

-- Speaker 0 00:00:04 Make It Right. The manufacturing podcast,

Speaker 1 00:00:10 Making something simple, isn't always easy. You see it in manufacturing every day, a simple product can require numerous steps and complicated processes. And it's the same thing with communication. The simple act of an employee calling in sick or late for work can lead to a sudden necessary process of filling their spot in very short order. And if that employee's message doesn't get through in a timely manner, depending on the business and their position in the manufacturing plant, their lack of appearance at work can be very costly. Welcome to the, make it right podcast. I'm Janet Eastman. And as always, I'm here with Kevin Snook. He is the creator of the one and only manufacturing leadership masterclass. Kevin has worked with more than 200 manufacturers in over 30 countries. You might say he's been around the block and we are really happy to have Gary Hannah here on the show with us. He is the CEO of a Canadian company called Vocantas. It helps manufacturers and other types of businesses communicate quickly and simply with their employees. Gary has been a very long time, but it's really good to see you again, welcome to the show.

Speaker 2 00:01:20 Thank you very much, Janet.

Speaker 1 00:01:22 So I'd like you to, I'm not going to try and explain what your technology does. I would like you to share the problem that your product solves for manufacturers and how you actually came to know that they even had a problem. Yeah.

Speaker 2 00:01:37 I mean, you know, quite frankly, what you just described as the problem, I couldn't do better myself, Janet. So you did a great job of kind of nailing what the problem was. So, I mean, it's actually exactly what you said is communication, uh, fast and accurately. I mean, it's estimated in last year, I don't have this year's number, but a \$3 billion is lost annually due to absenteeism huge number. And can you reduce that sometimes? Of course, no. I mean, people are just going to be late or sick or whatever the case may be, but absenteeism is a problem, of course, in any business, not just manufacturing, but as you pointed out the challenge in manufacturing, particularly in when you have a line that's running back to back, maybe a 24 seven operation is if I'm a very skilled individual on one particular piece of equipment, and I'm calling an absent today because of whatever reason I need to get filled or that line's going to stall out.

Speaker 2 00:02:26 So timeliness of getting Gary backfill is critical. So, you know, being able to call into my manager, Kevin to say, I'm not coming in for my 6:00 AM shift at four in the morning, it was great. But if Kevin doesn't get up till five there's of time to get Gary backfill. So that's one. And then another thing that often gets missed is Ashley lake, because you know, I'm, I'm stuck in the transit system and I'm going to be an hour nap for 15 minutes or two hours late. My boss doesn't know me as an employee. I just want him to know I'm going to show up. Don't worry. You know, maybe keep Janet back a little bit, cause I'm going to fill the shift. But lack of information just goes, Kevin May say, you know what? I'm going to hold that person back and let them do a double shift.

Speaker 2 00:03:09 Well, now I'm paying because Gary's going to show up. Right. But I'm also paying for Kevin. So it's really about communication in a fast and accurate world. And the other thing that often gets missed is the morale side. I mean, employees generally are very dedicated. They just want the boss to know. I told you in the right time, I told you in a timely fashion, if I leave you a voicemail or St text, did you get, did you read it? I don't know. Right? So that's, that's the unknown. And that's just all of us frustrated. I don't care if it's work-related or just your personal life. So that's the problem. Like you said, Janet, that, that we were tasked to, to look at and I manufacture both five years, maybe six years ago now came to us and said, here's my problem. They were a unionized environment.

Speaker 2 00:03:53 They had to get to rules and regulations about when and how often you could call in for absence and how much before your shift and a whole bunch of regulations that they negotiated their process was you called into the security manager who wrote down the Janet, wasn't going to be coming in today. Jan --

-- et isn't coming in. Cause she's absent very light on the detail. Um, but by the time they got into Kevin, the line manager and told Kevin and Gary wasn't coming in, the shift had started and maybe they had this off the ship. So it really was manufacturing. They came to us and we've seen what you've done in the other verticals. Other solutions. Can you fix the problem?

Speaker 1 00:04:29 Okay, Kevin, I want to, I want you to jump in right here and tell me how many times you've seen this happen, where an employee just doesn't show up and nobody knows why and what happens to the line.

