

## 2020-11-18 - David Meltzer - Creator Series - audio\_only\_

### **Eric Koester**

We are so grateful to have you on our session here. And I shared a bunch about you in advance. And as someone who is an author hanging out with other authors, we appreciate it. I have your book. I'm a fan of you as a writer. But thank you again for hanging out with us.

### **David Meltzer**

Oh, it's my pleasure. And I actually was blessed to be at Georgetown first semester, way back then. Huge fan. So, just a pleasure to be here. Happy to answer any questions you guys have.

### **Eric Koester**

Appreciate it. One of the things we always like to do for folks that are here, definitely share a little bit, a quick blurb on your book here in the chat box so David can see through what people are writing here and such. I'll guide the conversation a little bit based on what people had asked a bit. So, I think what's so interesting and as I was preparing for this interview, there's one word that I think comes across in nearly every single interview you give, and all the talks you have. And that is this word 'Value'. You're a big believer in just helping people understand how to give value and you yourself. Talk about what you found as why it's so important for people in this world to stand out to be value givers, not just value takers.

### **David Meltzer**

I think understanding value as 'what' is so important. And most importantly, taking inventory of values is essential. Seeking, finding the light, the love and the lessons is finding the value in anything. So, it defines pain. If you look for the 'what', if you are seeking and more interested than interesting in the value of what you're doing by finding the light, the love and the lessons, you see pain, not as a stop sign, but an indicator. You see suffering as a process to find the value. Suffering, to me is a process to find the light, the love and lessons of value. I have people take inventory not only in an opportunity, but most importantly in themselves. I think people don't find their 'what'. They're

so confused about their 'why', they don't think about, "Gosh. If I knew my 'what', I would apply a 'why' to it really quickly, and this whole problem would be solved." So taking inventory of your personal values, your experiential values, your giving values, and your receiving values, applying that not only of how you can provide service or value to others, but what help you need. The radical humility involved in finding the shortages, voids, obstacles that you may face in order to find the light, the love and the lessons. You need to ask that magical question in person, on the phone, via email or media. You know anyone that can help me? But I think value itself is a process, suffering is the process of finding value and you can't find it unless you're more interested than interesting. Unless you equate a weighted balance of personal experience with giving and receiving values themselves. And then beyond finding the value, now you have to organize it. And the part that everybody falls down on, that I've been practicing for over a decade now is I have tried to be an expert where a lot of people aren't. And that's not just quantifying the value objectively. And I hate to do this to everyone but I sing a cute, little song about subjective value. Everybody, you guys are the right age. You guys know who Barney is, the purple dinosaur. Well, I see a bunch of Barney value people. The subjective value. "I love you. You love me. Nobody makes any money." So, I believe in quantifying the value with time resources. Not just the emotional aspect where people bound on emotion for logical reasons. And now, part that I practice that's so interesting in value that is taken and amplified what I do, accelerated it, created compound interest and exponential growth in what I do, is I am pursuing expertise in articulation of quantifying value. It's great. 80% of the entrepreneurs out there can quantify the value of what they're looking at. 20% live in the subjective world of the purple dinosaur Barney. But about 90% of the people of the 80% that can find the quantitative value, haven't practiced articulating the quantitative value. So, they never can share that vision. And therefore, they never get to where they want to be.

## **Eric Koester**

Yeah, it's such a powerful thing. You've come to this really interesting place. We'll call it a pretty Bhag. Ambitious goal of inspiring over a billion people which I love it. But you've had an interesting path to get here. And we've met through the NextGen community where I've heard you speak. And I remember your start. Everyone sees this, "This guy who is the CEO of the Jerry Maguire agency..." and stuff like that. Tell us a little bit about that journey. Because I think you've been through this ride where you've gone from, in some ways, having it all, to having to reinvent and get to this point where you now have

this ambitious set to say. Here's the fact that you love the pain, you love the pleasure, you love the journey, but importantly to create value as you go.

