

## TEI019: Applying the 5 Steps of Design Thinking

Speakers:

Chad McAllister

Ethan Appleby

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Chad: Hi, this is Chad. Once again, I have the pleasure of talking with another innovator. This is Ethan Appleby. He is a design-thinking practitioner and coach. He has used design thinking to create the last company he founded, Vango, which makes it easy for anyone to select and purchase original art. Ethan, thanks for being with me today.

Ethan: Chad, it's great to join you. Thanks for having me.

Chad: From a consumer's perspective, I'm really interested in your company because of that notion of intimidation in purchasing original art.

Ethan: Yeah.

Chad: And so having a company that helps with this makes it easier and more appealing. I'm hoping you'll tell us a bit more about that later. But first, let's jump into design thinking. You've had a lot of experience in that. Can you explain in a nutshell what design thinking is all about?

Ethan: Yeah! Design thinking in a nutshell is a process that was created out of Stanford to help give people a structure around innovation. It often sounds a bit intuitive because we think of innovation as someone leaning back in a big armchair and coming up with an epiphany of an amazing idea. However, with design thinking, there are five steps that really help you structure your thinking and help you think outside the box to come up with ideas that are new and original.

Chad: Okay, so it is an innovation approach built around five steps, of which we will dive into detail in a moment. How did you first discover this?

Ethan: I first discovered it on a 20/20 or 60 minutes episode—

Chad: One of those new shows.

Ethan: One of those new shows and they were going through the process of redesigning the shopping cart. After watching this, I thought, "Wow. There is a lot of energy and excitement going into this and it seems like a process that could work." I researched and read a lot about it and became intrigued by the power that this could help.

Chad: Was this the one where the [IDO](#) designers had the task of redesigning the shopping cart in a week?

Ethan: It was, yes. IDO School at Stanford was started by two brothers. But yes, they had to redesign the shopping cart and watching them go through insights that I had never really thought about and tackle frustrations that I had that I didn't think there were solutions to. One of those frustrations was when you are walking through the isle and you can easily bump into something or someone as you try to pass them and cause a traffic jam. To fix this, they designed the cart so you lead it at the end, take out mini hand baskets and walk into the isle to pick out the items you need from that isle and bring them back to

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your cart. Another big issue was theft. By having these removal baskets, there was essentially nothing to steal. This would save shopping cart owners a lot of money.

Chad: I remember coming across that too. I thought it was such a powerful demonstration of a process to go through innovation. For the everyday innovators listening, if you you're not familiar with that, I'll try to find a link on YouTube and post it in the show notes. Ethan that was your first exposure to this design thinking idea that got you into it. What was an early experience that you have of actually using this?

Ethan: My first experience was when I found out that Stanford had a four-day class that you can go through. Using my funds and taking time off work, I went to take this class. That was when it started to become less of an academic reading and practice to really understanding the power of design thinking. Over four days, we looked at how to redesign the on-ground experience for Jet Blue customers. Anything that didn't include flying.

Chad: So this was a class where you just sat in a room and heard the concepts as you were putting them into practice?

Ethan: Absolutely. In fact, they walk you through the design thinking process in two hours. We started the class off with almost no welcome. They just got us going right from the start. But the point I'm trying to drive home is that anyone can do this very quickly. The power of it, even in a two-hour cycle can gain a lot of insights.

Chad: Okay. You were given a project for JetBlue. Was this a real world project?

Ethan: It was a real world project. We went to SFO and the JetBlue terminal and spent about four hours interviewing and talking with customers about the entire airport. Some people focused on the arrival experience, others focused on the check-in experience, and others focused on the experience of waiting to board your plane.

Chad: Okay. So you were able to interact with and interview real people?

