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Episode 28:
The Importance of Mobile-Ready Hero Images

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Andrew Pearl:	Hello and welcome to another episode of the Profitero podcast cast where we talk through major market developments, we interview industry experts and also we share some insights and strategies for improving performance in the e-commerce channel. My name is Andrew Pearl, I am director of Strategy and Insight for Profitero and I'm really delighted today to have Ollie Bradley joining us from Unilever.
	Many of you will know Ollie already. He has lead one of the most significant pieces of e-commerce research and development over the last few years. Ollie, first of all thank you so much for being with us today!
Oliver Bradley:	Hey Andrew! Thank you! I'm looking forward to being on this podcast.
Andrew Pearl:	I normally ask our guests to introduce themselves, but I've kind of partly done that already. If you could tell us some of the areas that you cover in your role as e-commerce experience design director.
Oliver Bradley:	Sure, it's a really varied role, and it's something I really am enjoying. One of the areas is just how to create a better experience for our brands online. The reason for that is because the business is shifting online and if we end up with worse market shares online than in-store we are going to have a problem as a business. I think it's a little bit broader than that, we obviously audit online experience across retailers around the world. We also kind of dream up innovative ideas to make the experience better. We look at everything from images, videos to what text we should have and it's really

creative. We collaborate with retailers in terms of what functionality they're going to be adding and trying to get ahead of the curve and get ready for that.

Andrew Pearl: Do you significant differences in capabilities but also opportunities across e-commerce across different parts of the world?

Oliver Bradley: We do. I think, suddenly, we're seeing four really big hubs emerge as a what we call expert markets. Those are India, where e-commerce is just going like crazy. We're seeing slightly insane levels of investment from both Flipcart and Amazon in India and suddenly triple digit levels of growth for us as Unilever as a result, which is great. We're growing ahead of the curve there.

It's been fantastic in China! I think we did a million in the first twelve minutes as a Unilever team. I think we're going to personally break all records as a Unilever team on that.

The U.S. is absolutely storming this year in terms of e-commerce. We're seeing retailers. While Wal-mart might be shutting stores it's fiercely rolling out click and collect which is driving e-commerce growth. We're seeing retailers in the U.S. really prioritizing e-commerce now and get into the game because they're realized they need to fight off the Amazon challenge and that's helping us grow as well.

Lastly, obviously the U.K. The U.K., I guess, got to the kind of e-commerce F.N.C.G. or C.P.G. first with T.E.S.C.O. in the late 1990s. It's still a huge market. It's still has healthy levels of growth. I guess in the recent terms probably less innovative than the other three markets I spoke of and probably something to challenge and spur the U.K. on is to innovate again and stay ahead of the curve is something that I hope to talk about in today's podcast.

Andrew Pearl: Yeah, certainly. Well let's dive straight into that because, obviously, the project that I mentioned in the beginning is improving the shopper experience through mobile-ready hero images. That's really what will form the basis of our discussion today. I guess, as a background, could you just give us some of the reasons and the ways this project began and why you felt it was necessary to really focus on "hero images" for e-commerce?

Oliver Bradley: Sure. I think we recognized we needed a fresh approach in creating great primary images for e-commerce to work on mobile based on two things. Firstly we recognized mobile is the first screen, or experience, for our brands. We noticed that traffic went mobile first towards the end of 2014. Google Search went mobile first the end of 2014 and obviously Google introduced their mobile-friendly test. Actually, we've seen this year e-commerce essentially become tipping on mobile where 50% of transactions are now done on mobile.

In the U.K., South Korea, Japan, China, India. I could go in quite a few markets and [inaudible 00:04:48] declare that 55% was done on mobile. We also with that recognized the current mobile experience was miserable and it was leading to poor

conversion rates. That's a big challenge for retailers because you've got shoppers wanting to move and use their mobile instead of desktop or laptop to do their shop on but the experience is sub-optimal and wasn't leading to the conversion that probably both us and our retail partners would want.

To cut a long story short, we approached Cambridge University. There's actually a little interesting story behind that. I noticed that Cambridge University had worked on Dove. Gov. Sorry I meant to say "Gov.UK" not Dove. Which is the Government website in the UK which where you can get your car tax done and do your income-tax return. They had won an award, a design award, Gov.UK, for being the best in 2014 which was slightly unusual because they beat the beautiful Shard Building in London. I thought "I really need to see this team and I need to see how they helped Gov.UK win this award and understand what they did." I guess the story started there.