## **David Meltzer**

Yeah. So, my journey starts with the relationship to money. And that's because I had none. When I was young, I was born in Akron, Ohio. Single mom, six kids, packed my dinner in a paper bag, filled up turnstiles at 7-Elevens with greeting cards, just so we could eat. But I was happy. So, my journey started with my relationship to money according to how happy I was. And what do I mean by that, that to me, money bought love and happiness, because that was the only thing that was missing from my happiness. The only time I was sad was I catch my mom with financial distress. Car would break down, how is she going to afford with a philosophy of doctor, lawyer, failure? Fetus wasn't fully developed until after graduate school. How was she going to pay for all the college and graduate school? It used to bring her complete stress. And so, at five years old when my dad left, I'm like, I'm gonna be rich. Now, one advantage of believing money buys love and happiness that I found. And I know Georgetown, a lot of the students there probably have parents that were like my mom. Doctor, lawyer, failure, you feel a lot of pressure to please your parents, especially if they're paying for your college. You want to do what they ask. But one advantage of not doing that. My siblings all went to the Ivy League's, Harvard, Penn, Columbia, Summa Cum Laude, they listened to my mom. I didn't. I wanted money. The advantage is if you're only looking at the money, you're always looking for more options. Because you're always looking for someone to pay you more. And so, that really drove my career. So when I went to law school finally, to be an oil and gas litigator, to be rich enough to buy my mom a house and a car, I also was pursuing other opportunities that would pay more than 150 grand. By the way, I wish somebody would have told me this when I was in college. I know a lot of you maybe want to work in Wall Street and want to be doctors and lawyers and all those. Look, just because you can make 150 grand being a lawyer out of law school. You're not making that much. You're working \$350,000 jobs. You want money, that's not the way to go. So, I took a sales job. Ironically, my mom told me. I took it in the internet in 1992. Dos, monochrome screens, I carried my computer on a luggage cart. But more importantly, my mom told me the internet was a fad. And then if I wasn't a real lawyer, that I'd be a disastrous failure, and that the internet was a failure. I was a failure. And how dare I not be a real lawyer? Great lesson, even if you don't listen to anything else I say. Just because your parents love you, doesn't mean they give you good advice. Finally, a great piece of advice there.

## **Eric Koester**

Yeah. And that's not just even like love. I think one of the biggest things I've learned in my own life is that just because they have proximity to someone doesn't mean that they're the right person to ask for advice. Proximity is a bad proxy for quality of advice. And especially in today's world, you should find the best person who can give you real advice rather than use proximity as a proxy.

## **David Meltzer**

Yeah, exactly. And I take it to the higher level, because asking to me is such a crucial thing. So I think because we feel so separate, the tree has no branches. If we truly believed everybody was a sponsor, or power sponsor of ours that we were all connected, that one branch would not go to war against another branch. We truly believe that which I do, then we would look upon everyone as a sponsor or power sponsor, not a gatekeeper. Not as resistance voids and shortages to what I want. And so, I've taken that perspective by asking almost everyone I meet in person, on the phone, via email and social media, you know anyone you think can help me? But regardless, my career journey to finish up so I can answer more questions, I ended up taking the job, selling legal research online. Nine months out of law school, I was a millionaire. Went up and we sold in 1995 for 3.4 billion with the B. There weren't many billion-dollar companies in 1995, went to the Silicon Valley, raised hundreds and millions of dollars. Always keeping my options open, always be more interested than interesting, always learning, always asking for help. And by the time I was 30, I was a multi-millionaire. I ran Samsung's first phone division, the world's first smartphone. Windows device, believe it or not, it was a Windows CE device that combined a laptop in a telephone in one called the PCCE phone. And that's where my journey really began. Because that's when that paradigm shift started, rearing its head of money doesn't buy happiness and love. I went from living in a world at that point in my life. I was a victim as a child, born with nothing in a world of not enough. Everything happened to me. I would say, "Why me? Why do they have this?" Then I became a millionaire and a multi-millionaire and I lived in a world that was for me. I was very generous. I gave tons of money. I believe the more you give, the more you receive. And then I shifted that paradigm. And it started when I was 30. I started to understand that, gosh, I'm buying a lot of things I don't need. I'm buying a lot of different things when I'm not happy or more things when I'm not happy. I'm buying things to impress people. I'm buying things to impress people I don't even like. That wasn't just enough. Quickly by 2006, I