Speaker 3 00:04:42 Yeah. And it's it. Well, it's, it's a very, if it's a 3 billion problem and it's one worth solving, right. And I didn't know those numbers, but, uh, but yeah, clearly absent absenteeism itself is a huge problem, but it's just the communication. What I'm interested in, uh, with Gary is how you help that, right? Because you, you could say, well, just call the right person or just send them a text message to your space. Right. Because you know, we've got WhatsApp or line or we chat or whatever it is around the world that different people are using. Um, how is it that your, your solution is different and how does it accelerate the progress of, uh, of that communication? Yeah.

Speaker 2 00:05:23 Great question, Kevin. I mean, so let's say you're my manager and my shift starts at 6:00 AM in the morning. I wake up at 1:00 AM. I'm not feeling well, do you want me to call you or text you at 1:00 AM to say that? Probably not, because I'll feel guilty thinking you're going to answer the darn thing, right? So I'll, I'll go back to sleep. Hopefully wake up at five, hopefully and text you. So by automating the system, I can wake up at 1:00 AM. I can call or text and saying, I'm absent due to illness due to COVID. Um, and go back to bed. I get a confirmation number. So me, the employee knows that you got it. You, my manager, it's going to go to your system. But also more importantly, Kevin, it can start a number of other processes that can update HR right away and update your pay code from a systems point of view.

Speaker 2 00:06:03 So that you called in. And again, you follow the rules that you are enough hours before the start of your shifts. You're compliant from a union point of view. If that's a requirement, it can actually open a shift. So let's say Gary is one of those really skilled person. Then, you know, if you don't have a one Gary on your line, you're shutting the line down. What can actually start the filling process? They can say fine. Another Gary I'll look down and has those same skillsets. That gear let's reach out to Janice if she can cover that yet. So it's a 24, seven is one that helps employees. They can go back to bed and get their sleep. They should, uh, to get better. The manager gets notified and often, like you said, you can just call or text him. And that's great, but I don't know what you as a manager, but often if my employees tell me by Gary, I'm not coming in today, bye.

Speaker 2 00:06:47 Well, that's kind of limited detail. Are you like, why are you sick? When are you coming back? You know? So the robustness of detail, isn't there not necessarily linked to a shift. So let's think about manufacturing for a minute. When you call into a system like ours, I would call in as the employee I'd put in my employee number. It knows the shift that I'm supposed to be working, right? So it can update that shift directly. It knows who Gary Hannah is. So let's say that maybe you don't remember who Gary Hannah is. You're a manager of 500 people. You maybe don't know everybody by name. So not only is the accuracy of information critical. It's a timeless. You can update the pay code. You can open a shift. You can put a reason code in. You can put in I'm absent due to COVID, I'm absent, due to illness, I'm absent due to control.

Speaker 2 00:07:31 Um, so a variety of things that often in the world of just calling or texting, and like you said, it means I have to call you back. I have to call, you know, Janet back say, okay, yeah, you called me and say, why, when are you coming back? So it gets rid of all of that helps with a special skills requirement that we talked about. And if we just also go into the late, um, late situation is, you know, I'm, I'm driving down the highway here in north America, or I'm in the public transportation center in various other cities. And if th --

-- e line gets stopped, well, I just want my boss to know uncommon in. Don't worry. I'm going to show up. So maybe hold the person in front of me back 30 minutes, right. To fill my shift, don't call in a replacement cause I'm coming in. So that's part of that \$3 billion number is in absence of information, align needs to keep running. So they're going to do what they need to do and replace you or me when they really didn't need to. They just needed to hold somebody back for a brief period of time.

Speaker 3 00:08:26 And this is real time, you know, we've, we've always been saying, if you want to make a decision, you need good data. If you want to make a fast decision, you need real time data. And so this is all live and in real time. And, and I, I understand that it doesn't rely on an operator either. Is that correct? You're not calling to, uh, to an operators to try to call this stuff in. Yeah.

Speaker 2 00:08:49 You know, there's a couple of things related to that question. So great question one. You know, when I started in this business 20 years ago, so there's the gray hair for ya? Um, you know, people's thought they always wanted to talk to people, which is true from a personnel point of view. Uh, you know, and you know, in COVID, we're all, you know, wanting to talk to people, but as it relates to systems and information, there's always a gap in what you thought I said and what I really said. Uh, so when you're talking to the system, accurate data is critical. The timing looks like it is said. It is critical. As a matter of fact, how the system actually works. If you, uh, called in, let's say to our system. So you called in on employee one, two, three, four, you pick on apps and apps and due to illness, you know, there's a variety of configurations that you can have on the reason code.