I think what they managed to do is make that website really accessible to as many people in the UK as possible. The kind of bare bones simplicity of it kind of astounded me and I was like "You know what? We need to do that. We need to make online shopping really accessible to as many people as possible, particularly older shoppers. I say older shoppers with a little giggle because I'm over 40 and over 40 in our side tends to fall off a cliff and generally a lot of shoppers like me multi-screen in the evening. They watch TV, maybe without their glasses on, or with their glasses on but then they can't see what they're doing for close-up work. Unless, of course, they've got focals which many people don't. In reality, you use your, kind of, mobile phone in the evening while you're on TV to obviously mess around on Messenger or Twitter or social media and I think that's the habit that we realized "Hey we really need to do something here. There's a whole group of shoppers that both struggle with their eye-sight and struggle with a small screen and the current experiences isn't good enough."

Andrew Pearl: I know a lot of our listeners would be interested in the specifics of how you went about this research and what were one or two of the key insights that really came out of this that then drove your recommendations?

Oliver Bradley: Yeah, sure. We discovered, I think the overall insight behind shopping online is really simple. People shop online because they want to save time Andrew. It's a convenience thing. Mobile, on top of that, has changed the way people shop. I mean look at your own behavior. I mean I'm sure you browse products while you wait to be seated for dinner at a restaurant. If I look at families in restaurants it seems that everyone in the family is looking at their phone. You know if you're catching the train to work everybody's got their head in their mobile. People are using their mobile to compare prices online even when you're in the store. We kind of did some broader research about shoppers expecting to be able to do everything on their mobile.

We did some more specific research in terms of eye tracking. What we realized first off is shoppers avoid reading. They tend to only look at the images when they shop online. This is both pervasive across desktop, tablet and mobile. It's not unique to

mobile and tablet at all. There was the first observation and it was a big piece of research. Sixty odd eye tracks followed by another mobile eye tracks.

The second thing is we discovered that shoppers scroll really fast. Obviously the other little insight there was that the younger the shopper is the faster they scroll. Maybe that's because they've grown up with Instagram and Facebook and are used to furiously looking through their newsfeed to see what's interesting. We even have this little phrase in Unilever about "thumbstopping creative." "Do we have thumbstopping creative in terms of mobile friendly. I kind of listen to Keith Weed talk about thumbstopping creative and said "Hey. The online equivalent of that for us in e-commerce has to be similar." Why would people use their thumb to stop the screen, as I call it "Vegas-style scrolling," and to kind of notice and choose our brand. We actually worked with a kind of world renowned design agency, JKR in London, to help us. Together with Cambridge University we worked out the foremost important bits of information that shoppers require are brand, format, guarantee, and size.

Now this just sounds so ridiculously common sense. We realized, actually, shoppers were struggling to work out size that became very evident in the qualitative interviews. But actually they still struggled to see format and variant as well, and we have a lot of supply chain efficiencies like most multi-nationals. We have the same tubes on kind of, Dove Shampoo and Conditioner and moisturizers. That really causes a problem when it comes to shoppers recognizing format so we kind of have had to solve for that. That's really where the thinking started Andrew.

Andrew Pearl: I know, for those of you, who wanted to see your presentation at the IGD conference this year where you scrolled through a whole lot of images so quickly. You almost imagine this "Vegas-style" slot machine. You realize the speed that actually with the current images that are available you can't work anything out. It makes perfect that you need to pull out some of these key things that you mentioned like "brand."

I guess one interesting thing already is we talked about hero images. For most people they just think about "Okay. For my primary image, the main image I use for e-commerce, that's just got to be my pack shot right?" How did your hero images differ from, you know, the standard pack shot?

Oliver Bradley: That's a good question and I think a lot of people don't realize what we've done. I think the best way of explaining it is basically making it simpler and cleaner and easier to verify brand format. The way to do that actually is not to use photography. If you're forced to use photography and you can't afford to get the layered digital artwork and de-clutter then you can, kind of, medium zoom crop, usually across the middle or the top of the pack] shot so that the brands bigger, the format's bigger, and the variant is easier to see.

