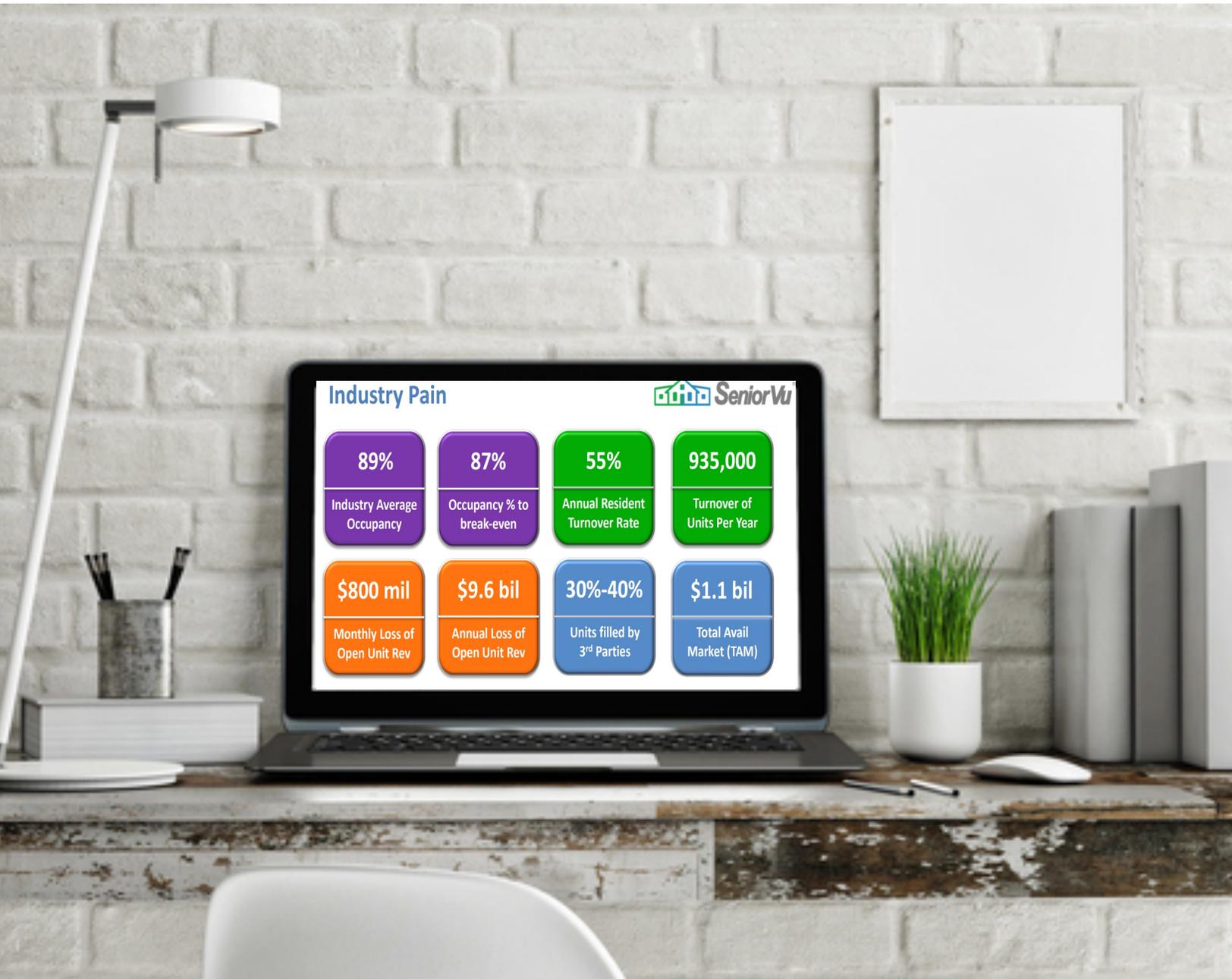![Senior Living SMART — Inspired Marketing, Savvy Sales, Better Operations]

Webinar Transcription

Presented by:

SeniorVu®

Andrea: Good day everyone and welcome to our SMART Webinar series and to today's webinar: Understanding Sales and Marketing Transparency in Senior Living. So right now I'd like to go ahead and introduce our guest today, Tim Donnelly. Tim founded SoftVu in 1999 with a vision to help companies streamline business processes using enhanced forms of communication. His vision still stands strong many years later with the clarity of SoftVu's focus directed at marketing automation and database marketing for B to C. High cost of acquisition industries, for example, consumer banking, mortgage lending, and senior living. Tim launched SeniorVu in late 2016, which now is one of the fastest growing companies in the industry. Tim is a proud graduate of the University of Tulsa and he lives in Kansas City with his wife Judy, and they have three kids. So welcome Tim.