Ethan: Yeah. One of my favorite interviews was of this mother travelling by herself with five children. As we see her going through the airport, we could see how stressed she was. This was an emotion that was visible so we wanted to talk to her. We learned that one of her big takeaways was that the airport now is such a destination. There are so many things going on that her children were running everywhere. We learned this because we were getting on those people movers—that conveyor belt that you get on and it and it moves you through the airport—and she lets out this big sigh of relief. I hadn't seen that as I was doing the interview but my co-interviewer did notice it and asked her, "Excuse me, Ma'am, I saw that you let out a big sigh of relief back there. Why was that?" It took her a moment because she hadn't even realized she had done that, which goes to show that sometimes when you're interviewing someone it isn't all about what they say. It's also important to pay attention to the emotions they are showing. And so this lady didn't physically say she was stressed but she showed it in face and body language. But the people movers was one thing she liked because she said that when she gets on them,

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it corrals her children in they can't run anywhere because there's nowhere to go. For her, it's almost the most relaxing part of the whole experience. So the insight we learned there was that the airport experience for mothers is quite difficult and how can we help make this less hectic for them such as ways to help them avoid having to run after their children while at the airport.

Chad: Yeah. And I'm sure other teams ran into other customers such as the frequent business traveler or the families that were there together.

Ethan: Absolutely. That week, I think someone came up with a good idea for Uber before Uber even started.

Chad: Wow.

Ethan: Yeah they said something along the lines of, "I wish you can just push a button and someone can just pick you up at your house and take you to the airport." There were also insights on luggage and how we can make luggage claim a faster and stress free experience. It was a wide range of ideas thrown in and it just goes to show the power of this type of teamwork. It was 15 groups all with very different ideas after talking to customers and walking through the same airport. It was the assignment of talking to customers that created these different ideas because we fed off of the individual needs of each of the customers we were able to interview. For me, it was a lot about empathy and understanding things from other people's viewpoints. I personally travel a lot and I had many ideas as to what JetBlue can do before we even started the project. But I learned ten times more in a two-hour period than I ever could have come up with on my own.

Chad: Really good example in the importance of talking to actual customers.

Ethan: Yeah.

Chad: And I know that when we were talking earlier, you described how you had applied design thinking to the company that you created called Vango that you created for purchasing art. Walk us through the beginning of that story because I thought it was a real interesting story of applying design thinking.

Ethan: Sure. I went to participate in this startup weekend, which is this 48-hour hackathon to help a friend that had an idea. At the very last minute, my friend got there and got cold feet. He decided he didn't want to take his idea forward. I had just moved so I decided that instead of spending my weekend supporting him, I was going to go back to unpacking. One of the challenges I was having was around finding something original. I didn't want the same IKEA prints that all my friends had up on my walls. So I struck up a conversation with someone in the parking lot about this challenge I was having and asked him if he had any ideas and he said, "Hey, I have this problem too." So it struck me that in true design thinking fashion, what is a challenge that we can take forward? In this case, it was about how we can make original art more accessible? I took this challenge forward. In a day, I interviewed dozens of people.

Chad: Okay, let me interrupt you for just a second. So you struck up this conversation with a guy you didn't know and had just met in the parking lot?

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Ethan: A guy I don't know.

Chad: And the two of you decide to go back and compete in the hackathon together?

Ethan: Yes. We were facing teams that were ten to fifteen. And it was just the two of us. Again, everyone at that event came with an idea that they had been thinking about before the event and had solutions that they were just working on nonstop, whereas we spent the entire first day interviewing people.

Chad: Who did you interview?

Ethan: We interviewed people in malls, the gallery, in the art section of IKEA—areas where we thought we could find our target customers.

Chad: What are the questions you asked them?

Ethan: We really wanted to get to their emotions so we started with some basic questions such as, “What are you doing here?” and “What are you looking for?” to get them warmed up. We then asked a follow-up such as, “Why is this important for you?” For example, when interviewing people at IKEA, they basically answered something along the lines of, “I'm looking for something to hang up on my wall and I don't have a lot of time.” So we thought that was interesting that some people brought up time and we asked why that was an issue. Most gave the same story of being too busy and having to do other things. So they thought this (going to the art section of IKEA) was the easiest way to find something even if it wasn't the thing they would like to have on their wall. When we asked why, they told us they would rather have something original and not something generic that countless others own on their wall as well. They want their home to feel personal and an original piece will help their home feel unique. So we continued to dig into customer's perspectives with “why?” questions until getting to their emotion about their home and what they would enjoy seeing inside of it. People want originality but for some there is intimidation of both price and time. For the IKEA customer we interviewed, IKEA Wall decor was her alternative.

