell you that it's better to hire someone from Fiverr or anywhere else to do this stuff and then if I cannot finish it with a requested timeframe, then I'll just be honest that if you wanted me to create a video or something that it really required me more time because I'm not used to doing it. So yeah, I'm just, I'll just be honest with you.

Jen Lehner: 16:44

One thing I love is that, and you, you know, I never asked you to do this, but you are so good about if I ask for something or I put something on our to do list or our wishlist or whatever the assignment is, or the task is, if there's a problem, let's say you run into a problem or it's not doable, you always come back with a solution. You never say, yeah, can't do that. You know, you always, you always are like, well we ran into this roadblock, however I think we might be able to do this. And you teach this in the VA course for other VA's, which I love. That's in the front row VA course that you really say like you recommend that there's a great way to work with, with your CEO. And I love that. Okay, so Patty linen wants to know what it's really like to work with me and it's like, what are you going to say? Like you're on, you're on this podcast. And I'm like, you know, um, Oh, I just really can't stand working with Jim. But go ahead Neeca. Yeah. Just you haven't complete amnesty right now. Like what is it really like working with, with me? The good and the bad. Seriously. You could say it.

Neeca: 17:57

Yeah. Um, I'm going to say like Jen is the best, but you know, that's given. So what I'm gonna say now is Zen is like my family. She is sometimes my mom, she is sometimes my dad, my sister, she's my sister because I can tell her anything, like whether it's like personal or work related that, and then she's like my dad because she's kept on reminding me of this thought and she's like my mom because I can always go to her. Like she's always there for me.



Jen Lehner: 18:33 Ah, thank God. Thank you. That's so sweet. Okay, so we're going to move on into Isabel Baker had several questions, so she wants to know what do you think are the top two to three things that you do to support me the best? Okay. What? Oh, and then I can answer that too. So we'll, we'll see if we match up.

Neeca: 18:55 Okay. I think, eh, frisk is really reminding you of things like your day to day and your emails and like assisting you with livestream because I think that is really also very important. And then another would be me doing all of those are revenue producing stuff like uh, we know that also this live streams are very important on for our clients and assisting our clients. I know that you really emphasize that especially when we had another launch with a CEO that our priority is really helping all our clients that we get to answer all of them as early as possible. Like very prompt response.

Jen Lehner: 19:44 Yes. And that was so awesome. So when we launched front row CEO beta and we did get so much great feedback and I am very proud of that, that almost all the people who took our, the exit interviews and our exit surveys said that they were blown away by how fast we answered in the community and also within the product. Cause people, you know, ask questions underneath the lesson and one of us more often than not, it was you who would jump in there and quickly answer a question whether it was techNeeCal or or about the content. And that's where the hours really came in. Very helpful because someone in Europe, it could be taking, you know, people were watching that content all around the clock so you know, if I was asleep you are awake and, and so I thought that, I thought that was great.

Jen Lehner: 20:25 I would say that for me the greatest way that you support me is, Oh my gosh, where do I even start? I would say that I love the way that you really anticipate my needs. So sometimes like it's such a joy to walk in and into the office and log into Trello and see that you have already like



mapped out some fantastic. Like I may have just mentioned always, I've shared this story before, but we were talking about social media week and I just mentioned that we ought to do something for social media week. And I don't know, like maybe five days later I walked in and you were like, Hey Jen, take a look at the cello board. And when I did you had recorded these videos for me telling me like your plan, what you thought we should do for social media week. And it was very elaborate with in terms of like all that you were going to handle.

Jen Lehner: 21:18

But all I had to do, you had the topics mapped out for every day of what I would talk about in a live stream. So I just basically you did the slides, you did the graphics, you did everything. And I was able to show up, press a button, go live, which is what I love to do the best is teach and then press the button when I was done. And then you took care of every single thing else and I wanted to just cry. I was so elated, I blew my mind. So, and since then you've done lots of things like that. So I love that you anticipate my needs. I love that you are so helpful to our community and that you've gotten to know everybody that's just priceless. And what am I really like? One thing I really love is that I love that you handle our inbox.

Jen Lehner: 22:02

So a lot of emails that are just sort of standard questions or you know it's a customer service issue, you're able to reply to that and I don't, I don't ever have to see it or manage it. And I also love when somebody emails and they want either me to be on their podcast or they want to be on my podcast or something like that, that anything that needs to be scheduled, someone wants to have a meeting with me that I can just forward the email to them. And not only do you know like exactly how to reply, but then you also give them a link to the right, a scheduling link so then they can, and you manage my calendar so you know everything that's going on. And that has been just huge cause I really can't stand back as you know, I cannot stand back and forth with anything.