Tim Donnelly: Thank you so much Andrea. And a little trivia there for those if you know the mascot for the University of Tulsa. Don't tell me why but the Golden Hurricane. Yes. Proud Golden Hurricane. My daughter is attending school there and I went four years to the University of Tulsa. I never knew why they called our mascot the Golden Hurricane. I had to look it up on Wikipedia but I could recite the story backwards and forwards now because my daughter grilled me on it. Anyway thank you so much Andrea. Give you a little background on SoftVu and SeniorVu. So SoftVu started back in 1999 as Andrea said. We became a vertical marketing platform, specifically for the mortgage banking industry and as Andrea said, we commercialized a new vertical, senior living, in late 2016. But the actual concept came up in 2015 when I attended the Alpha Conference down in Tampa. So we feel very privileged and honored to be serving such a wonderful industry and that senior living.

Today we serve over 700 client communities and we are a purpose driven organization, that's committed to driving client value through technology innovation, transparent results and exceptional service, and it's all for the greater good. To give you some framework on who we are in the senior living space is, we know lead generation fairly well. Just because of our mortgage lending background with the likes of Lending Tree, Zillow, bank rates. We came up with this idea to use database marketing to help predict who's going to raise their hand next. We've done a real good job of trying to figure out how to leverage big data and a primary machine learning algorithms, using our marketing automation platform that we've had in existence for many many years. And that ultimately drives the census optimization. The end result is creating a repeatable, predictable and sustainable sales model, resulting in higher conversion rates for our client. That's some framework. That's where we're coming from when we share our transparency story.

Our goal for the take-a-aways is to help you understand our lessons and hopefully take those and learn from them, act on them. We're also going to talk a little bit about the assessment of the industry challenges. There's no question

there's opportunities for improvement, and we're going to focus on some of the critical ones. Obviously we'll have a Q&A session at the very end. Why is sales and marketing transparency so critical? Why are we having a webinar on it? We're going to talk about that. We're also going to talk about how the industry can mature, and how it can provide a better experience for the consumer from a sales/marketing perspective. Then we'll talk about the specifics. We'll get very granular. Why is this such a big deal? Well, because this industry in general is one of the hottest topics out there. From Wall Street, to the private equity firms, to the reefs. It's a frenzy, and it's because of the growth of the Baby Boomers.

There's some critically important areas to focus on relative to pain, and that deals with the occupancy rate. Because we all know that the more development that goes on, the more competition that comes in puts stress on those occupancy rates. There is a break-even point that if the communities or operators don't hit, some review sessions are going to happen, and it's going to be a tough conversation. Holisitcally it's a big deal. The real problem, and especially coming out of the flu season, is the turnover rate within the residence space. That's a big problem in that sales teams are working their behinds off trying to replace the move outs. There is a huge dependency on third party referral sources. Many of the operators that we deal with want to create exclusively. They want to generate their own leads. They want to do things where they have more control and that's what we're a part of. We want to be a part of that mission and vision strategy of allowing operators in the industry to gain control. To not be so dependent on some of those elements out there that are kind of dark.

Let's start at the very beginning. A family has a need. How important is it to provide a great experience for that family that's going to start searching, that's going to start shopping? I'll tell you my story. I'm the youngest of six. Wonderful family. loving mother and father. My dad had Alzheimer's, and he had it for a long time. Given that, my mother was a caregiver. We as a family put off that conundrum of, someday we're going to have to do something. Well, that day came and an event happened. My mom broke down in tears. Called my oldest brother and said he got to come over here. Well, we had 48 hours to figure it out. Being the youngest of six, I was the guy that had to do a lot of that research. I did the Google thing. I was making phone calls. I can tell you firsthand that the stress on me at that very moment. It was not a great experience, especially with the interactions or lack of interactions that I had. Yes, we learned from that experience.

