

Verizon
Up To Speed Live – Women in Business
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>>Jeremy: Good afternoon, good evening and good night.

Welcome, everybody.

Here we are, a special edition today as we'll be talking about women in business.

Specifically the sports industry.

We've got a great lineup ahead for you.

I'm not going to spill too much of Tami Erwin's thunder.

A quick lay of the land for you if you have any questions throughout, we want to make this an interactive session, you can use code WIB to get your questions in and watching linked in and I'll hand it over to Tami Erwin to take the panel away.

>>Tami: Jeremy, thanks so much.

Great to see you on up to speed.

Excited to host the third episode in our women in business discussion with three incredibly talented women who are leading in their field and in sports in particular.

We're going to hear from Renie Anderson today who is part of the NFL.

Lots going in the NFL.

Chief Revenue Officer there.

Terrific to work with.

We'll hear from Lisa Baird, commissioner of the National Women's Soccer League so lots happening in women's soccer and how great to hear about women in sports.

And then Kim Davis, the senior VP of social impact growth and legislative affairs, meaty title, for the NHL.

They've wrapped up an exciting season.

I had a chance to dialogue with these women, we'll talk about key topics, what's happening in sports.

I know that's on your mind and we're excited to have a bit of a distraction from all things COVID.

We're also going to hear from these leaders about how they, in their industry, really pivoted in a real-time environment to transform so that

they could show up in a very different environment with COVID.
They've also dealt head-on with some of the social and racial injustice issues we're all working through right now.
So really excited to hear from them and then they're going to tell us a little bit about their leadership journey.
How did they get where they are?
Particularly in very male-dominated fields.
What is it about their leadership characteristics that have enabled them to be successful to a scale of where they are.
Before I turn it over to them to do a quick intro of themselves, I do want to thank our partners, circle around and the National Association of women business owners.
These have been partners that have been with us on this journey as we at Verizon look to say how do we help businesses re-emerge, reimagine and as the fog lifts from COVID, redefine what success looks like.
I'm incredibly proud of the V teamers that have worked side by side with our customers and now as we look to reimagine how we partner with them in the recovery environment, really excited about the work we've done with our partners.
With that, I'm going to ask each of our panelists to introduce themselves.
Talk a little about the sport they represent, that they're passionate about and give me one thing that we wouldn't find on your CV?
Renie, I'll kick it off to you.
Let's talk NFL.
>>Renie: Thanks so much, Tami.
I'm Renie Anderson, Chief Revenue Officer here at the NFL and EVP of our partnerships.
I've been at the NFL for 15 years.
We're going into week four of football.
I know everybody is really excited.
It is a little bit one week at a time.
We did make some announcements today.
We'll be holding off on that titans/Steelers game as COVID has come into your locker room.
We're working through that every week and every day.
For titans fans, don't fear.
We'll be rescheduling it but we're focused on this every day.
What you won't find on my CD.
When I was young, I was a competitive gymnast.
Every year of my life, so I'm 45, the last 20 years, I've been once a year, I will go outside and do a roundoff back handspring.
I get out my insurance card so I know where that is just in case.
Then I do it.
And it gives a -- it gets a little harder every year.
Thankfully I've still got it.

I'm hopeful 80, 90, it will still be there.

>>Tami: Hold that insurance card close and phone close.

Thank you, Renie for sharing and thank you for the incredible partnership we have with the NFL.

Kim, I'll come to you next.

Let's talk all things hockey.

What a season it's been.

>>Kim: Thank you, Tami, for having me.

I've got responsibility at the NHL as the Senior Executive Vice President of social impact roles and legislative affairs for our youth hockey ecosystem and how that connects to our fandom journey.

I have inclusion work including how our game is growing, particularly with multicultural fans but also across millennials and Gen-Z.

I've been with the league almost three years.

After having spent about 30 years in financial services.

Most of that time with JPMorgan Chase and a variety of both revenue and staff roles.

The last role being head of corporate responsibility and president of the JPMorgan Chase foundation.

So lots of experience outside of the sports industry but having an exciting time in the hockey league.

Something people don't know about me that's not on my CV is I'm a concert pianist, perform a lot during my first 18 years and pretty much burned out.

So now I play for my personal pleasure.

But that is something in my background.

>>Tami: A gymnast, a pianist.

Pretty spectacular.