Chad: Okay. So you're really asking questions that really get to the heart of the problem and looking for those emotional reactions that really tell you there's a true pain that has been identified.

Ethan: Yeah. I'm sure you've heard this rule of five or six “whys”. If you continue to ask, “Why?” to every answer, by the time you've asked it six to eight times, you've reached the root of the issue. I think that helps find the emotion of the real need and not just the surface-level solution.

Chad: Very good. So what was the outcome of the story? You guys did the design-thinking questioning as part of the hackathon. How did it end up?

Ethan: It ended up with us winning the event. It was great. We built a prototype of an idea that really tried to solve three needs. One was time—we wanted to make a pot full of recommendations to help people find what they liked. The second was visualizations—people often said they were out trying to find something and once they found something they then needed to decide if it would look good in their

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house. So a “try before you buy” type of feature would help with that. The last thing is pricing. I think when it comes to original art, pricing is very confusing. There is a lot of remorse and emotions that come out with the confusion of pricing. So we simplified that by having artists start selling for prices comparable to IKEA, and as their sales increase they can increase their pricing as well.

Chad: Okay. So you have that merchant exchange where you’re identifying artist with original artwork and matching them with people who looking for artwork.

Ethan: Yeah, it’s kind of like match.com for original art.

Chad: There you go. So you won the hackathon. The story frankly cracks me up that you met this random person on the parking lot, shared your idea with him, decided to back in together and pitch it, do the design thinking work to really refine what the problem was with real customers, pitch your solution at the end of the hackathon, and you guys win the whole thing.

Ethan: Yeah. For me it was great validation because it just goes to show that this was a weekend that we came up with this idea and ended up winning. I think oftentimes I’ve been part of projects that have lasted months and we felt we were stuck in something where we weren’t coming up with out-of-the-box ideas. It showed the power of what design thinking can do. And now two and a half years later I’m still with that company. We’ve been featured in the front page of the App Store. We’ve been mentioned in various business and tech articles about disrupting the art industry. And it all began in this weekend of a challenge that we had of how to find a piece of original art.

Chad: Great story. So the Hackathon actually did turn into a real company.

Ethan: It did.

Chad: From what I’ve seen in Hackathons often is most teams spending their time doing the coding and build a solution by the end of the weekend to pitch their solution. You made a statement earlier when you were talking about the JetBlue project where you said that as a frequent traveler, you had your own opinions on how to improve the airport experience before starting the project. But after talking to the customers at the airport, you learned so much more.

Ethan: Yes.

Chad: In the Hackathon, a lot of people probably short-circuited in thinking about the problem because they had already thought of it in their terms instead of from the target-customer’s perspective. In contrast of that, you guys spend your time focusing on the potential customer.

Ethan: Yeah. Other teams got to building immediately and so they had more polished prototypes than we did. Ours was very rough but we still spent our time engaging with the customer and learning something new. Again, it was something that we hadn’t even thought about before going in to the weekend. It goes to show how great it is to engage with your customers and empathize with them. Rapid prototyping was another thing that helped us—coming up with something that is still a bit rough can still show the essence of your idea.

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Chad: Great. This is a good time to dive into that.

Ethan: Yeah.

Chad: You said there are five steps of design-thinking. Walk us through those.

Ethan: Sure. The five steps are: empathy, definition, ideation, prototype, and testing. Let's start with empathy. This step is about learning about your audience for whom you're designing. The core is in interviewing people. Interview a variety of people related to your ideas but it's also great to get as many varying perspectives as you can. Empathy is an interviewing process.

Chad: Okay. When you went through this D-school, did they give you scripts for interviewing or some guideline of the types of questions to ask?

Ethan: They did. When you're first starting out on this process, it's good to brainstorm ideas—especially in the beginning because you might not be sure what to ask when in front of a customer. The key is to not be too scripted and to let the conversation go where the user takes it. You might have four or five questions to start. I'll use my airport experience as an example here. We would start our interviews with very simple questions like, "Where are you going today?" and "Why are you here?" or "What time is your flight?" Through these we would get details like, "I'm going to visit my mom." Or "I'm going on a business trip. I do this every single week." From here you begin to follow up with questions like, "Oh, wow. Do you have a routine and what is the most difficult part of the routine?" The key is to follow the conversation and not direct it.