One of the things that a hero image, first off, always does is size is represented off the pack so that you don't make that mistake. I think secondly, in almost all cases, in less shape, you know, shoppers recognize brands by color and shape. Kind of most shopper research shows that. Unless you have a hugely recognizable shape like a

Marmite jar for instance, or a jar of Helmann's we generally advise to crop so that the online mobile shopper can actually see things a lot better. The hero image , in essence, is a medium zoom crop of the central ptop of the pack and then we've taken the technical text off the pack. You're probably saying "Well Ollie, what do you mean by technical text?" Well technical text is kind of not our fluffy marketing copy. Size is definitely technical text and that is the most common mistake. Variant is not technical text because we have kind of marketing claimy, benefit words like "deeply nourishing" is a variant on Dove. That's not very helpful whereas format "Is it a body wash? Is it a shampoo? Is it a conditioner?" That's a technical description. In fact, it's a category keyword or search keyword.

We made a decision early on that, the hero image, we won't be creating a banner and the text that was permissible off pack would only be size and format and essentially we'd be doing a de-cluttered medium zoom render of the image. It's a digital render. It's not actually a photograph at all.

Andrew Pearl: For shoppers to be able to see it, how important is it for them to actual see the product? Again, very well publicized one is, for an ice cream brand "Taking the top off so you can actually see the ice cream inside." Is that a key fact do you think for shoppers?

Oliver Bradley: That's a great question. Thank you. I think there's an opportunity on some brands to show off the aesthetically beautiful product inside. Now it's probably not going to be important to squeeze bleach out of the blue bottle. I wouldn't advocate taking the lid off some of our products but certainly on Ben & Jerry's it works because our ice cream has taste appeal when you look at it in the raw, so to speak, it just looks amazing. Lids off can work very effectively on some of our food's products and certainly could work well on some of our personal care, sort of, that's showing off the thickness of our creams and certainly we take the lids off on Hellman's as well. However that isn't the key. That isn't a foundational thing. I think the foundational thing was the Cambridge testers . "If you took a twenty-three millimeter image and you held it at hands length away from you on a tablet could you recognize, I didn't say read, can you recognize brand format and variant and can you read size at arms length away, about a meter away?" We call that level one at Unilever. If you can't achieve level one don't even think about, kind of, level two, level three, kind of the clever stuff on your images in terms of taking off lids and doing kind of mobile first iconography and all the clever stuff.

My charge to all our brands, we've got sixty brands in Unilever, is "You all have to achieve level one, 'The Cambridge University Inclusive Design Test' of 'At a meter away on a 23 millimeter image can you recognize brand, format, variant, and size? If you can great! Now let's talk about whether we can make it more beautiful or aesthetically beautiful by removing lids or doing other things which obviously you can't do in store because it has to be tamper proof."

Andrew Pearl: I know a lot of our listeners there'll be a wide range of sophistication. Some, as you say, will just be looking at the basics and therefore that is a great test to gauge their

products on. Then taking it forward, stage two, three, and four, if you're looking towards the more, the later stages, what would be some of the really highly developed images that you've developed for some of your brands that's, kind of, that's really pushed the boundaries in terms of product content?

Oliver Bradley: Yes, in terms of the mobile there are already hero images that are the best. On Magnum we've taken the product out of the pack, particularly the mixed Magnum minis ones is my favorite. A guy called Silas Amos actually helped design it. Taking the product out the pack because not being able to see Magnum inside the box is pretty stupid. Laying it, kind of, diagonally across the pack to save space because you only have a kind of a square is good. Putting kind of a number of handheld ice creams, like six magnum minis, on top of the handheld magnums it really helps. I think Magnum is aesthetically beautiful. We have actually an Instagram feed for Magnum and you'll see a lot of people holding their Magnums out in different parts of the world. Just this iconic Magnum with this beautiful background! I knew I was on to something in terms of taking Magnum out of the pack. It is an icon in itself it is kind of the industry standard for a handheld ice cream. That was good.

Then, I think, sticking the number of servings on top of the ice cream like that made it really easy for the shoppers. It did two things. One it was aesthetically beautiful. Two it solved the "How many Magnums am I getting" thing. If you look at the Magnum Hero image we've cleaned the pack up. We've made the M bigger for Magnum so you can see "Minis" is a lot bigger. We've called out, you know it's, obviously we've got the classic, the almond, and the white in there so you can see the difference. Variance is a lot easier on the pack.