My mom said, "I'm staying in my house and you're going to have to take me out feet first." We did our best. My brother got a good job, got long-term care for my mom right after my dad went. It was a good thing because we brought in a home care because we're COPD. But those last months we had to start the process over. We started exploring. What happens if? What if we have to move her in somewhere? And again, the same thing occurred. It was not a great experience from the consumer's perspective. I can empathize what the

industry's going through. If you think about that first step, and most consumer start their process online with Google. This is an illustration of that first impression. If somebody engages, in this case we'll just pick one of the aggregators that's out there. It's a nice, easy path into submitting your information. It's a nice, easy path. It feels harmless as a consumer.

But when you get into a situation where ... And this is an example of reading the fine print and all the different third party providers that may be calling the family, because you have to give written consent, because of TCPA laws. This is right on the website of that aggregator, but yeah, there's just a couple, several. Hang on, we're almost at the end. Promise. I just did this the other day. They might have added a few or taken off a few. We're almost right ... There. One of those will be gone. Maybe. In addition to that aggregator. My question is, is that a good experience for the family to start getting bombarded because the aggregator is praying and praying that that family might move in. The answer is probably no. First question that we have. The first poll question is, how many of you, and not everybody on this call, I'm sure, is an operator. But how many of you use third party referral sources? I am going to have a follow up poll question from this. We'll let Andrea ... She's doing the poll right now. Survey. Algorithms are being performed.

Andrea: Okay, we're almost at the 100% mark. We're going to close down the polls shortly.

Tim Donnelly: Great.

Andrea: Okay. And here we go. For the poll, how many current third party referral sources do you work with? 44% said 3-5. With 1-2 coming in second place at 39%. Only 6% said zero. And 11% said more than 10.

Tim Donnelly: Wow. That's some good data. I wonder if that surprises anybody? Don't know? We'll find out. If we can, Andrea. If we can do that second poll. If we can do that, because this is like a follow up question.

Andrea: Okay. We launched the second poll. What is your percentage of shared leads vs exclusive leads?

Tim Donnelly: Here's a trivia question for you. We conceptualized SeniorVu in Kansas City in 2015. What other big event happened in 2015 in Kansas City? The Royals won the world series.

Andrea: Oh wow. That's good stuff.

Tim Donnelly: It only took 30 years for us to go back to the big dance.

Andrea: Okay. I think everyone's voted, Tim. I think I'm going to go ahead and close the poll and share the results. Okay. The percentage of shared leads versus

exclusive leads. Tied for 25% are two categories. The first one, less than 10%, and then the third choice, 26-50%. 31% of the respondents said that their percentage of shared leads vs exclusive leads is somewhere between 10-25%. And 19% said it's more than 50%.

Tim Donnelly: Great. That plays right into the rest of the presentation. That's perfect. That's perfect, because we're going to get into this thing called maturation. Really, when a market reaches a very mature level it's because of three things. When all three are present it's hyper mature. So the ingredients for maturation is, the industry becomes very competitive. I've got a check mark next to that. I believe that senior living is competitive, very competitive. Another one is where customers become incredibly smart. There's all kinds of examples about that. Whether you're shopping for hotels or if you're buying something on Amazon and you're looking at the reviews. You become very smart, and that whole ecosystem matures. Then the last one is where providers become really smart about their strengths and weaknesses. When you have all three of those present it's incredible. I'll give you some examples of how some other industries, in a way a little trick, on how to figure out if it's a mature, competitive industry. If you just did a search on Google for a part.

Any time you see the results having a lot of ads, like ad placements, paid placements. And if they're aggregators, such as apartments.com or apartment guides. Here's another one, hotels I mentioned earlier. Any time you see bookings.com, hotels.com, Trivago. That is a hyper competitive industry. It's all relative to the consumer starting their shopping experience. Then used cars, mortgage rates that's really competitive. This is the ultimate, when Google takes over the results, and they say, "You know what? We're not going to have any aggregators space, we're just going to take it over. That's an example of how you figure out if the industry has matured with respect to marketing to consumers. One of the indicators, price indicators, that accentuates the maturity level is, let's say cost per click. In senior living you can see that, kind of not a huge spike trend. Well, I went back on one of the industries that I know of, and I looked back to 2005 to just a couple of years ago, and that's what happened.