Chad: Okay. I suspect that there were some warnings given to not lead the person to a predetermined solution that you're thinking about.

Ethan: Yes, absolutely. That can be hard because we all have ideas. As you go through this, you get excited and you learn something or you think about something. We've all done this where we're talking to somebody and we tend to put out our perspectives as we talk. So it's really about listening and not leading.

Chad: Very good. Step one is empathy in interviewing prospective customers.

Ethan: Yeah. And that is sometimes also part of taking pictures. Using the airport interview as an example again, we could take a picture of the mother with her five children scattering in different directions. That can help jog your memory when deconstructing your data. So taking pictures and interviewing is all a part of that step. From there, you get to see the next step, which is definition. That step is constructing a point of view that is based on your user needs and insights. What I do with my team when we go through this process is we debrief to everyone. We attach quotes, ideas or things we heard and saw to the people we interviewed and then we organize them into needs and insights. A need is more the emotion than it is the physical action or material. For example, the person that needs a ride to the airport needs a ride without the anxiety or nervousness of the trip there. Insight is a unique idea that can make something better. I like to use a personal example of when I lived in Dubai, which was far away from my mom. Although I was far from her, I wanted to get her a gift that would make her

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feel that I was close and always thinking of her while still being many miles away. So it is a unique thing that you can bring to the table.

Chad: Okay. I'd like to use the example you gave earlier of the lady you interviewed who was looking through the art at IKEA. The need was that she just needed to get this done quickly and save time.

Ethan: Yes and the insight there was that she really wanted her home to feel personal.

Chad: And unique.

Ethan: And unique, yes. So that is something interesting to hear. Once you have this point of view and you define what the problem is, you move on to ideation, which is a brainstorming process. We commonly hear the phrase, "quality over quantity", but in this step of the process, it is actually quite the opposite. It is "quantity over quality", which is getting ideas out there. It doesn't matter if they are good or bad. It is important to get as many up there as possible. Furthermore, it help you build onto people's ideas. We use a technique called, "[Yes and](#)" [00:22:30]. If someone has an idea such as spaceships that can pick people up at their house and drop them off at the airport so they don't have to go through traffic. Another person can add to that by saying the spaceship will have free soda because the customer likes soda. It's just building off each other's ideas. That is the ideation process. So the point behind this is to come up with as many ideas as possible, even if many of those are ideas that you're not quite sure about. The ideas you might not be so keen on may jog another person's memory. The worst thing that you can do is to try to coax your team into coming up with "great" ideas. As a manager, I'm sure I've made this mistake as well but the problem with asking your team to come up with "great" ideas is that it immediately sets the bar so high for the team that they start to hold back ideas that they think might not be great or even good. Instead of saying "great", how about saying something like, "let's come up with 100 ideas today." Try to give it a number that your team can focus on because by doing this, they tend to let down the filter they put up when in that pressure of contributing something "great".

Chad: Good. I like your approach to "Yes, and." Pixar uses a similar method of "plus-ing" which means they add to ideas.

Ethan: Yeah, let's build upon it.

Chad: Let's make sure I'm clear on the ideation part. This is really brainstorming what has already been learned. The same group of people have been through that point of view to understand what the actual problem is and they see some of those insights from the customers. Now you're asking them to generate ideas for solving that problem.

Ethan: Yes.

Chad: Okay. And also to create as many as possible.

Ethan: And to create as many as possible, yes. If I could give one tip, that would be the biggest key.

Chad: What kind of time are you talking about to get that step complete?