That's a really good example of what I call "Level Three: Win My Heart." Now others that we've done a lot better is we've started to work with our brands on mobile first and digital first designs. When you want to talk about strength of hairspray, maybe it's a number of dots where one dot means "light hold" and five dots means "strong hold" and shoppers, at a glance, can start to see through symbols and iconography what you really mean instead of using words.

For instance, I work on laundry with a number of washer's lozenge. You don't have to use the word "lozenge." I mean, we use the word washers, we used a laundry basket with a number in it and people realize "Hey. That's the number of washers in their pack." Obviously we've got that live across laundry in most of our Unilever markets now and it's become the market standard. It's been really flattering to see all of our competitors copy us on that.

Andrew Pearl: I think one of the great things of this, as you mentioned already, it is so simple. It's just keeping the basic images, the real core, the areas that you mentioned. The brand, the format that the shoppers want, and some very simple icons. The ultimate brief is what it does to your business. Are you able to share some of the uplifts that you've seen from implementing these images?

Oliver Bradley:	Absolutely! I spoke about Magnum. That was a test with a French retailer where we got, we got 24% uplift. We've done another test in Europe on the number of washers on laundry. All we did was add the number of washers and we got a 2.6% uplift by doing that. On Simple, with an American retailer, we got a 19.6% lift in an A/B split test. The other case study that we have is of the Ben & Jerry's, the one you spoke about with the lids off, and we've actually made the branding bigger and the variant bigger. That was with a UK retailer and we got a 3.6% lift of having hero images instead of standard back shots on that. Again A/B split tested. It's been gratifying to see that this is not only a received, positive, qualitative affirmation from shoppers. Actually, it's driving conversion and fixing the conversion issue on mobile that I mentioned at the start.
Andrew Pearl:	Yeah, because I still think in conversations with a lot of companies there's still, perhaps, a lack of belief that just getting your hero images right can drive those sorts of numbers. It's fantastic to have some real concrete evidence where, I'm going to be slightly contentious this stage Ollie. Now, my former life as a category manager I was kind of always looking for ways for my products to stand out. We all know on e-commerce that is pretty difficult when you only have a tiny image. Is there a risk that if everyone follows your recommendations that actually the overall effects is going to be a bit diluted and, actually, you're not going to get these uplifts that you're seeing?
Oliver Bradley:	I think, firstly let me just say I want everybody to follow us. We've discovered a shopper first solution, we've open-sourced it. You can find it if you got to my profile on LinkedIn and it links you straight through to the Cambridge University website and Cambridge has kindly published and opensourced their lozenge design for everybody to use. I think we've seen competitors, like L'Oreal, follow us and are live as dealt with, on their hair products with the lozenges. Yes, maybe we won't get as big an uplift as individual brands, but overall the category is going to benefit. You're probably saying "Well how can you prove that Ollie? How do you know the whole category is going to benefit?" Well, I think it's simply logic. If you take where we are, so if criteria arrived in 55% of e-commerce transactions in the UK are already happening on mobile. We all admit that the experience on mobile is actually not that good and people are actually forced to read because the primary image you aren't able to brand, format, variant, and size. Maybe if all primary images you could see brand, format, variant, and size the shopper would convert quicker and easier and find it more convenient to shop on mobile more often. My challenge to retailers is test the whole category. I would love to see P & G do their shampoo and conditioner brands and follow us and the whole category becomes, I guess, mobile ready. I'd love to see the whole of ice cream go lids off. We proved, actually, the overall category lift is higher. It's my contention is that's what will happen because you are creating a better shopper experience. Sure, as Unilever the only thing I have left is first mover advantage but in the end I've created something that's better for shoppers and I'm proud of that and I think, you know, we have to kind of take a leap

forward and open sourcing our work has been that leap that's necessary because I think it's more important to do what's right for shoppers than hold onto the competitive advantage selfishly and then, actually, in the end the shoppers don't benefit because retailers go "I can't use it for my label." I wasn't going to allow that to happen and that's why I've open sourced the work.

Andrew Pearl: I've got to say, again, that is pretty unique in my 15 years prior to Profitero working category management I don't think I've ever come across a company so willing to share a great piece of research. You must've come across a few internal challenges when you were "I'm going to share this. I want everyone to follow these same recommendations."