Speaker 2 00:09:31 If you will, at that exact moment in time, we're dipping into their HR or the human capital management systems or their scheduling system to say, what is Kevin's shift so we can play back. Are you talking about the shift at 7:00 AM this morning? Yes. That's what I'm talking about. So it updates that shift immediately updates your pay code. So it accuracy of information, but more importantly, fast rate. So if you need to keep that line moving and stop. And if I think of today's supply chain challenges that we have, it's just a fact, right? We just sometimes don't know that that truck didn't arrive arrival what we need today. So if I need to say, you know what, don't come in today because we don't want a supply or come in later again, that's, that's critical information. So a couple of things it's real time.

Speaker 2 00:10:18 There's no human interaction involved. Um, everything is tracked and audited, which is why unions like it. And that's configurable. So I'll give you two examples, Kevin, uh, without rambling. Cause I could talk about this all day, as you probably could gel, um, you got two things. One I'm calling into the system. I'm not going to NJ. Cause I'm absent. You just want the first person who says yes, I can feel that shift. So we go out, what's called first time first, come first serve. We all, can you work? First person says, yes, you got the shift and they're highly unionized. Seniority-based environments want to make sure that the most senior person gets that shift. So we go to everybody, let's say there's 30 people that could be a Garry replacement. We said, can you work? But you're the most senior and Janet, maybe second in line. You should get the shift. You get the award the next day. So the unions love it. It's makes a level playing field for everybody. Go ahead, Kevin.

Speaker 3 00:11:12 Yeah, I was just saying, I love that. I love the fact that, uh, that you've got everything tracked as loud. It's almost like having blockchain in there. Right? You can go back to the, to the origin of what was actually done and then say, okay. Yes, all of the rules were followed. All the boxes, boxes were tick, right?

Speaker 2 00:11:30 There's actually a, you know, if I looked at 20 years ago or even 15 years ago or five years ago when we started in the manufacturing of this particular solution, of course, union were a big part of that negotiation and off-track track. And initially it's like, Hmm. You know, really, we don't want that. We don't want technology imposed on our members. Um, that's changed. Um, there's a lot of things that are coming into play cur --

-- rently. Uh, you know, a large part of the manufacturing realm that we talked to is a no bully clause. And the known bully clause is this fear, my boss and I call you and say, Kevin, I'm sick today. You said, are you really that sick? You got all these other people working here. Like if you don't show up, we have to shut the line down. That's not good. Right? So they haven't done no bully clauses with automation. They can't get judged. There's no forcing you to come to work. And that's becoming part of a lot of union negotiations right now.

Speaker 1 00:12:21 Do employees like this? You said that unions like it, do employees like this? Yeah. Yeah.

Speaker 2 00:12:29 There's a couple of things when they know there's something in it for me. And so there's something in it for me from an employee point of view is first and foremost, what we talked about a moment ago is if I'm not feeling well at 2:00 AM in the morning, do I want to have to get up again at six to call my boss or whatever? No, I could just tell it when I feel like a rollover go back to sleep. The other thing is, I mean, as we probably know, um, in an environment, there's probably some people are really know how to get around systems. The, some of the more talented individuals loosely defined know how to get around certain systems, certain union environments. And that's great that we call them the high flyers, but there's a whole bucket of people who are playing by the rules.

Speaker 2 00:13:08 So you'll get circumvented when these kinds of systems are not in place. So once they realize all we're doing here is all those collective agreements that you as a union member negotiated in good faith, we're applying them, right? Everybody's going to now be treated like you wanted to be treated. That's what you negotiated. So we track all the rules, we track the patterns. Uh, you know, and the other thing that I guess is probably our big win when it comes to union is the modes of choice. You know, people aren't created equally from the way they want to communicate. You know, um, you know, I have a 28 year old daughter. I have a 21 year old son, you know, some of the, never want to talk on the phone. They would never call anybody if their life depended on it. Others would only want to text someone Facebook to your comment. And there's one email. So we offer up all modes of communication. While for voice, we offer texts, we offer email, we offer employee portal. So all the demographics are covered. So you're not cut out finance. So from an employee, that's been a big whip for sure.