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Ethan: We would do sprints so we would do four-minute to ten-minute sprints where we jotted down anything we came up with and from there we would build off of any ideas from the sprint session. Another technique that is good to use during the ideation step is “how might we”. Within your point of view, you have a mother with her five kids who needs to get to the airport without a stressful experience. So to try to solve that problem, you can ask, “How might we do that before she gets to the airport?” “How might we do that while she checks in?” “How might we do that while she is going through security?” So we break down the potential areas and then brainstorm around those. Another example of this type of thinking happens when I tell people they have ten seconds to think of something that is white. Once I say “go”, people immediately go into focus mode and some may come with three or even six different things. But once you narrow that down to something that is white and in their refrigerator, it becomes harder because I’ve taken the entire universe as an option and replaced it with the refrigerator which is a much smaller space with less possibilities. But even so, people will come up with twice as many ideas because you’re putting their focus on one specific area despite the limitation you’ve also placed. In ideation, we’ll do ten-minute sprints and we’ll try to focus that on specific areas for some kind of limiting constraint to help that ideation process.

Chad: Okay. I’m not that clear on what that ten-minute sprint actually looks like. Is it collective work together? Is it individual work and then collective?

Ethan: It’s individual followed by six minutes of brainstorming, two minutes sharing, and two minutes doing a “yes and”.

Chad: Okay. And then you might do another sprint on another scenario.

Ethan: On another scenario or we might take one of the ideas from the initial sprint and brainstorm deeper on that particular idea.

Chad: Is this something you might do over the course of a day or half-day?

Ethan: This would be for about three hours.

Chad: Okay.

Ethan: But constantly using time as a constraint and going through the different scenarios to do these really quick iterations and sprints.

Chad: Very good. Moving on. We got through ideation when we come up with lots of ideas that have developed. What comes next?

Ethan: Next is selection. We have to select one of these ideas that we have come up with. It really depends on the scope of the project. Sometimes it might make sense to select more than one to move forward, but in this case, let’s say that we take one forward. We take this idea forward and then we go into prototyping, which is building a representation of the ideas to show others. This is something that is extremely powerful for two reasons. One reason is that when you build something, your brain physiologically acts differently by making you think things you had not thought before. It is like in the

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ideation process where you engage in a complete mental exercise. For selection, you build something visual and very rudimentary. When I did this for the first time, I brought in what looked like a first grade assignment. It had straws, Play-Doh, stickers, and paper plates. I bring that to a group of executives and they all look at me perplexed because we just talked about redesigning the lounge area at the airport and how are they supposed to do that with my first-grade model. But in that first iteration, it is the thinking process that stands out.

Chad: It's the power of Play-Doh to come up with some serious ideas.

Ethan: I like that—"the power of Play-Doh". Again, they will just think that they're trying to build this chair that has a Play Station built into it but how will the Play-Doh help them figure that out? And this iteration with simple materials can become more powerful and insightful when you take that prototype and give it to a user. This is something that is very funny because others have already looked at the prototype with perplexity and curiosity. Therefore, when I say that we will hand that prototype to another team or somebody else to show them what was built, perplexity becomes horror. But you can't let that put you down because once you explain what you have built, they will have questions. From those deepening questions, the process unfolds into a learning experience for you and the person you are presenting this to. This process is a testing period for the idea as well as the opportunity to gain feedback. Once again, perfection does not matter in this step but rather a way to continue learning about the effectiveness of your idea. And this is early in the stage. You have the opportunity to refine products as you gain feedback on it such as taking a prototype and turning it into an actual app in the App Store which went through several levels of refinement and iterations. The other thing that is not often thought about or discussed when going through this design thinking process is the indirect benefit that a prototype brings to the development process. It removes the academic discussion and debate that might happen when discussing how you are going to build this product with your team. Having a visual helps your team come together and hone their thinking on that visual in order to build off of that image instead of arguing over how the product might be built or might look like. So it is great for team building and general collaboration.

Chad: Absolutely. It overcomes when people might say they know what the customer needs.

Ethan: Yeah.

Chad: And you know what the customer needs through the response on your prototype. So let me separate those two activities. Prototyping is having your design team come up with quick rudimentary prototypes that represent some of the ideas that were produced from the brainstorming and getting customer interaction. I think that what is most valuable in being rudimentary—even if some executives might cringe at that thought—is that customers are more willing to give their feedback on something that should be changed than on something that looks like it is complete.

Ethan: Yes.

Chad: And you gauge them better.