How could that happen? Well, you go to Google and you search for things like their top keywords or most expensive keywords. And again, you look at these cost per click in these hyper aggressive markets. $50 a click. $44 a click. $47 a click. Holy smokes. Think of this, what happens in the senior living industry when that spikes? When the industry gets really smart about certain things, or when aggregators come in and just start hitting up the words because operators have kind of figured some things out. It just drives that price up. Think of it similar to crude oil. Crude oil's 36, $40 a barrel. What happens when it goes to $100? When they have that on the news, consumers are like, "Whatever." But it affects them at the gas station a couple of weeks later, if not a couple of days later. My question for the industry, what happens when this gets really competitive? I'll talk about that here in a second, and I'll try and visualize that pain that's coming.

You might say to yourself, "Now wait a second. Cost per click is really a very small part of our overall budget or overall focus. Because we have other lead sources." Okay great, cool. Friends and family. Phenomenal quality on those. High conversion rates. But the fact of the matter is, that the lead volume, it's not big. Walk-ins, great. There's pretty good close rates on those, but those happen few and far between. Professional referrals. Those are typically really good. Since we have feet on the street, we get some pretty good referral volume. Organic or exclusive. Meaning that you're doing it on your own or you're relying on your agency to do it on your behalf. It's okay. It's alright. Wish we could figure out more of that, because the close rate's okay, but we'll get Smart on it. Then there's the third party referrals. You can have a lot of volume, but it's hard to close, because it's competitive.

Sometimes the consumer, that lead is just shopping, kicking the tires. In the ideal world you would want that to go there. You want that to go there. And then this one, definitely on that side. That's the ideal situation. Everybody wants that, it's like, "How do you get there?" We're going to be very transparent about our conversion rates, because we're helping, as I mentioned, hundreds and hundreds of communities deal with an omni channel approach. Whether it's direct mail, email, paid search. We thought it would be prudent for us to actually open the kimono. We're going to share our results. This is for a certain period of time with a certain sub sector of our client base. For that month we generated 1274 formed bills. Those the people that raised their hands for our campaigns. Of those 131 were qualified and moved to the next level. Which was a scheduled tour. Then we've got that all important showing up for the tour. That's not a bad result, 63%. I can tell you, back in our early days it was like 27%. It's like, "What?"

It's because the operators that were dealing with out of the gate were so kind to give us their challenged communities. We'd schedule a tour but for some reason the family didn't show up because they went online and searched reviews or looked at a better business bureau. Anyway, we had some challenges, now we're a little smarter on how we do that. Then ultimately we get that deposit and the move in. That's what we're looking at as far as our results. The crazy thing is, because we're paying for all of that top of the funnel activity. We're paying for 100% of that, and 90% of what's coming in is not ready. DQ'd. It's painful. From an entrepreneur's perspective I'm like, "Wow, we've got a lot of skin in the game." We get this question all of the time, "How come 90% is DQ'd? What are the reasons?" Here they are. We just pulled this straight out of our tableau of reporting. It's a little technology that we use to make really cool dashboard widgets like this. You can see, there's a big chunk is other, and I'll talk about that here in a second.

But financial, not qualified. It's maybe because of the location. The real question is, "What about that 41.8%?" When you generate leads that raise their hand and you've got a team of people ... Actually our team that make the outbound phone calls on a [inaudible 00:21:02] is called FAM team, our FAM team. Family Advocate Management team. They are phenomenal. Half of them are nurses

that came in and are passionately committed to helping those families kind of walk through that journey. Well, when they're working with this other thing it's because that lead came in saying, "Hey, I'm looking for employment." Yeah, we'll transfer you over. Or, "Hey, do you provide hospice services?" No, we don't do that. There's a variety of reasons why it's a DQ'd lead. It's frustrating, and I can only imagine those communities, its operators that are trying to do this on their own, and they're getting a lot of noise. They're getting a lot of DQ'd activity that's coming in, and their sales team or marketing team has to deal with it. We'll talk about ways to deal with that, but gosh.

Let's look at the bottom of the funnel. When we deliver a lead, our lead, as a scheduled tour. Which is nice because there are client communities, their sales teams are really more focused on doing things that are productive versus dealing with the noise. When we deliver a lead it closes on average about 11, 12% of the time. We feel that that's providing value to the industry and specifically our clients. I'm going to ask you a question. Third poll. When you get an internet inquiry. From either a third party or your own website. What percentage of those are truly qualified? They're move in ready.