Oliver Bradley: Yeah. I think the biggest internal challenges is one, we said "You know, all of the lozenges need to look the same. They all need to use free open-sans typeface from Google." That was real fun talking the brands through that and I mean that in a sarcastic way. They didn't love me because they obviously wanted to use their own typeface. You know? Dove's typeface is Helvetica new. They wanted to use Helvetica new. Tresemme's got that their own typeface. I wasn't going to allow that because we needed a solution that was brand agnostic and we had needed to find a personality-less font and open-sans is the most boring straight-forward typeface there is. It's boringly good, that makes it brilliant. You can use it for any brand and it doesn't interfere. That was the first internal challenge.

I think the second internal challenge around open-sourcing our work has a big one for me. I've been misunderstood. Fortunately Keith Higgins, who I report to, is very supportive. He knows the right thing for the industry. He knows that mobile is already kind of the number one platform for e-commerce both in developing and developed worlds and he's more interested in us providing thought leadership for the industry than just always taking the competitive advantage for ourselves. Because I think we need to get ourselves to the position where retailers trust us to come up with industry solutions rather than selfishly keeping all of the benefits for ourselves. Behave like a true category expert rather than only have the interest of your brand at heart.

It's been brave, it has been uncomfortable but as Keith says often "It's time to be okay with being comfortable, with being uncomfortable" is the phrase he likes to use. That's, I guess where I am.

Andrew Pearl: It's very refreshing to hear that. I think one thing within e-commerce is that there is that greater level of collaboration. We're still a way off, obviously retailer data is still an issue in a lot of cases but we're sure that will change over time. I think it's great to hear where a supplier can lead the way in it in something that will benefit everyone.

You don't mind Ollie, just one further challenge on this. I guess it's to your point of, when you think about the simplified images. All the information that you've taken off a standard pack shot. Some retailers, and Amazon is, I guess, top of mind here, where they develop a lot of their challenging brands to develop retailer ready packaging.

	Minimal packaging, low cost, super-efficient but has very little branding and actually doesn't reflect the image that you see.
Oliver Bradley:	Yes.
Andrew Pearl:	Is there a danger that shoppers are actually going to get either disappointed or a little bit annoyed that the pack they receive isn't the same that the pack that they've bought, or they've clicked on when they're shopping on the retailer website?
Oliver Bradley:	I don't think shoppers have an issue with that. They understand the need for frustration free packaging. They understand that, actually, the experience of being able to get the product out of the plain cardboard box quickly and easily is much better and they're very happy. I doubt Amazon has any problems and any disappointment at pointed delivery.

We've had the Dove bar here, image live, now for over a year. If you look at it carefully it's not a photograph of the product. It is a digital render. It is simplified. It maximizes the square. We haven't had a single complaint that the dove bar ordered on any retailer's website is not what gets delivered through the door. Be it in your TESCO, or Ocado tote that arrives. We haven't had any complaints, we haven't had any feedback from retailers that they're going "Well, you know you put these Dove bar simplified images on our website and our shoppers are complaining that "That doesn't exactly match the Dove bar that was delivered through the door." It's nonsense. It just hasn't materialized. I'm not sure where this fear comes from. I think some people like to raise objections because they like the status quo. They like to be in control and they don't like the fact that Unilever has created something new and that making pack shots because that's the way things always have been done.

For suppliers to then start supplying digital renders that are simplified and cleaned up just feels risky. I kind of go "In e-commerce you have to take risk to move forward." The zoomed de-cluttered packs definitely provide a better shopper experience. Again I would say my challenge to retailers is "Test them. Honestly, if you have complaints we would more than happily refund any shopper that feels shortchanged that their hero imaging pack didn't match. I'm quite happy to talk to a retailer and set that deal up with them because I'm so confident that we're not going to get any complaints about people going "Oh, that hero image wasn't matching what came through the door." |
Andrew Pearl:	I think if you put it the other way, imagine the shopper annoyance if they can't find the Dove bar or-
Oliver Bradley:	Exactly!
Andrew Pearl:	If the image doesn't work.
Oliver Bradley:	Or they order the wrong size! It happens all of the time-