Kim, there is a reason -- you have a big responsibility.

I'm so happy you raised the topic of social and racial injustice and what do we do to create equality?

We're going to come back to that topic because it is so important for every one of us right now and for the world at-large.

I'm sorry we don't have time to hear you play the piano today.

That would be awesome.

Lisa, over to you.

Let's talk soccer!

>>Lisa: I'm Lisa Baird, rookie commissioner of the National Women's Soccer League.

I've spent my life around the latter half of my career around all kinds of sports.

I'm an alumni at the NFL and the U.S. Olympics.

It's been an incredible season for national women's soccer.

We were the first league to return to play on June 26th.

And when we ended our season on July 27th because I think we went in thinking let's do a tournament, let's figure that out, do it in the bubble.

We were virus-free as well.

We then connected with our owners and our players and we decided to put on a second season.

Our fall series.

We're in the middle of the fall series right now.

We're now learning, not only how to do sport in a bubble but how to do sport with home and away.

We've had to scramble a couple of times.

We haven't had to reschedule games because we have a very innovative broadcast and production facility that gives us the ability to move things around very quickly.

So it has been a challenging year for us.

One thing people don't know about me, I was born in Aruba so I was born on a small, Caribbean island.

There are moments, in fact, longer moments, that returning to life in the Caribbean sounds pretty appealing.

>>Tami: I think we could all take a trip there right now and feel terrific about that.

Lisa, thank you for sharing and one of the things that I think is so in common with all three of your stories is how you and how your organizations have had to really reimagine doing things differently as a result of COVID.

We've been partners and some of that work with many of you as we think about how do we think about what that virtual experience looks like.

The media team have done a lot of great work there.

As we begin to reimagine what does it look like coming back into a stadium?

How do we create a safe environment?

I know for all three of you, you've had to, with your teams, really lean into a different kind of leadership to reimagine what success looks like today and then reimagine tomorrow.

Kim, maybe start with what that's looked like for you as a leader and perhaps how you lead differently as a result of the experience we've been through over the last several months.

>>Kim: Sure, I would love to look at this through the lens of what we've been experiencing over the past eight months both with the health pandemic and, as I refer to it, the racial pandemic and the implications of that and the kind of social bravery that's been required of our leadership as we've worked through this.

It's very uncharted for our sport.

What I have been able to lean into is a set of skills and competencies I think, that I acquired during my time at the national services, having gone through nine mergers and acquisitions.

I think I became very comfortable with the uncomfortable.

Being able to operate through ambiguity, being able to be nimble during

times of change.

So I think that skillset has served me well over the past eight months. For our sport, I think what's been amazing is when I joined three years ago, I often said to the commissioner that the change that was going to be required around our culture was no doubt going to be more evolutionary than revolutionary.

And I think the last eight months has caused us to be a little more revolutionary than we imagined.

When George Floyd's untimely murdered occurred, we had 128 of our hockey players stand up and say that this was a human rights issue and that this was something that we ought to take a stand on.

Something that we had not seen in the sport of hockey.

Players actually taking a stand on social issues.

I think that that has positioned us to really think differently about how welcoming our sport will be for future fans and those fans in waiting.

Exciting times in the sport of hockey.

>>Tami: So well said, Kim.

This concept of being comfortable, being uncomfortable.

We've all been challenged with that.

I think the tragic death of George Floyd has caused all of us to step back and say how do we get a little bit uncomfortable in a conversation that forces us to be good at listening, to learn from one another and then to take action.

It is one of the things that I, as a -- Verizon has taken a strong position on racial justice and our role in making sure that we have those conversations, that we do take action.

It is with partners like that we can be proud to do that work because we realize there's so much more to do.

Thank you for bringing that conversation to light and reminding us it is okay to be uncomfortable.

Just have to get comfortable.

Renie, how about you?

>>Renie: When I think about -- when we were all at home, we had to think about the draft and how to reimagine the draft.

In addition to look forward to the season and I would say, Tami, Verizon was a huge, huge, partner on helping us pull the draft off.

We wouldn't have been able to do it without our partners since every human that participated in the draft, did it from home, right?

But one thing for us as leaders here, we've had to really think about making sure that we're having empathy for our employees.

Because since March, we think about it and we've all about virtual calls.

We're all, all of a sudden, in each other's homes.