became a world of more than enough. I ended up surrounded myself with the wrong people, the wrong ideas. I left Samsung, became CEO of the world's most notable sports agency in the world, like you noted, Leigh Steinberg. They made the movie 'Jerry Maguire', my firm. And then 11 years ago, I spun off a marketing company with Warren Moon. In the last four years, I built my own brand, the way I built the biggest brands and sports and entertainment for myself, proving that you could build a community off of an idea to empower over a billion people to be happy, and looking for 1000 people like Eric, who will empower 1000 people in his life to empower over 1000 people simply to create a collective consciousness of happiness. Happy people, they don't attack other people. They live in a world of abundance. They do good deeds, they're kind, they have good character. Happy people will create an abundant world where there's more than enough of everything for everyone. If I can approach that billion-person mark, we're going to have a true collective consciousness that one little particle of light overcomes millions of particles of darkness. But even moreover, happiness is a virus. My favorite part about happiness is the only virus that's spread by witnessing it. And it strengthens everybody that witnesses. It strengthens you mentally, physically, spiritually, emotionally, financially. Happiness will strengthen everyone with this abundant truth that it carries. And more importantly, it'll strengthen your immune system. So, it protects you against negativity and disease. So, I am on a mission to empower over 1000 people, to empower over 1000, to empower 1000 to be happy. And through my journey, I've learned the lessons of money. Money does not buy love or happiness, but it does allow you to shop. And if you shop for the right things, not the things you don't need to impress people you don't like, but the right things, I promise you, you'll be happy. Make a lot of money so you can help a lot of people have a lot of fun. Receive so you can give. Don't give to receive. It's not a trade in negotiation. You give to receive. No. Receive so it comes through you for others. And that's how that paradigm and journey has lasted.

## **Eric Koester**

That's amazing. We're part of the family now, I hope. So, one of the fun things we'll do with this group is we've got hundreds of authors in this community, and we're gonna do something cool where we're gonna send you copies of the books you've inspired, that showcase that we're really on the mission here. So, you're gonna have some spots in those bookshelves. We'll add some new books from this incredible community here for sure.

## **David Meltzer**

I love it.

## **Eric Koester**

So one of the things that I also love about your journey, and I think your story is such a powerful one is this idea of being the master learner. I think what's crazy about your journey is you've had 12 careers now in these different ways. But what I find that to be fascinating by is you're comfortable going somewhere you're not comfortable yet and learning and surrounding yourself to be able to do this next thing. How do you teach other people to become that master learner, that chameleon to be able to go places, even though you're not comfortable and become comfortable with energy?

## **David Meltzer**

For me, it's understanding the four values that I take stock in, and five daily practices. So, my four values are the key. One, if you're going to take that on, you need to know my definition of happiness is to enjoy the consistent every day, persistent without quit, pursuit of my own potential. Not what other people think, not what's missing in my life, not what I don't want, but I'm going to use the mathematical equation of luck. I'm going to pay attention to and give intention to what I think I do believe and my own genetics, personality traits, characteristics, obsessions and addictions in order to effectuate when I want those coincidences. So that mathematical equation of luck, and I do that through number one, gratitude. The easiest way to change your life is to say 'thank you' before you go to bed and when you wake up. 30 straight days and it becomes a neural pathway. It becomes a subconscious thought. It'll affect you and change you more than anything else. It takes 0.1 second. It's the best thing that we can do, certified by all the transformational leadership that I've surrounded myself with. Physics, quantum physics, metaphysics. Ironically, by tonight half of us won't say 'thank you'. By tomorrow morning, half of us won't say 'thank you'. And then three days, almost all of us won't say thank you. But gratitude is the most powerful thing. Learn to love what you do. The same percentage of your life sucks that everyone else's sucks. It's those people that can find the light, the love and the lessons and the suck, that end up being happy and gracious in what they do by finding that suffering, the process of finding light, love and lessons to forgiveness. In order to learn all those things, I had to make a ton of mistakes. And if you're going to make mistakes, you better forgive yourself. Because you can't forgive other people because you