Jen Lehner: 22:45 Like, I just cannot stand. And there's a lot of people outside of this online marketing and online business space that just are not clued into things like Calendly and acuity and these wonderful scheduling pro uh, programs. In fact, this morning there's this email that's going back and forth between me, my husband and these like three accountants, like we're doing some year-end financial planning stuff as a family. And so he's got a busy schedule. I've got a busy schedule and then there's these three people and they're just like, how's Monday carbon copying everybody on the thread? Like, how's Monday at two? And then someone's like, I can't, I have a dentist appointment. How's Friday at four you know, this jives me insane. I just cannot stand the back and forth, back and forth, back and forth. So I love Calendly and I love the fact that you do all that for me. It's just so freeing, you know, it makes me feel so like, like I'm unencumbered and, and I'm able to drop so much, so much weight because of that. All right, so let's keep going here. Isabel wants you to tell us a funny story about being a VA with, with Jen. She says

Neeca: 23:57 the top of my head, it's not really a funny story, but sort of an embarrassing story. When I started first week or second week at way back 2016 we have our Trello board and then you were talking about a front federal, the big front Joel members and you were putting cars like John DOE, John Smith or something like that. And I was like, okay, and then there are checklists and I was like looking for those name and the Frederick group. I was like, 10, I can find this people. Is it the, am I in the right group? And then you came back to me. He's like, Hey n***a, those are coming in.

Jen Lehner: 24:43 Oh my gosh. Oh my gosh, Nick. Oh my God. No, I don't even, I do not. I that did not even register on my radar. I don't even remember that. But that's funny. John DOE. Yeah, you're looking for dogs.

Neeca: 25:03 Funny, funny thing is that my family knows about you and they know the sound of Voxer. And then when that rings, they know that it's Zen. So like everybody is calling me



[inaudible] Dan Dennis calling or it's like something like that. And you know when our briefing every night at seven or eight my time, it's usually we gather for dinner or like after dinner and then you messaged me that the briefing is already ready, that I publish it. So, and my younger sister will say, okay, it's time for, Hey, Hey, it's Jen Lehner. I've done under that. So all of them already know that phrase.

Jen Lehner: 25:48

Oh my God, I hadn't, no idea. Okay, I'm going to go easy on the boxer from now

Neeca: 25:55

because they know it. And then you know every,

Jen Lehner: 26:03

Oh that's, that's really funny. Hey, Hey, it's Jen later. You should be listening who don't know. I have a flash briefing that I do every morning and Monday through Friday and it goes out over Amazon. Lexi, we're just going to call her Lexi. So I don't wake anybody, anybody's device up. And so I recorded every morning and then Neeca sends it out via Facebook messenger. So I Voxer when I'm done and it starts off, each episode starts off with, Hey, Hey, this is Jen later, later.com so that's pretty funny. Okay, so then I guess my branding, my audio branding is working. If I've got your family reciting it. Speaking of family, Isabel wants to know what do your family and friends think about you working for a U S business owner?

Neeca: 26:45

My family really support and they understand my job. So they're very supportive if I work at night, but they sometimes remind me to take enough sleep and all of those. But aside from that, they're really pushing me to really work hard and work for Jen because they also appreciate you. They know that you always send this gifts and they're they, they're really very happy about that. And then for some of my friends, my gay friends, of course they know my, they know what we do, but then I got this, like my high school friends, they asked me what do you do? And you know, it's kinda hard to explain. Like, I am a virtual assistant. I work for a client that is based in the U S and then I say that I, I do digital marketing or website



management and all this stuff, but sometimes they're just, um, okay, so you're working from home and they're, they got a lot of questions that sometimes they really cannot understand my dog. So

Jen Lehner: 27:57 you know, those, those people, what kind of, what kind of jobs are they working?

Neeca: 28:00 I like office jobs. Like they're in the back, they're in like office people, government employees. So they just don't know that freelancing exists. I mean, they do maybe, but you know, they just don't understand how our commuNeecation works. And so and such.

Jen Lehner: 28:21 Got it. Well, I mean, people hear it all as same, same. Like people ask me what I do and uh, and I'll tell him and I could tell they don't, they don't have any clue what I'm talking about. And, uh, and that's okay. So, okay, what, let's see here. I want to make sure I get all of Isabelle's questions and she says, besides pay, what else can a business owner do to show appreciation to their VA Messiah from Bay?