Speaker 1 00:14:05 Okay. So, and it's, it's not contingent on, you know, you having a certain type of technology, you can use whatever it is that is most comfortable for you to get the message across saying I'm late or I'm not coming in at all because

Speaker 2 00:14:21 Yeah, exactly. You can text in, you can call in whatever your comfort level is. And when you call in and again, just from a, I can call them and see them and go back to sleep. You get a confirmation confirmation number. And again, I didn't think that was a big thing when we started this, but you know, it's a piece of money, but I call in, I know that Kevin got my message. Cause here's your confirmation number, but I called in I'm compliant now I don't really care whether Kevin reads it or not. We had an employee, I did what I needed to do.

Speaker 4 00:14:46 Right, right. Okay. So

Speaker 3 00:14:50 Hated that, uh, uncertainty about whether something gets through, but I've also seen it from the other side where there's certain cultures that I work with where people will, um, they will try to call you and you don't pick up the phone and then they will send you a text message and I can contact the text and then you'll get three males come in one after each other or with a tracker on to say, whether you got the email or not. And why didn't you respond to I'm like, no, just leave me alone. Right. So there is that part of that coming both ways where there's, that you get caught up in communication, not knowing whether you've been heard or,

Speaker 2 00:15:26 Well, you know, again, your audience that I think you talked to Joe and I mean, they're probably people that are trying to save money. Um, they obviously want to treat their employees fairly equitably, so really wants to know the right thing. Um, again, there's some very creative people out there. They actually ha --

-- ve Facebook hidden Facebook pages that they will purposely call in as late as they possibly can before their shift, because they know you're going to be in such stress. You're going to have to pay that person either to stay on the line and pay overtime or premium pay to bring something in. So they actually have private Facebook groups behind the scenes soon. They're mainly populating the system. So they're very creative. Let me give you

Speaker 4 00:16:03 That. Wow.

Speaker 1 00:16:06 Wow. So Gary, I want to ask you a little question about what happened last year and how your technology was used when all of a sudden there were these massive shutdowns and massive opens and how did that all work?

Speaker 2 00:16:22 Yeah, I mean, COVID has been, what's it been 15, 16 months. We lose track, I guess when, uh, which is, I guess, telling all on itself, how long it's been around. Uh, we had a quote, two quotes, a very similar one they're called torturing our system. They had no idea how much they were going to have to use the system this year. They could have not done it with people for exactly. You mentioned. Yeah. So I mean, there's a couple of things, uh, in distribution and manufacturing, very similar to how they're working is I had to shut down my plant because of variety of rules and regulations, whether it's, COVID related to just the rule of the jurisdiction that, you know, as we have here, it's called stay at home order. So you're actually not supposed to be in working unless you're at central service.

Speaker 2 00:17:01 I mean, everybody's jurisdictional courses a little bit different, but one of our major manufacturers they're using, um, our system for a couple of things, one short notice call in. So they've, they've shut down the plant because they really don't know when their supply chain is going to be working properly. It's very sporadic these days and it might get, you know, seven of the eight components, but not enough to finish the line. So they don't want you to come to work. So again, if we, if we look back at some of the union rules that are applied, uh, not across the board, but you know, pretty much that I've seen is if I tell you not to come in, because of, you know, I don't have enough for you to work. I don't need to pay you. But if I don't tell you to come in and you show up and I have to send you a home, I have to pay.

Speaker 2 00:17:40 So as a business owner, you know, all right, the cam and a stay at home because there's no work today or come in later, they're happier because they didn't make the commute, which is sometime hours. Um, and I don't need to pay them. So it was a win-win on both sides. The other thing is short notice to call in is unexpected supply. And we've seen this in the last six months, particularly is all of a sudden, boom, there is more supply than they need so they can update op align. We have one of our clients who has a couple of hundred notices. They sent out a day, as they told people that were shut down until you tell you we're not shut down. And the notice is very short. So they go out to hundreds, if not thousands of people a day and say, can you work today?

Speaker 2 00:18:19 Cause not everybody can there might've been made other plans, right? So they're using the system more real time based on the, just in time environment that they're living with from supply point of view. So, um, I mean that's changed. And then the thing from an absent point of view, which is really interesting when we interviewed our clients, which we just finished doing is actually across the board during COVID absence are not bop, which I'm surprised. I thought they'd be up, but they're longer. So people aren't just calling in sick for tomorrow, they're calling sick for the next three days or some jurisdictions. They, if you've been exposed to COVID, Yaffee off for 14 days. So that's longer shifts to backfill. So you have less one absences, but more shifts to fill. So again, the system is able to attract those. Some jurisdictions have COVID days.