can't give what you don't have. And so, I've learned not to make mistakes twice. But to forgive myself when I do, knowing that it's part of the process of suffering and pain, to learn, grow, accelerate, exponentially grow or even compound the interest in my life, so that I can take on more within the context of productivity, how much value am I providing, accessibility, how accessible am I to others, and how am I accessing what I want, and of course, again back to gratitude, to have the right perspective, to find the light, the love and the lessons in those mistakes to forgive myself. Then third is accountability. Most people especially today, they lack control. They're trying to find outside of themselves, what exists inside them. You can't find outside of you what doesn't exist inside of you. Accountability is the control of that. Accountability tells you, number one, what did I do to attract this to my life? And two, what am I supposed to learn from it? So if you live with that gratitude, forgiveness and accountability, you can have an inspired life. Now remember, motivation is not inspiration. Fear can motivate you. It'll suck your soul tear out your energy. But it will motivate you, it'll get you up, it'll get you back up. It'll get you started. It'll get your back started. That's all motivation is. When I see motivational speakers, I'm like, that's terrific. You got me going, but I want someone that's going to inspire me to get me there. So I want to meet their lifestyle, inspiration, clearing the ego based consciousness out of the way, the interferences, the voids, the shortages, the obstacles, corrosion to what already exists, so that I can use three laws to get what I want in life. Number one law is the law of gravity. The law of gravity states that what you want will be attracted to you. It comes down to you. You throw this mouse up, it'll be coming down to me. The law of GOYA. Number two, nothing will happen until you 'Get Off Your Ass'. So, trust and have faith in the law of gravity. But use the law of GOYA to attract and to activate the law of attraction, what you pay attention to, and give that law of GOYA to your intention. Now, the coincidences will be attracted to yourself. Your possibilities become your probabilities. Your probabilities become your perspective with these four values, gratitude, forgiveness, accountability and inspiration.

### **Eric Koester**

I love it. So, Laura picked up this in the chat. She was sharing that you've really been pushing to spread a mission. And it is this thing behind it. What have you found is your approach to bring people into this one? Because it's not easy. A lot of people out there, to your point, are pushing their message. It's much different to try and build people into this community of others. What have you found in works, especially for this group of authors who themselves are trying to create missions that people join in theirs?

## David Meltzer

Three things one, consistency, consistency, consistency strengthens your signal. You're gonna draw people into a community, you got to have a strong signal. If it only reaches out to two people, it has to be strong enough for those two people to reach out to two people. So, consistency. You got every single day. You can't zero yourself out. The way that exponentiality, compound interest works is it aggregates upon itself. And the problem, especially when we're young, is we are not patient because we don't understand compound interest. That's the only reason. 99% of people quit before they're 25% of the way there. Of the 1% that will continue, 99% will quit before they're 50% of the way there. And of the 1% of the 1% will get to where they want to be or angled towards it and get somewhere better. That's the philosophy I take. But more importantly, understand this. The strength of the signal says not how far it reaches today, but how strong the signal is to affect you. Because if today I say, Laura and you, if all people that are on here that listen to this and the entire year went by, but I have both Eric and Laura at the end of the year. All the work that I've done, all the videos, the free training, the playbook, the TV shows, the movies, everything that I produce for books, all of it and all I got is Eric and Laura telling two people next year, you got to do read, see, think, hear David Meltzer. You got to do that and the signal is strong enough that they do it. And then it's strong enough that they get to people and Eric and Laura still get to people in 20 years, I will have 2 million people getting 2 million people. The problem is, most people quit by the time they get to, let's say, five years. Because they think if it's gonna take me 20 years. Let's say I even told you, it'll take you 20 years to build this community of happiness. You would say, okay. Well, in five years, when you're at 64 people, most people quit. Because they don't understand that's not the way the math works. You're not till 25% of the way there till 18 years, that's when you're 25% of the way there. Then in the 19th year, you're at 50%, because it keeps doubling, right? Then it doubles in the 19th year from 50 to 100. The coolest thing is only the 1% of the 1% get to experience what I've experienced now in my life, which is 100% turns to 200%, 200% to 400%, 400% to 800%. And that's because of consistency. The second thing is spectrum to create the efficiencies so that you can get more than two people, more than just Eric and Laura. Then you have to know the spectrum that you're trying to reach. Authors, thought leaders, entrepreneurs, know your spectrum. I will give you my best example is Dr. pimple popper, who has more subscribers on YouTube than the entire Pro Football Hall of Fame, which are all my clients and heroes in marketing. But what it taught me was spectrum. If you know your frequency, your