We all have other stuff but typically when you're at work, you don't talk about the other stuff.

People don't know about the other stuff.

All of a sudden, we were on draft planning calls and I see the other stuff.

I see the little kid, I see things.

We're hear the family members affected by COVID.

We see the pain of the murder of George Floyd in the eyes of our employees and our players.

So it's been very important for us to not just be there for the employees, have flexibility but to really listen and provide a place of employment that we can be a little bit of everything for them at this moment in time because we're asking them to show up every day and give 110% and we have to be thoughtful.

For many people, work never ends when you're at home because you roll out of bed and your computer is right there.

Making sure that we're finding a balance, not just for myself as a leader here but for all of our employees here and being there for them when a family member is sick with COVID, when they're trying to figure out how to balance virtual school which is so hard, by the way!

That's something that typically as corporations, your business-focused, we've clearly got our eyes on the prize but we're thinking about how to embrace our employee and the culture here and really thinking about them first.

>>Tami: Such a powerful word, this empathy.

We've invited ourselves into our employee's homes and that separation that has traditionally been there is gone.

It is about integration.

It is about a common purpose.

It is about fighting for recovery.

I think that that empathy is something, as leaders, remembering how important that is, such a powerful reminder.

Thank you.

Lisa, over to you.

>>Lisa: You know, I'm struck by what you all just said.

One thing that the National Women's Soccer League that's a little different is we're a single entity, LLC.

So my employees are the players.

We have -- we're a small business and I'll talk a little bit about that later because I say small businesses are having incredible challenges but there's also a real advantage to being a small business in this environment.

But my first concern was not just our staff.

We have a tiny staff and of course, my concern about them is I'm going to ask my employees to go play a contact sport.

I'm going to ask them to do it.

I think the way that we started to communicate in this world and create solutions for our employees, it had to be innovative and it was innovative.

We completely revised our competition.

We didn't go into a regular season.

We went into a single elimination knockout tournament.
Very different.
Much like the Olympics in Europe.
One thing we're proud of is we brought 230 of our female players into the bubble.
We allowed them to opt out.
We created a special solution for the moms.
I know everyone here on this phone, they would think first about that.
We created solutions for moms, including a special medical testing protocol for COVID testing for children so they could play in the bubble.
Because we didn't know enough then as an industry to say bubble, home and away, there were lots of experimentation.
What I did know was our women demanded as safe an environment as possible because they weren't just thinking about them, they were thinking about their kids and families.
They came into the bubble.
We protected them.
And so you start to go through this checklist of reinventing every single corner of your business.
And then you come out of it because the bubble is not sustainable.
It's not.
You can't live life in a bubble.
Then you go and you say okay, how can we reinvent for the future which is the journey we're on right now.
So for me as the commissioner, sitting there -- never been a commissioner before, it was really thinking.
Negotiating a full year employment solution with my P.A.
We did it literally in two weeks.
When I have employees do calls, there were 230 players on the Zoom call.
They were saying wait a minute.
You want me to go on the field, play a contact sport, how is it safe for me and my family?
So we had to reimagine every single thing that we were doing and do it on a real timeline.
So to say I've had a few sleepless nights is the understatement of the world and I'm sure it shows.
>>Tami: You look fabulous.
We all get to look into those cameras every single day and check out the wrinkles.
All that comes with life.
Lisa, such an important reminder of the role that women have played in this crisis.
So many women on the frontline.
So many women who are educators.
Renie, you talked about educating kids at home.

So many women that are the CEO of their home and I think women have indirectly been affected so much more than women. Women because they carry the burden and the joy of being the CEO in their home and so being conscious of how do we make sure we care for those that are on the frontline is really an important reminder. I think women have found creative and imaginative ways to do that and I think businesses have found empathy for how we imagine allowing things to happen at home that we might not have thought about. For Verizon, we've said take time to be the caregiver and take time to get your kids started with school. Take time to because that becomes important. You're really the employee and the business coming together. I'm going to put a reminder out for those of you that are watching us online to go to SLIDO.com, women in business and enter in your questions.

I've got one last question for this group and then I'm going to turn it over for your Q&A.

Lisa, I'm going to start with you.

How did you get into sports and what is it about your leadership characteristics that have made you successful?

>>Lisa: I hesitate to say how long ago it was.

I started on the sponsor side.