Andrea: Okay Tim, we've got folks starting to vote. We'll just give it a few seconds.

Tim Donnelly: Outstanding. By the way, everything's up to date in Kansas City. If you want, Andrea, I can sing this. Everything's up to date in Kansas City.

Andrea: That's great. Thank you Tim. Maybe after. Alright. We've got 100% here, so we're going to go ahead and close the poll. I will share the results. An internet inquiry, what percentage are truly qualified? At the top score of 39% is 5-10%. Which sounds just about on average. Next is 11-20%, and that was voted on by 22% of the attendees. Then less than 5% is 17%. Then both 21-30 and higher than 30 came in at 11%.

Tim Donnelly: Interesting. That validates what we just talked about.

Andrea: Exactly.

Tim Donnelly: I love polls. You know what? I love them so much, let's go ahead and do another one.

Andrea: Okay.

Tim Donnelly: Alright, I'm going right-

Andrea: Okay, we just. Go for it Tim.

Tim Donnelly: What's better? An exclusive lead that's self-generated or through your agency, it's exclusive, or that wonderful shared lead? Yes, I just threw a soft ball.

Andrea:	Okay. We're almost there.
Tim Donnelly:	We're getting to the good stuff, by the way, Andrea. There's some secret sauce coming that I would assume some screenshots are going to be made of it.
Andrea:	Well, the data you're presenting, Tim, is very important to look at in terms of where you put your dollars, for your marketing dollars. To have that kind of concrete data helps you make better decisions. Alright, I'm going to go ahead and close the poll and share the results. Not surprising, 82% said exclusive leads have higher conversion rates. With 18% saying, No, exclusive leads do not have a higher conversion.
Tim Donnelly:	There you go. There's a typo in there. I don't know how that happened. Yes, yes. It probably came from me. Let's talk about the secret sauce. If you're dealing with bringing in these leads from a variety of sources, and actually what I'm sharing with you was built by some different industries out there, and actually we've seen this from other providers. We're not the only ones that have a nice little workflow diagram like this. There's numerous companies out there that can help you produce this. This is confidential by us but we are somewhat of a transparent company, as seen right here today. The purpose of this is to illustrate what we talked about before. We got one of those critical price points out there through Google, Bing, Facebook, and it's a cost per click. It's some sort of advertising cost or marketing cost. When you spend money on it, it really doesn't guarantee anything, and study show that when you spent so much you're going to get something in return. It's about 60 to $80 for a form fill. That's for somebody that actually complete a form, raise their hand, do something.

You got to manage that. You got to manage those leads that come in. It's important, and we're going to talk about the important things when that happens that you should focus on. We're going to give you a nice little giveaway at the end. If you look at the cost to get somebody to show up at your community, to have that face to face meeting. It's about $1,000. In the perfect world when you get two and a half of those families, two to three of those families, that show up at your community, do the tour. You hope to get one of them, and when that happens you're going to be looking at about $2,500 expenditure. In that perfect world, not every community in the United States is going to realize that. There's some that are better than others. But that's what the industry needs to strive towards. My question, as this industry matures and you start to see a price point on that cost per click go from $4 to maybe $40. Are you going to be ready to pay 10x this? The answer's no. There's no way.

How are you going to deal with that? Well, the mortgage industry, the hotel industry and numerous other very competitive mature industries have taken this type of workflow diagram, these process points, these system elements, and they have matured them. They have refined them. They have focused on them to the point where they can deal with pressure points from advertising mediums, or new ways to market. If you don't have this in place today, I |

strongly encourage you to go do it. This is very important and we've seen this in other markets, and I tell you what, a lot of focus is spent on it. The 5th poll question. What's stopping you from generating more exclusive leads? What is it? Because if you're going to generate more leads, or even have a strong mix between exclusive and shared. What's stopping you from really putting the pedal to the metal on exclusive? Because everybody wants exclusive, as the last poll said. What's stopping you from it? It looks like there should be more than one response here on my screen, Andrea, it says budget, lack of resources, poor results, haven't tried it, or we have it figured out. Hopefully everybody sees that on their screen.

Andrea: Yeah, that's on the attendee poll.

Tim Donnelly: Okay great.