spectrum, the very first time ever, we can reach the whole world, basically. 4.4 billion people and growing. I'm not a big pimple popper fan. I absolutely probably would laugh at somebody if they told me they're going to do a channel on popping pimples. But guess what? There are billions of people that are. So, know your spectrum. And then finally, practice, practice, practice. Because that's what clarifies, focuses and balances you. Practice. That's how we are in pain and suffering. The more we practice, the more we get indicators that we have lessons to learn. The more suffering that we have, we enter the process of finding those light love and lessons. In overall, if you look at the strength of your signal, the spectrum and the clarity of your message, the coolest thing is that you actually can get this philosophy of, hey. I'm okay right where I'm at today. I'm happy. I'm at the right place at the perfect time. But I'm going to consistently, persistently pursue my potential. And I'm going to angle to what I want. But more importantly, have faith that I'm going to not get what I want, but get better than I want. I'm angling towards what I want. Because I'm learning lessons along the way. Every day, I'm going from point A to B. I'm using a mentor that's at point B. But there's been some variables that change. So, now I'm angling towards point B. I can't get a direct route. Because the directions I've given have changed since that person who sits at point B, got to get to point B. And while chasing, had a few detours along the way. So, happy where you are, angling to where you want to be, have faith that you'll be somewhere better.

### **Eric Koester**

That's amazing. I think it's so interesting too especially thinking about this community of authors. And I would say, as an author yourself, there's that doubt of saying, is this gonna matter? If people are going to care. And when you reframe that entire thing of saying, hey, remember. You influence a couple of people. But if you keep at that one, it goes fast. But then also being able to remember that it doesn't have to happen, that community is so much bigger than ever before, and that it's always going more niche, but finding those people that are passionate is a really powerful element. How have you seen that play out, as you've now taken on this new journey to inspire others, like finding those tribes that will follow you in this mission?

### **David Meltzer**

Yeah. For me, it's on every aspect reducing the interference. So, what does that mean? If I'm going to write a book, I'm not writing it to make money. I'm

not writing it to get the biggest publisher. I took back one of my books from a publisher. The book that you held up, 'Game-Time Decision Making' was published by McGraw Hill. That meant nothing to me. I wanted to get it in as many hands I can. Because I want to impact those many people. Money always comes. 'Connected to Goodness' is my first book. And that's the one I took back from the publisher and published it myself so I could give it away. I gave away last year and it's been out since 2014. So, the book is 6 years old. I sold more books than ever in 2020. I gave away 20,000 books but sold many, many times more than that without ever asking. You'll not see an interview where I don't tell people, "You want my book for free, email me. david@dmeltzer.com. I will sign it, I will pay for shipping, I will send it to you. It's not a scam. Like some of their authors say, "I'll give you my book for free, but it's 15 bucks to ship to you. Good one. I write those to empower others knowing that here's a way a book works for everyone since we're a bunch of authors. I believe your book has a vacuum. It's a container and these are your ideas. When you start, you write it. It's done. Every person that you give it to, it expands. Well, what does that do? It creates a vacuum. A draw. More people want the book. More people want your ideas. And if you put your attention and intention in what you want in that vacuum, that's what you're going to get. And that's how you share your ideas, you impact more people, and you make more money. By utilizing the law of expansion, acceleration and growth in vacuum in order to put your ideas into reality. You're a 3D printer. Boom! You write down in, and pretty soon people are begging you to write books for them.

### **Eric Koester**

Yeah. I'll tell you a real story on that one in that. It's funny you say that way. My first book, was very much like how to sell books, sell copies, the publisher said... The second one, I said, listen, I've given all the profits away to these organizations I support, I love it, stuff like that. And in the first three months of the book out there, I sold 10x more copies in the first time around. And what's crazy about it was just to your point. When you give value away with playing this long game, it pays out. And I think what's so fascinated about your approach is that you don't know how it's going to pay back. You just know that it will. You just have to not try to architect it two months and say, "I'm gonna do this one and I'm gonna plant 10 seeds, and one of them is going to be a massive growth. But I just have to trust that. The world will pay for itself back.

### **David Meltzer**

And it's crazy because I do free trainings. I saw they put the link and Laura signed up. But I do them every Friday. But look, I know you guys are in college. So if you can't make it, it's replayed on Spotify. It's featured. There's a David Meltzer playlist that does all those trainings from ultimate ego training to writing a book to how to pitch, how to raise money to being happy. This week's is 'Don't procrastinate'. Last week was 'Seeking approval'. So, I do all kinds of crazy stuff.

