



Sound Bites Podcast Transcript

Episode: Chris Van Guilder on Customer Service

- Dave Fabry: Welcome to Starkey Sound Bites. I'm your host, Dave Fabry, Starkey's Chief Hearing Health Officer. Here at Starkey, our mission is to serve our customers better than anybody else. It's something we talk about a lot, but we really don't often get into the how and why of it. So, there's no one better to do that than our chief customer officer, Chris Van Guilder. Chris, I really appreciate your being with us here today.
- Chris Van Guild...: Well, thank you, Dave. Thank you for having me. It's great to be a guest on the podcast. We recently won two awards for our customer service, so timely opportunity to have a discussion with you. I'm excited about where we are and where we're headed.
- Dave Fabry: Fantastic. I love having you as the first time guest on this. So, we're hoping-
- Chris Van Guild...: Yes, first-time guest.
- Dave Fabry: ... that you can aim for a five-timer jacket in the future. But this is the first I think of many conversations, but in the interest of customer service, for our listeners of this podcast, if you enjoy this episode or in past episodes, we ask you to subscribe or like the episode, share it with your friends. If you have ideas, we'd also encourage you to submit to us at soundbites@starkey.com if you have ideas for future topics on the podcast. But with that, I want to turn to the topic of the moment, as I said, chief customer officer, serving our customers better than anybody else is our mission. Talk about who is our customer. Talk about Starkey's customer that we're serving. Is that the practitioner? Is it the end user or something else?
- Chris Van Guild...: Well, you hit it right on the head there, Dave. It is a little bit of both. So, primarily, we do serve the practitioner. Over the last several years, we have seen an increase in our consumer or patient support as well as patient appreciate an opportunity to call into us directly and receive some support as well after they've had a fitting and are working through maybe some connectivity or some other potential questions that might come up. So, we get about 370 phone calls a day-
- Dave Fabry: Wow.
- Chris Van Guild...: ... from the consumer, the end user, but also primarily our customer that we serve and have sought to serve for the past 60 years better than anyone else is the practitioner that are probably largely the majority of your audience listening to this today.



Dave Fabry: Excellent. Well, yeah, I think that it's really a reflection of the change in the products that now many of the products are connected to smartphones. There's features that really have compounded the challenge for, let's say, a first-time user. We aim to make that product and the delivery of that as seamless as possible, but I think it's reassuring to know that not only are we trying to provide the best tools for the practitioner, the audiologist, the dispenser, but then again to be able to field some of those questions directly from the end user if the professional would like to have them and have us serve as a backstop for them to help ease that transition.

Chris Van Guild...: Yeah, definitely. As you said, we strive to make everything as efficient and easy to use as possible throughout the organization, everything that we release. At times, of course, there are folks with questions, and so those consumers will call in. I'm really proud of our consumer support team. It is a lot of technical support and one of the unique things about that team and the work they do is sometimes the length of the phone call, for example. So, you talk about the dedication and how it might help our other customers, the practitioner with supporting them and their patients.

We'll take calls that can sometimes take up to two hours to just help them out, walk them through step by step to make sure that they're comfortable with whatever new product or device that they may have purchased, and hopefully, have them on their way to a really exciting experience. Again, providing that value to our other customers so that not that they wouldn't want to deal with that, but it's another value-add service that Starkey provides for all of the customers that we serve.

Dave Fabry: Yeah, I think so important. We can support all of that, but is there anything else with regards to customer service that you can define, if you will, within your role?

Chris Van Guild...: Well, at a high level, so one of the things that for me goes to the value of customer service, we have both the proximity to the customer, of course, but then our position in the organization. So, not just at Starkey, but really any company, large or small, customer service is typically] at the epicenter between operational teams and the market-facing teams. So, while yes, we're on the front lines, of course, we are often dealing with, reacting to, responding to, or resolving a consequence of a decision that was made or a product that was released well before we got that phone call.

So, we're in a unique position within the organization that contributes to our overall shared success. So, it's no surprise that our founder, Bill Austin, it was no accident that he wanted to focus on that as a competitive advantage. That's precisely what he's done and the legacy that we strive to uphold in really positioning customer service as a competitive advantage for Starkey overall.



Dave Fabry: I hear that from our customers, hearing care professionals all the time, that they love customer service and customer support from Starkey and the way that it's provided. We'll dive into that a little bit more, but what I'm hearing first and foremost is teamwork is really essential to this and communication across a broad swath of the organization, I think that's central. If what I'm hearing you say, you really need to have that breadth of interaction and connection throughout the organization.

Chris Van Guild...: Yeah, absolutely. So, as you noted, our mission statement at Starkey is to serve our customers better than anyone else. That is not an aspirational goal or a vision for the future. It's what we do today. It's why 5,000 employees around the world get up five days a week to go to work regardless of their job title or their geography. That's something that we as an organization have aligned around because we know the importance of it. We've looked at external studies. Harvard Business Review did one of 75,000 consumers where they found by and large, the number one factor that customers want is quality level of service, far beyond product features or even price.