Andrea: Not surprising, but interesting answers coming in. I'm going to give it a few more seconds. We'll go ahead and close the poll. Okay, and share the results. Well, not surprising, the number one item for stopping from generating exclusive leads is budget at 63%. Lack of resources 13%. Poor results is 6%, and then there's some lucky folks out there, 19% of our attendees have it figured out.

Tim Donnelly: The old 80/20 rule. Yeah, smart. We applaud them and there's no question that we've seen it. There's some players out there that have it figured out, and kudos to them. Let's give you some proof points here. We're just almost at the very end, and so I'm going to close up with some things. There's a variety of aspects that really point to better conversion rates. On this particular webinar we're focused on one, and it's the speed-to-lead. I think numerous other providers for the industry have talked about this. We've seen this in other industries as well. The speed-to-lead is really important. This stat, this chart, is from our inception. We went back in our database, and we looked at all the movements that have occurred, and we looked at some sort of timeframe. Calling them back. Just because you've got after hours stuff, and if you call them back within 90 minutes, which seems like a really long time. But when you average that in with weekend stuff, if you can do that it's amazing how much better your conversion rate's going to be.

                 I'm going to close with this. The keys to better transparency, which we believe transparency again is one of those things where, can you visualize everything? Can you comprehend all of the different elements that are part of the equation. If you can define your process points, your workflow diagram, for example. If you can implement systems, or at least checkpoints to ensure integrity. If you can measure what you're doing, what you're focused on, and really quantify the results or the trending. If you can take all of that and optimize your strategy and tactics based on the results, you've got a very transparent ecosystem. You've got a transparent operation. We believe that those are really important ingredients. Foundational elements to build a stronger, more sustainable operating model. We're going to do more of these webinars. This first one of

2018 for us. We're going to give you a complimentary eBook that talks about speed-to-lead. Which speed-to-lead, there's a proof point, 86%. The time, if you call quickly you got a great chance of closing. The next one is going to be focused on lead nurturing. All the things that you can do.

Once you get that lead in the door. All the things that you need to do to optimize that experience for that consumer. Feel free to go onto our website, download the complimentary eBook. You'll learn a lot. The team has done a fantastic job putting that together. I'm very proud of them. At this time, Andrea, I'll open it up for questions.

Andrea: Terrific. Also to let all the attendees know. Within about 24 hours all of those who registered will get a recorded copy of the webinar, a transcription of the webinar, the deck presentation and also a copy of SeniorVu eBook as well. We have a couple of questions that came in. One of them is, how does SeniorVu's digital marketing efforts overlap with other marketing efforts?

Tim Donnelly: Good question. Very good question. In short no, it doesn't overlap. We built them in a way to be complimentary. None of our landing pages are indexed. Which means it'll never appear on an organic search. As a benefit from additional shelf space for exclusive leads on behalf of the community. Since they're competing directly with the aggregators brands, generating shared leads, we're able to really optimize the placement and conversion rates. A client told me this the other day, "When I pay you 2,500 to get a move in I'm investing in my brand." When I pay 3,000 or $4,000 to a third party referral source, that's going to invest in their brand. To build their brand so it's bigger and bigger and it dwarfs mine. We don't compete or overlap on your marketing average. We do it in sync with your strategy.

Andrea: So you really do then market on behalf of the community?

Tim Donnelly: Yes. You won't see SoftVu's brand out there trying to bring leads under what we're doing. SeniorVu, you won't see SeniorVu out there. Everything's done under the client's brand. Every campaign is done under their brand.

Andrea: Great. Another question that just came in. How much research and development goes into SeniorVu?

Tim Donnelly: Wow. From an entrepreneurial perspective it's been millions. We've heavily invested into the technology, into the platform, into the processes, into the team, into the experience. We're providing not only the families, but the clients that we deal with on a day to day basis. That's holistically. What's the investment when we engage with a particular client? There is no implementation cost. We do, in some cases it's negotiated upfront. Whether it's going to be a prepaying for services or of it's a subscription model. For anybody interested, they can contact our sales team. We make it as painless as possible to invest in this new innovative technology and ways of doing business.