### **Eric Koester**

We need both. Those two right there. You've timed them well, David. We need 'Don't procrastinate', and 'Seek approval'. Everyone right now is in that nervous phase about, where's my book gonna go? Are people going to read it? So, you're right.

### **David Meltzer**

Yeah. But from that, it's my number one doubt. So I if you haven't seen my podcast, it's called 'The Playbook'. But it has celebrities, athletes, entertainers, millionaires, billionaires, entrepreneurs, the greatest names. Dan Aykroyd, Cameron Diaz, Gary Vee, Ed Mylett. You name it, I got the best. Hall of Fame, football, baseball, hockey player. Anyway, I started with that. And now, Fridays is my number one downloaded podcast of my training. And over 20,000 people register every Friday to come. And it's free. It's all free. Now, the interesting thing. From all those people, I'm getting all kinds of offers for them to pay me to do things. So I have a paid private group, because I have thousands of people that want to have a private group of me. I have one on one business advise, which I've always had. I've more consulting offers than I've ever received in my life. I have more book offers than I ever imagined and everybody will go through this. Nobody wanted my first book.

### **Eric Koester**

Yeah.

### **David Meltzer**

Well, I'll tell you how much. I still have the title of my first book, which is the best title and I'm gonna give it out there because I'm abundant. But my best

title of a book is 'Don't do business with dicks'. And that's gonna be my next book, whatever it takes. And it's the best title I've ever thought of, though. And I know that because as I was writing it, I've been on planes and people see the name and they're like, "Where can I buy that?" Like, you don't even know what it's about. I love the name.

**Eric Koester**

Oh, man. I'm in on that one, too. That's gonna be on my bookshelf right behind it for sure. So you've done this a lot of time that you've created books, you've created movements behind it. With this group here that are trying to sort of figure out ways. Because I think what's so neat about you is you've got this marketers mind, but yet this gives approach to it. How do you tell people to build things that will stick, that will last, that will keep? Because I think that's an important thing as someone who's creating their own work that they want to have in the world.

**David Meltzer**

Yeah, we can finish on this one and then we'll do another one on these when you guys want me to come back.

**Eric Koester**

I love it.

**David Meltzer**

I'm a time freak.

**Eric Koester**

Yeah. No problem.

**David Meltzer**

You can't find inside of you, what you want outside of you. And so, when you're going through that process, find your frequency. Find all the things you

want other people to see. Find it within yourself. What resonates with you? What's meaningful for you? What's the impact? It's like the pimple popper lady, right? Like that's not meaningful for me. It does not resonate with me, does not excite me, but it does her. She thinks it's super cool and interesting. And guess what? Millions and millions of people do so as well. So, look within you. Learn to love you. And you can't literally give. If you are love, people will love you. You're gonna win people who love you.

### **Eric Koester**

That is great. Can we take a group photo with you before we let you go get out of here? So, we love to do a group photo with the group. So, what should we do to take this epic photo? We'll have everyone turn on their cameras. And we always ask people what they want us to do. So, we'll ask for a group photo here for the group, David. Any kind of ideas of what action you want us to do to capture this moment together?

### **David Meltzer**

All right. The Johnny Manziel money sign.

### **Eric Koester**

I love it. Everyone, all right we'll get the money signs on. All right, everyone. We'll take a couple of photos. Money signs, Johnny Manziel with David. Awesome. Thank you so much for your gratefulness. We're going to talk about this one, share with everyone. You are the man. And I'm excited to be part of your journey, your mission and have everyone in it. And we'll share some books with you that you've helped inspire along the way to add to your bookshelf, David.

### **David Meltzer**

And I will promote them for each and every one of you as well. Remember, be kind to your future self and do good deeds. That simple.

### **Eric Koester**

Man, David. Thank you so much. Thanks for hanging out with David. Amazing human and amazing person. Follow him. I'll share all the links and stuff like that. And we're so grateful to have you on. Thanks, everyone for hanging out today.

**David Meltzer**

Thank you, everyone.

**Eric Koester**

Bye, David. Thanks again. Thanks, guys so much for hanging out here. We'll see some of you hopefully back at four o'clock if you want to complete the three. Debbie Millman will be back at four o'clock for a really fascinating conversation. She's really awesome as well. David is an amazing human. I definitely recommend subscribing to this podcast. Good humans, good people. Thanks for hanging out. We'll see you guys later today. Bye, guys.