So I was very much in the sponsor position and what I learned -- I think I took away from that was how that when you're on the other side, you really need to think about how your property helps the entity solve their problem.

And how do we really start to think about that?

I think that was something that I took there.

I got that broad framework.

My real full-time job in sports came in the NFL.

I came from corporate America like Kim.

I wasn't a longtime sports person but I knew a little bit about technology because they hired me from IBM and we had been very much on the frontline in terms of using internet to transform our businesses in the '90s, I hesitate to say.

Late '90s.

So I joined the NFL which is where I met Renie and Renie and I have a long and very special relationship, I think.

And then spent years in the Olympic movement.

So what about my leadership?

I think I tend to be a very creative, collaborative executive in sports.

I think I've honed that skill working in the global environment where you really -- I don't mean political skills in the worst sense of the word -- I mean you need to hone your political skills because you're taking delegations from free countries into Russia.

You're taking them on to the frontline between south and North Korea

and you need to understand that as we go into the world, you really need to see the world from others' points of view.

You may not agree with it and you can be strong and assertive in that point of view.

But understanding that.

I think that's something that has distinguished me in that I'm able to be collaborative and solution-orient and see things not just from my point of view.

>>Tami: I love it.

Sounds like we need to send you to Washington, D.C.

>>Lisa: I'm not going to go there.

>>Tami: Kim, what's made you successful as a leader?

>>Kim: Oh, my goodness.

I would say it begins with understanding that leaders have to be good followers as well.

And I think that's an important trait when you're leading a team, that you engage in fellowship as well as leadership.

I think strong leaders are humble.

I think regardless of how high you go, you have to always remember that they're building blocks that lead to success and you have to make sure that you are able to create the same pathways for others.

I think that I am a visionary.

I'm always -- and I think throughout my career -- I've always had a big vision for where the businesses that I ran, needed to go.

And with consensus in helping people on that journey to get there and I think that's been something that is unique about the way I've lead.

Then I think, compassion in leadership is really important.

Being compassionate and understanding and putting yourself in the shoes of others.

I think these are all very, very important traits that have led to my particular brand of leadership.

>>Tami: Humble, compassion, it's awesome to hear how you bring it all together and how successful you've been.

Kim, thank you.

Renie, why don't you bring us home on this question?

What's made you successful?

>>Renie: Leadership -- one point, too, when I was in college, I wanted to be a writer.

So I didn't know working in sports, I thought that was Jerry Maguire, bob Costas, I was assistant for time David baker.

At the time, he was the commissioner of the arena football league.

My job with him first day, I need you to go get my laundry and balance my checkbook and call until owners and see if they want to buy an arena football team.

So I worked there for nine years then I came to the National Football League where I met Lisa and when we think about leadership, one thing

that was amazing with Lisa that changed my entire career is that she was the CMO here and she was great.

And one day I was walking down the hall and I knocked on her door.

I was like hey, Lisa, I'm Renie.

I had just started a couple weeks prior.

And I admired Lisa.

She was CMO, the executive here.

I just talked to her about what's it like?

All of the questions.

Work/Life balance.

What's it like working here?

There's so many men.

She was gracious and gave me time.

It was a wonderful conversation.

That was so nice.

It was just an open-door policy.

What was interesting, a couple of days later, I got a call that Lisa had recommended me to be on a working group at the National Football League that was a special project about women in football.

And within that special project, it was a core group of women.

We got to present to the executives and likely have opportunity that many didn't get to have.

That was a game changer for me.

I got to present to the commissioner.

It changed my entire career.

>>Lisa: She's now Chief Revenue Officer of the largest league in the world.

She needed that little open door and her talent is what did it.

>>Tami: That's what it takes.

>>Renie: She champions me, right?

One of the things I learned that I hope to -- that I try to do is what Lisa did for me.

Make time for other women.

Make time even for the questions, the work questions, the professional questions, the personal questions, make time and make sure that I'm championing those women that have that talent, that have that opportunity to raise their hand.

It is really important because I do have an amazing job.

It was really hard to get here.

It was not -- it wasn't like it was simple.

All of the ladies would say.

It was hard to get here.

It is hard having the job.

But if I can help give back in a way for others, it is definitely responsibility.

I'm thankful that Lisa did that for me.

>>Tami: What a great story.

Such a reminder of our role as leaders, our role as women to be each other's cheerleaders and to open that door.