Speaker 2 00:19:03 Um, I don't my business, but we have, you know, X number of apps and days that employees are allowed. But some organizations will give you a regular apps and days and special COVID days that if you have COVID or exposed to COVID or giving an COVID shot, it doesn't count against your regular buckets. So again, to have an automated system makes it so much easier to track because --

-- can you imagine if you're the line manager, do you really want to be tracking all that? You've got your line to work. You don't really care the gap areas, column intake for COVID and this is his third time or whatever, all those things that I need to go code, let the system do that heavy lifting for you. Yeah.

Speaker 4 00:19:40 Um, there's manufacturing

Speaker 3 00:19:43 Companies are always busy manufacturing companies, distribution companies that, you know, they're, they've always got something going on and there's, there's got to always be another priority. Then putting a system in that helps people communicate from HR to the individuals. What, what, when do you normally get the call? Is it normally when there's been some kind of disaster and something's happened or, um, because I, I know what it's like as a supplier as well, you're knocking on doors and you have to, you have to find the right person at the right time with the right need in order to be able to get through the door. Right. Well, what's normally happening when no, when somebody invites you in yeah.

Speaker 2 00:20:25 A couple of things, but probably most predominantly Kevin is that they've realized that their process is very manual and they're having gaps and they just can't keep up with the new, different variants. And I don't mean very intensive or at least to go with the different variants of why people aren't coming in. It used to be fairly simple, right. I'm not going to in, cause I'm sick today, that's it. Right. And you'd call your manager, like you said, at the get go this conversation. And the complexity of, of that is it's gone higher. And I guess it almost more importantly is the employees want to know that they're being treated equally. So for instance, um, you know, on our system, you can call and, and check what's your balance. So some people just want to know, okay, am I out of days? And those sorts of things, well, you're just tying up a ton of people resources.

Speaker 2 00:21:07 So when we usually get the call to answer your question is, is our processes broken? And we've got all the data. It's not a matter of, we don't have systems to pull and push the data into it's. Why are we using security guards? And you know, the manager has to update something that HR person has to update something. Payroll has to be involved. You know, it just, why like why there's low value, touch points on these things, you know, and the ROI is so quick that, um, you know, they're all struggling. I mean, as manufacturing distribution means, some of those are fairly tight margin businesses that they're running. And so they're really making sure that they can one treat their employees fairly cause they need to make sure they keep their labor force compliant and they're, if they're doing the right thing, but just as importantly, they need to make sure that the labor force is playing by the rules. They've negotiated as well. You mentioned, I'm sorry, John. And I keep going. No, no good. No,

Speaker 1 00:21:57 Go ahead, Kevin, you've got great questions.

Speaker 3 00:22:01 What's the point around, have you found that the convergence of technology has made this easier for you? I know that you've been in the business for a while, but is there anything that's changed recently? Because we were talking before about real time dates or certainly on production lines within you ability and as we're moving more towards industry 4.0, there's a lot more available at a lot lower costs. Is that true in your business as well? You know, what

Speaker 2 00:22:27 I think is, is kind of the pivot thing in the last I'll call it 24 months, maybe more like 18 is people aren't scared of technology anymore. And I know that sounds simple and probably say, you know, in the business you're in of doing these things really come on now, but at the end of the day, that's one of the other things that COVID has changed as people are realizing, you have to embrace technology to get on because people might not be in the office, but you can still run a business remotely. Um, so the embracement of technology is easy and going back to why people enjoy using our system is the modes of communication are friendly. It's a fault if you want to pick up the phone because you're, you know, X generation, that's your comfort level. That's great. You want to text him? That's great. You want to use a mobile app? That's great. So, I mean, you know, I gu --

-- ess that's, what's really highlighted and really pushed us in the last, you know, 18, 24 months. It's not necessarily that technology at its core, but as people are realizing, it's not that, that there actually is something in it for me to use it.

Speaker 1 00:23:26 Gary, is there like a sweet spot for you as to the size of company that is best for this technology?