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Ethan: That is an excellent point. If you give someone a polished product and you try to sell them on it, they will not give you much insight on it whether they like it or not. But if you show them something very rough and they can plainly see that it needs improvement, they are more likely to tell you. As a team you are also willing to accept that feedback. And as an innovator, it might be hard to show your idea to someone when it's visibly not at all perfect or even complete and the harsh feedback might not make it easier. But it's all a learning experience for you because you now have valuable information that will help you get your idea closer to completion.

Chad: Absolutely. The testing step sounds like a series of refinements to the prototypes that will work towards a real solution that will be launched to the customers.

Ethan: Yeah. This is where there is no perfect [inaudible] [00:34:23] testing and you get that feedback from your user which might cause you to go backwards into prototyping once again because of those refinements. So you could be going back and forth between those two steps. Or perhaps, you might find out in the testing process that you did not think the idea as thoroughly as you initially thought and so you might have to revisit the brainstorming process once again. So this isn't really clear one-line process but rather a circular approach where you can bounce back and forth between steps until you find you have spent the adequate amount of time in each process to produce a viable solution that will work for your users.

Chad: Yeah so it isn't a straight waterfall type of approach where you go through step one, step two, step three and then you're finished. This is about learning the entire way and as you gain new information, you are able to go back to previous stages to ultimately refine the idea further.

Ethan: Exactly.

Chad: Very good. So the five steps you just went over are empathy, definition, ideation, prototype and testing. Right?

Ethan: You got it.

Chad: Okay. For people that want to learn more about those steps in design-thinking, do you have a resource on design thinking that you can point them to?

Ethan: I think the 60 Minutes video is great to give you an idea of what the process looks like and the energy that occurs. There are two books that I will recommend as well. One is called *Design Doing* and the other is called *Creative Confidence* by David Kelley. These talk about the design thinking process. But I think the most helpful thing to do learn more about this type of development is to just go out and try it for yourself. I'll include a couple of attachments in the link that will give you some resources to begin a mini design thinking exercise with your team.

Chad: Awesome. Those will be good resources. For the everyday innovator listening, when you go to the show notes for this episode at [theeverydayinnovator.com](http://theeverydayinnovator.com), you will find links to those books that Ethan just mentioned as well as other resources available. Very good.

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This brings us to the part of the interview where I like to ask my guest for an innovation or success quote that they like and why you chose it or what you like about it.

Ethan: The one I always like to use is Henry Ford's words which read, "If I'd ask people what they wanted, they would have said a faster horse." Obviously he invented the car which came from the need that people wanted to get to point A to point B in less time. He used that thinking to come up with the car. Apparently it's still in question whether he actually [inaudible] [00:37:18]. It's a great quote about actually thinking of defining the problem and attempting to solve it instead of looking for a predefined solution.

Chad: Yes. How we frame the problem has so much to do with the answers that we look for.

Ethan: Yup.

Chad: Very good. Thanks for sharing the quote with us. For this interview, what makes it a win for you? What would you like the listeners to learn from this and how can they follow up with you and your work?

Ethan: Sure. I think a win here is that you got a very basic understanding of design thinking and enough interest to want to dive in and discover more. I hope that you will try the mini exercise that is attached with your team. It is two hours and it really doubles as a great team building exercise as well as a preview of a design thinking process. That, to me, is a win. In terms of following up on me, you can follow me on Twitter @EthanAppleby. To see my work, you can go to Vangoart.co or in the App Store to see how I use design thinking to create my current company.

Chad: Great!

Ethan: And you are welcome to buy some original art!

Chad: Absolutely! I did check out the company and the app that lets me visualize what the artwork from the artist would look like on my actual walls. I think that is a brilliant idea.

Ethan: Thank you very much, Chad.

Chad: Ethan, thank you for your time. I appreciate you sharing design thinking with us and discussing how you've applied it to some of your past experiences and developing it in your successful company with Vango.

Ethan: Thank you. Take care. Have a great weekend.

Chad: Thank you. Everyday innovators, thank you so much for listening. The reason why we do these interviews each week is because of you and we hope that you find them helpful. Keep innovating.