Last night, we had a chance to hear from Shelley Archambeau launching a book called "Unapologetically Ambitious" and she reminded us that finding cheerleaders -- Lisa, you were a great cheerleader that created this commitment.

Kim, I see you nodding your head, what we need to do for each other especially in a COVID environment.

So much to talk about and so little time.

We want to make sure we get a couple of questions.

Jeremy, I'll turn it over to you.

I know you're watching for questions.

>>Jeremy: A lot of what you all are covering, great feedback from folks watching online.

Talk about empathy and serving one another.

Talk about all of that.

Some questions I want to dig into here, Kim.

I'm going to throw this one your way and everyone else feel free to jump in.

This is from Ms. Hernandez.

What would you say to a woman who is just beginning to get involved in the sports industry?

What do you consider vital to move up in the industry?

>>Kim: I get this question often because I -- I think I'm a poster child for people who come from outside the sports industry and how important it is so infuse talent at every level of an organization.

Often when we talk about talent within any industry, we always think about entry-level talent.

I think it is so important, particularly for underrepresented groups, for women of color, to see people like myself at a senior level because as Billie Jean King says, if you see it, you believe you can be it.

I think that I have seen so many talented, young women of color come to the NHL over the past three years because they've seen me there as a role model and they know it can happen.

I would say that bring your skills and competencies.

Make sure you have your "A" game.

Preparation, passion and purpose, the three Ps and the alignment of those things.

And don't be dissuade because you don't have a background in sport.

We in all sports are understanding that skills are much more transferable than we ever thought.

There is an opportunity for you to contribute.

>>Jeremy: Fantastic.

Here's one, I'll mix in some of the personal stuff and some of the sports here.

The next question is for Lisa.

This came from Michael.

The soccer league is great and they're COVID-free tournament largely got overlooked by major sports networks and wasn't easily viewable by its fans.

How do women's sports get on the same level?

>>Lisa: Great question.

Right now, the statistic is that women sports are about 4% of the total sports coverage.

So I don't know what the right level is.

If there even is one but I know it is under where it needs to be.

I think just looking, when we worked with our partners, CBC and twitch to create our broadcast field.

We launched two broadcast deals, we signed sponsors because we needed to.

But the broadcast deals with CBS and twitch have been the difference makers.

So one of the things we did in August when we came back from our bubble tournament is I think everybody on this call probably knew the college football landscape was going to change.

I don't think anybody knew what was going to happen but they have a special challenge because they're students, living on campus and that's -- so I arranged a meeting on August 10th with CBS right after we were going to sit down and maybe we were going to talk about things.

I had a feeling the schedule was going to blow up.

Literally in two days, there was an opening in their schedule because of college football.

I took it.

Moving mountains to get owners, players, medical protocols, home and away, literally so we could announce it two and a half weeks later.

Because it is so valuable to get our sport and our players in front of an audience.

I want to talk about twitch and our international.

Just because of what we did in the bubble and what we did here, we have the top five of our most viewed broadcasts of all-time this year.

When it is a challenged ratings year for everybody.

Let's face it!

I don't know what people are doing.

Maybe they're doing their laundry, working from home.

They're doing a lot but they're tuning into sports.

We have the top five and we've got to earn our way into that limelight.

Which internationally, we're doing 600 to 700,000 live views for games which I knew our sport was the best in the world, it is just get it out there and show it to people.

I've got to continue to work to do that.

Then honestly, it is the hard work to build the ecosystem of

monetization around it.

We're still really early in our journey.

Only eight years old.

But we've got a long way to go to build up the sustainability of the National Women's Soccer League and that's what's on my plate right now.

I'm very humbled by that, let me tell ya.

>>Jeremy: Another question.

Renie on this one.

Think about the football experience on a Sunday, Thursday or Monday.

When people are tailgating and the preCOVID stages and you were supporting the small businesses.

How do you look at this as an opportunity to support those businesses and all of the towns and cities where you operate?

>>Renie: Really closely with all of our clubs.

In every market, it is a little bit different.

Some markets we have fans at stadiums, others we don't.

Working closely with all 32 clubs and understanding where the key areas are as well as our national partners so we look at Verizon and Anheuser-Busch, Pepsi and understanding the key focuses they have and what we learned especially at draft and kind of like the panel today, this whole new area of virtual engagement that we really didn't take advantage of before.