Speaker 2 00:23:35 Great question, Janet. Um, not necessarily size. It really comes down to process. If you have a middle system in the middle system, typically would be a human capital system, an HR system, a finance system that tracks scheduling. If you have a scheduling system, you're going to save money at the end of the day, for sure, because in today's world, you're probably using paper power to update that. So your ROI is going to be substantial. So the sweet spot really is, are you, are you currently tracking that middle component? If you're not, if you're using an Excel spreadsheet to track your scheduling, you can save some money. It's a little bit longer haul. Um, really people have spent a lot of money to, to Kevin's point a minute ago on that middle component of making sure their finance systems are singing and making sure the distribution systems are linked. The logistics are right across the board while this is another layer that kind of sits around that. Imagine that's in the middle of that end of the day, the labor force drives all of that.

Speaker 1 00:24:34 Okay. Kevin, do you have any final questions?

Speaker 3 00:24:38 No, for me, I think it's wherever there is a data opportunity, a real time data opportunity that takes the middleman out. Then you're always going to get benefits and costs and accuracy. And I think in a system like this, the accuracy is a critical part of it as well. So, uh, no, I, I, I, I wasn't aware of this kind of system before. Um, so this is new for me. We're learning as we go through this as well. Um, but as I, as I looked through your LinkedIn profile and your websites, and I looked through a few YouTube videos that you've got out there, it started to paint that picture of why this is so important. And uh, so no, no, no more questions. I think you've answered what I, what I was shouting down the forerunner. Right.

Speaker 1 00:25:24 Gary, do you have like, um, a story that you can share from a manufacturer who just said, oh my goodness, I'm so glad we had this system now.

Speaker 2 00:25:35 Yeah. So there was one is actually last Thursday. So it's fairly current, you know, we have lots of just lots of great stories, which is always so fun. As you know, you love to hear about people using your stuff because they envision things you've never even thought about. Um, their challenge was that, you know, prior to our system, they weren't having people working 40 days in a row. And the reason they were doing that as is a lot of their staff just were feel good kind of people. So when I called in sick, they would call Kevin and say, could you do the double time? Could you do an overtime shift? And they'd always say yes. And at the end of the day, um, you know, those people are great employees for sure, but that's not good for them being from their health issue. It's not good from a safety issue.

Speaker 2 00:26:13 That's not good. So to have a system like this can actually give people a better quality and balance of life. The sooner I know that I'm Janice and I'm coming in the easier it is to fill that shift. And I don't mean to hold back that person on the line. So I mean, you know, we really pride ourselves in, you know, the quality, the light balance and those sorts of things. MRL. We had a number of organizations. The one I spoke to you that came to us five years ago, their scheduling office. Cause I think that we often miss when people call in absence has, that's just the beginning of the journey I called abs and I have to go fill that shipped. I have to go to the other things I schedule the office is hammer. They need to go find somebody to fill the shift. They needed managers, yelling at them saying, where is my person that's supposed to be coming in today? Right. It's just chaos. So they're trying to do their job. It's called, it's a boiler pit that they're doing. They're actually a set. Not only are they able to have those people do longer term planning, so vacation planning and all those kind of things instead of the immediate team, because they can use th --

-- e morale has gone up and the retention level of those staff people has increased. So that's great.

Speaker 1 00:27:12 Yeah. Yeah. Any key takeaways for us, Gary? You

Speaker 2 00:27:17 Know, like we talked about it's, it's, it's about communication, fast, accurate and something in it. For me, that's always going to be the best thing. Um, and clearly they, ROI is amazing. I'll typically four to six months. I don't call it a year just to play on the safe side of things. Um, you know, we often think it's bad to attract and audit things and it's not, I mean, it's not big brother, uh, union negotiated things on good faith. If their members, uh, can see that they're actually getting more shifts or getting treated equal against the high flyers, you know, it's going to help them at the end of the day. So often people think automation is somebody from above pushing it down. If this is not the kind of situation we'd see at all, it's actually embraced across the

Speaker 1 00:27:58 Okay, Gary, so great to see you and good to talk to you again, stay in touch. Good to see you, Kevin. Thanks very much. Alright, cheers. That is Gary Hannah. He is the CEO of Vocantas. They are a Canadian based company. That's our show. This week, you can check out our Twitter and LinkedIn feeds that are on our podcast page, subscribe and share the podcast with your friends and colleagues. We're on iTunes, Stitcher, Spotify, and YouTube. And uh, if you're looking for ways to transform your manufacturing business, be sure to check out Kevin's book, Make It Right. Five steps to align your manufacturing business from the frontline to the bottom line. I'm Janet Eastman. Thanks so much for listening to Make It Right. We'll see you next week.

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