Andrea:	Terrific. We actually have a really great question that ties into one of the poll questions. What you did with the poll is, what's keeping you from looking at these exclusive leads, and budget was about 63%. The question is, where would you focus your marketing budget with a limited budget?
Tim Donnelly:	In that case, we do business with some smaller operators that have thin stash. It's either you build it internally, or you partner externally. Again, knowing that the holy grail is exclusive leads, the way to do it is partner with external companies to help you build this. Eventually you can take control if you wanted to expand your staff to actually handle this internally. Our vision long-term, is to put all the tools in place, and help clients manage them short term, but long-term actually turn those tools over to the community so that they can move their own levers. They can build their own workflow rules and strategies. We saw that in other industries. That's what happen mortgage, that's what's happening in hotel. You sign up and you adopt a technology platform. You may not know how to configure it or manage it. Eventually you will, and if you're dealing with a good provider they'll turn the keys over to you. That's what we want to do. We want to give all the control back to the communities, if they can handle it. We all know that turnover within the communities, and within the operator models, there is turnover.
	Specifically in the sales and marketing, in level. Some of the operators have to manage that appropriately. What our goal is, if we do turn the keys over and that operator comes back and says, "Hey, I need some transitional help." We'll step right in. That's part of our model to do that. We'll train the trainer, step right back out.
Andrea:	I have a follow up on the R&D question. More specifically they were wondering what goes into ... Has the web changes and has certain different things. What goes into changing SeniorVu's tactics? I'm guessing you guys are not a static solution.
Tim Donnelly:	That's probably a good way to look at it. As we evolved in the other industry that we serve, the new technologies and innovation come along. Either we have a decision to either adopt them and embrace them, or probably get crushed by them. We're a very nimble company that, as new technology, new innovations come along, we're going to adopt them. We're going to build them into our product roadmap, and we're going to leverage them the best that we can. A good example is using SMS text messaging within the cadence of lead nurturing. That's something that is on our product roadmap. We're building that in right now, so that if the consumer rates are in, they want to interact via SMS text, it's part of the type of messaging that our platform can send. Social media is another one. Retargeting is another one. Those are all elements of the marketing tech or mar tech sphere of options. We embrace all of them. Some work better than others. Every industry's different. We're learning as we go. Our clients are great partners. They give us feedback, and at the end we're doing what's right for the greater good.

Andrea:	Terrific. We have two last questions, and I love the people that just want to get right down to it. I'll give you the two questions together. The first thing is, what kind of results are your client community seeing? The second is, how many move ins can we expect? I love that.
Tim Donnelly:	Yes. That's right down to it. I'll answer the latter first. As we learned from day one, every community's different, every market is different. It really depends on a variety of factors. We target one scheduled tour per month. I can tell you, some of the bigger brands that is easier for us to market to, because the brands are recognizable. They see much more than a scheduled tour a month per community. If you go back to those metrics of how many scheduled tours do you need to get a move in? We know that one operator out there has a 2x better conversion rate than others. Why is that? Well, there's speculation on their brand or their process points or their ability to negotiate price. Whatever it is. We really target one scheduled tour per month per community. And again, it just varies. That first question, if we go back to that first one. Because I am 51, Andrea, the reason we got into senior living is because I might have issues. What was that first question?
Andrea:	Hold on one second, I'm just going to scroll down and grab it.
Tim Donnelly:	I'm humble. I'm a very humble guy. Transparent.
Andrea:	Basically, what kind of results are you seeing with your client communities?
Tim Donnelly:	Yeah, and again that goes to the answer I gave. It varies based on the communities. I can tell you, in our early days we were, again, humbled by the efforts that we had to put forth for some of those communities that the early operators gave us. It's kind of tough. But the results again, go back to, is it urban versus rural? Is it a competitive market versus not? Some of our clients want us to bump up the volume, so they sign up for a subscription model that allows us to front load some of the costs each month. To make sure that lead volume is at the highest it can be. It really depends. I would say that if anybody interested and wanted to talk to some of our team members they could do a look up on the communities and give them a very good understanding or a snap shot of what we see is possible. We do that with a lot of prospective clients that we'll actually do an assessment upfront.
Andrea:	That's terrific. That's all the time we have today Tim. I want to thank you so much for your very insightful webinar. Lots of terrific information and we will be getting out a copy of the presentation, as well as recording out to everybody. Hope everyone has a good day, and Tim, thank you again so much.
Tim Donnelly:	You're welcome. Take care.