Andrew Pearl:	Yeah exactly! That's it!
Oliver Bradley:	Because, you know, we've got the 400 mil the 250 mil Dove body wash. If you think you'll order the 400 mil and you end up with the 250 mil you're like "Oh no!" You know what? This is the truth. If you order the wrong size you blame yourself. You don't tend to blame the retailer you go "Oh, I obviously didn't verify for myself or read on the website." I remember one Christmas I thought I was ordering five carrots from TESCO.com. I order five bags of carrots at TESCO.com and the delivery driver said to me "Do you have a rabbit?" I went "No." He goes "I've got a tote just full of carrots for you." I went "I'm really sorry! I thought I was ordering eight or nine individual carrots." He goes "No. We only sell bags."
	Even working in this space I've made these mistakes. I've also, often, ordered the 150 mil Coke mini-cans instead of the full size Coke cans. It's so easy to do. I've done that recently. This is an area where I'm trying to kind of fix it. It's because you scroll fast and you're really in a rush and you want to get your shop done quickly and you go "I think that's what I'm ordering." It arrives and you go "Ah!" You know what, I didn't kind of give it back to the delivery driver. I just went "I'll take it and then I'll obviously have to stop and get the size that I wanted in a normal store.
Andrew Pearl:	As you say, it's so simple but so frustrating. Ollie, just moving on finally, there's been a lot of well publicized success of your discussion with the retailers. What's your hope for this project over the next two to three years?
Oliver Bradley:	Well I recognize that we just got started. What we've created now is effectively a working prototype that works really well with current technology. What I mean by that is current technology means that, let's say 99% of retailers in the world can only provide one image to all platforms and screen sizes or devices. Okay? It doesn't matter if you're on a laptop, desktop, mobile, tablet, android whatever. Whatever device you're on in screen size, everybody's kind of getting the same primary image. Yeah, it's rendered at different sizes, you know, 45 millimeters, maybe, on a 14 inch laptop. 23 millimeters on a tablet. 16 millimeters, if you're lucky, on a mobile phone. Some retailers are as bad as 10 millimeters for a primary image. At the current constraints of what we've got we've optimized and produced something that works. My hope is retailers would see that and at minimum try it in terms of A/B split test and prove to themselves that it works if they are risk-adverse.
	If they're not risk-adverse and willing to just leap in, which many are based on the research that we've done, great! I'm sure they'll get the rewards because obviously mobile has become the primary e-commerce platform. I mean over the longer term as technology involves and industry retailers are able to send a different image to different devices then it gets really interesting. There's ways of, obviously, layering lozenges on the fly and retailers being able to apply lozenges themselves or, you know, to be able to kind of, similar to shopping for clothing you are able to choose the size yourself through a drop down menu is another way of solving some of the size problems. For now we've got a solution that works and mobile transactions is a really hip 50% tipping point. My hope is in some ways we just get on with the job. I've

seen many of our competitors and, I guess, peer group really get behind this. I'm confident they are using the Cambridge Open Source Lozenges to fast follow us. In fact I'm convinced and know that they are.

In many ways the retailers that don't accept the hero images will be the ones that are left with an issue because they will be the ones that are providing, effectively, a miserable experience on mobile.

Andrew Pearl: Well thanks Ollie. I know for those of our listeners who haven't seen your open source information they'll be desperate to get a hold of it. You mentioned about LinkedIn profile. If people want to get in touch with you or find out a little bit more, what's the best way of doing that?

Oliver Bradley: LinkedIn quite a useful way just to get a hold of me. The other way to get a hold of us an e-commerce team is to reach out on Twitter where our Twitter handle is @eCommerceULVR as in the new stock exchange shorthand for Unilever is ULVR. Just reach out to me on Twitter or LinkedIn and I'll really be happy to help and answer questions.

Andrew Pearl: Fantastic. Thanks Ollie. We could carry on talking for ages on this, there's so many areas to develop! To be honest I think we all look forward to seeing over the next couple of years how various different retailers and brands adapt the recommendation that you use. Thank you so much for joining us today! Hopefully we can talk again soon to your next stage of development.

Oliver Bradley: Yeah! Many thanks for hosting me Andrew. I've really enjoyed it.

Andrew Pearl: Thanks very much for listening today. This has been another of our Profitero podcast. If you've enjoyed what you've heard today we'd love to hear more about what would be great for you going forward. If you've got any feedback or topics you'd like to hear please do email us at Insight@Profitero.com. If you've really enjoyed it please do tell a friend, or leave us a rating, or a view on iTunes or where ever you found it. For now, my name's Andrew Pearl and look forward to talking with you soon. Thanks very much.