When COVID is over and the world is back to this new normal that's going to be way better than what it was before, partners are going to come and leverage us and say I need retail, television, I need social and virtual.

What's my virtual execution going to be?

Because this isn't going away, guys.

Now, this intimate engagement we have with partners is something we're seeing that hopefully we're able to help in the key markets.

We have several partners working with an underserved communities, really focused on those areas of the digital vibe.

Making sure that like Verizon does so well and we're working with many of our players within the player's coalition and the key markets.

How we're helping provide that support there.

Also servicing those local businesses, too.

So I know, little all over the place with the answer for the question.

But it's one that hits a lot of different areas that we're doing now and I think we'll continue to do post-COVID days for sure.

>> You touched on something I think is so powerful and that is this concept of a virtual engagement.

As we're now beginning to reimagine and redefine what a viewing experience looks like it.

Goes from being part of the crowd to making this very personal engagement with sports.

We'll never go back to what it was before.

We'll only move forward with our learned experiences.

I think that's something that makes it particularly exciting is our ability to redefine and reimagine and transform real-time but to take the learnings and move forward as we think about technology, innovation.

Like 5G, we're so excited about what we can do with 5G in stadiums, 5G across the country because it is transforming everything.

Starting with the virtual experiences.

I can't imagine better partners than all of you to really work together on how we transform the experience.

Jeremy, back to you.

Sorry.

I had to jump in there.

>>Jeremy: That's what this conversation is about.

Connecting and figuring out where we all go.

I have one more to wrap up here for Kim.

Kim, they want to follow in your footsteps.

How do you go from where you were into the sports industry for people who want to make that move?

>>Kim: I can't say that I can give you a roadmap because it had a lot of twists and turns.

Bought I think the consistency through my 30-plus year career has been the ability to pivot.

And I think that that is such an important skill and competency that bodes well in any industry, in any job.

I, throughout my career have been willing to take lateral moves into order to build the skill set and not every move has been my favorite job. But I felt like it was a job that was necessary to build the total portfolio, if you will, of my skill set that I think has now served me well.

So be willing to take the job that you don't like I think is an important message that I would deliver.

And always be humble in doing the best you can even in a situation that you don't love.

And I think opportunities often come your way.

>> I would add, there is a little bit of sports is a business but it is just an amazing, passionate business.

I think -- I would also add on to that, become an expert within your space.

We got accountants and lawyers, lots of lawyers, right?

Marketing execs, social execs, HR executives here, every function of business lives within sport.

And that's something that you just love spreadsheets, guess what.

We do a lot of spreadsheets.

So I think that there's opportunity for people as they think about their expertise and really those strengths that can lend itself to a variety of different careers, it be entertainment or sport or traditional business as

well.

>> I would add to that, it cuts both ways.

I think sport has also recognized that people don't have to grow up in the sport or have a history in the sport to fall in love with the sport.

And I think that that's a new story within hockey where people are becoming passionate.

I call it fans in waiting.

Those that are to fall in love or have fallen in love with hockey because of how they see hockey changing and transforming.

>>Jeremy: Great.

Thank you, all for that one.

One quick thing before I turn it over to you, Tami.

This came from Twitter.

Amazing women leaders.

Thank you for the opportunity to be a part of your day and to hear your insights.

Thank you all so much.

Tami, you can take it from here.

>>Tami: Jeremy, thank you.

What fun it has been.

I feel like we just got started in the conversation.

Hearing from such powerful women that openly share about have some fun along the way.

Be humble, be compassionate.

Be each other's cheerleaders.

We've talked about how do we redefine what the future looks like, recognizing it or in a real crisis right now and you've heard from these leaders that have reimagined everything from their sport to the world in which they work, empathy for kids at home, families at home and then really what I appreciate is this expectation that we can redefine society. How we think about how we show up on behalf of critical items like social and racial injustice.

It takes women.

It takes communities.

It takes people coming together to redefine, reimagine and make the world a much better place.

You heard from these incredible women.

Renie, Lisa, Kim, thank you for joining us today.

Thank you for being exceptional partners.

I wish you and your families health and good and peace as we continue to battle and redefine.

You're terrific partners.

Thank you.

>>Lisa: Thank you.

Appreciate it.

>>Kim: Bye-bye.