Neeca: 28:47 I think what I really like about Jen is that she really appreciates every little thing that I do. She always tell me that I did a good job and also she also sent me this gifts. I think I received gifts every month from her, which I feel very happy and, and you know like my neighbors know that I got this package, they're just low Neeca you're so blessed with your client and those they have core as in, I'm just so very appreciative also of Jen that she is like that that you know you can't find another den lender out there.

Jen Lehner: 29:30 Okay, thank you. I'm going to replay that. I'm going to replay that for anybody who ever says anything bad about me. I'm moving on to Neeca Stewart now. Neeca has some questions and is also in our front row VIP community and she said, what do you think most VA's wished their employers knew? I mean not just for yourself, but like if you could think about your friends who are VA,



like what do you think most VA's wished their employers knew and what do they want from their employers?

- Neece: 30:05 For me it's really, sometimes the employers are, are afraid, their fear that their VA will leave them. So I just want to say that Filipinos, we really do not do that if we feel that we are really valued. So you know, doing the daily checkup or like monthly checkup with your VA talking personnel and work-related that we see that there is growth with the company. Then I just went on say that you were not going to leave you. You know, I just want to say that it's really important that we got this constant communication with your client. That you are okay with each other.
- Jen Lehner: 30:57 Okay. Can I just say, uh, we got this on tape so you just said that you, we are not going to die. I haven't, I haven't recorded it. I will also replay this anytime
- Neece: 31:10 I'm saying I'm not going to leave Jen.
- Jen Lehner: 31:15 Yay. All right. Um, but let's talk about that because someone asked this and I'm trying to scroll through and see U S uh, who asked this. Like what would you do if, if Neece left? And I mean I would look for a very tall building with a window. No, no, that's horrible. Now I would, it would be horrible. It really would be horrible because I do think what we have developed is it's so special. You know, we, we have a, a true partnership and we're trying to get, we're trying to get you over here or waiting on a, a visa in the Philippines because we want to meet in person. But the way that we have laid out this program and the way that we have our system set up is in the, and what we teach is that when you hire someone using our system for our CEO, it's almost automated.
- Jen Lehner: 32:04 So if you were to get abducted by aliens tomorrow, then because we've got all of our systems in place, when someone new starts, they would be able to follow the checklist and pretty much be able to, I mean it would take them a while obviously to get to know our community and and whatnot. And you know, here's a, a real story. We had



a new, we had a new VA, um, she was with us for five months and Neeca onboarded, her, trained her and she was working with us, but there was a conflict with this VA and her, her personal life and she just wasn't to, to keep going. So she recently left us and I don't think you and I, we didn't really sweat it, did we? I mean, yeah, I mean w I mean sad to lose her for sure, but we know that because we have these systems in place from hiring to onboarding to training to our day to day work together, that by this time next week we'll have a new person and while we'll probably have two people during a trial period who will be working with us.

Jen Lehner: 33:09

And we'll have a new VA within, I don't know, a week and a half or so. But back to what I would do if, if you left, I don't know. I would just, I don't know. I can't even think about it. It gives me like cold sweats. Um, finally, let's see here. Christine says, and I thought this was so sweet. Christine Sinclair says that Neeca is always so helpful and I feel it's a one sided friendship. I'd love to get to know her and what her life is like on the other side of the world. She wants to know, do you have any hobbies?

Neeca: 33:42

I used to play volleyball. I love the sport, but recently I'm not, I didn't have a chance to play, but I'm still looking forward to meet this. I think on March there's going to be a, a reunion cop from my high school and I hope to join. And yeah, that's, that's really one of my hobbies, playing volleyball. And also recently I got to enjoy spinning classes because I'm trying to, you know, exercise. It's really hard, but I'm enjoying it and I also love traveling. Yeah. Jen knows that I love traveling with my family and friends.

Jen Lehner: 34:31

And you're, are you into music? Like you went to a music concert recently?

Neeca: 34:35

Uh, yeah. It's not really a music concert, but it's a variety show concert. So yeah, part of when I traveled, I just, uh, took the chance to watch that variety show concert.



Jen Lehner: 34:47

Got it. Well, I, one thing is for sure, I cannot wait for you to travel yourself all the way over here. I just can't wait. And of course when that happens, I mean, we're going to have the, we're going to have the Jen and Neeca variety show, um, from right here in Cleveland. Neeca thank you so much for spending time with me today in this new medium for us on a podcast. Maybe. Maybe we'll do this more often. I really appreciate it and I, I got to learn some stuff about you that I, that I never knew before.

Neeca: 35:18

Yeah. Thank you so much. Then it's just so happy to be here. Like, it's my pleasure. Thank you. Thank you. Thanks.