So, you look at the things that can separate you, can differentiate you. We know that customer service is one of them. At Starkey, we had that advantage. Again, Bill Austin founded us upon 60 years running. As an organization, we are aligned to it. We have bought in. As a result, we worked very, very well with players throughout the organization to be very proactive in delivering the highest quality customer service at any point in time.

Dave Fabry: Indeed, and I'd like to pivot slightly. I mean to consider the fact that most of our listeners, many of our listeners, at least our small business owners as well as practitioners. So, when you're talking about customer service, supporting an organization of 5,000 professionals, that may seem very long ways away from what many small business owners are doing. But the reality is many of these principles really are the blocking and tackling that come with any business.

When you talk about this, I mean, it's often when you call up on the phone, the phone is still the way that many end users interface with their customers and their providers, if you will. That receptionist who answers the phone is their first point of contact. Shed a little light on the way that Starkey views this differently than the rest of the industry. I know many times when I call for customer service for entities, I'm getting a recording.

Chris Van Guild...: Yes. So, you're definitely not wrong about that. So, we live in a world today where companies, regardless of industry and regardless of size, are moving away from service with a human touch, that live voice that we value so much. We take 2,000 calls a day. They are answered by a live voice typically within five seconds. Then within 50 seconds, you are transferred to the appropriate person who can handle your inquiry based on what you provided to that operator. I love the fact that our operators know most of our customers by name and vice



versa because we've established that relationship. So, that's incredibly important to us.

That works obviously at scale for us, but the same principle applies to the smaller businesses, maybe many of those folks listening today in their own practices.

It's getting close to the customer, understanding what they need, and getting really grounded in how the products you provide, the service you provide, that experience impacts them whether successfully or poses a challenge as well. So, we apply that principle to a large company like Starkey and it can easily be applied. Something that I would encourage people to do is view the experience through the lens of their customer. I think you'll find at a lot of those touch points that you have some opportunities for improvement. That's something that we sat down and looked at. I've had this role twice previously on an interim or transitional basis and now fully in my current capacity.

Each time one of the first things I did was just sit down, get on the phones with our service professionals, and understand, "What does their day look like? What are the tools they're using? And then how is it impacting the customer and helping them get what they want to do?" That's something that anybody listening can do regardless of the size of your business. You want the customer's happiness to be the end goal. When you look at it through that perspective and stay grounded in that mindset, you'll find a lot of opportunity for improvements and some areas in which you excel and then you can double down on those as part of your advantage that you provide in your clinic, in your community, in your marketplace.

Dave Fabry: I think that's so well stated. It's often the case for many of our customers, the practitioners. When they're getting a phone call from a patient, it's often because there is a concern or a question or a problem. I can tell you from my personal experience, I'll call the toll-free number sometimes when I'm traveling just to see how quickly I get transferred. I'm clogging up your system.

Chris Van Guild...: You're the one.

Dave Fabry: I really appreciate how quick a friendly voice helps diffuse any anxiety or concern that a patient is already experiencing. That's often why they're calling. So, I'm always amazed. I hear a friendly voice that I recognize and who often recognizes me right away on the line. There's nothing like that to really help get the conversation on the right foot.

Chris Van Guild...: Yeah, absolutely. It speaks to a point where a lot of companies, they focus on in terms of training overly scripted call flows, things that their agents have to follow, the flow chart, the complexity of process and procedure. We don't train that way. Do we certainly have parameters and guidelines? Absolutely. But we



seek first to understand what is the nature of the call, appreciate their concern, use that empathy to understand how we can help them best, and then we give them the freedom, the autonomy, the empowerment to make that person's day.

Often we found that whether it's a consumer calling in or one of our customers or even outside the industry, people really place a higher value on just getting the basics, the fundamentals get them right. Nobody wants to be told, "I don't know" on a simple status call inquiry or a fulfillment question. So, everything we do is geared toward getting our trained agents the right amount of information, the right tools at their disposal. So, we're not saying, "I don't know. Call back later. Try again. Let me transfer you." It's all about just understanding because we're all consumers in our own right and we know the frustrations that we have in our daily lives. So, how do we empower our service professionals to deal with them as quickly and efficiently as possible?

Dave Fabry: Do you follow up with customers who call in to see if their questions were addressed the first time? You talked about these very short wait times from the time a person first answers the call to when they get routed to the correct individual, but then also, do we look at the outcomes that way?

Chris Van Guild...: We do. So, two things. One, briefly to that point. So, when I took over again most recently, one of the things that we looked to do was to provide more time for some outbound call time for the agents to follow up with customers that maybe they weren't able to answer something right away that first time, but get back to them same day, close the case out, resolve their issue or concern, whatever it may have been. Then secondly, I want them to measure that. It's easy, especially in this environment and customer service, to have data overload. I mean, you can measure hundreds of points of data daily, weekly, monthly, forward-looking, rearview. It doesn't matter. You can have a paralysis by analysis.

So, what I wanted to do is really narrow in on what are the actionable data that can help us drive better coaching and training, better hiring practices, and ultimately better outcomes. One of those, to your point in the question, first call resolution is something that we really focus on. I know you've heard me talk about this before, but really the theory is that I was curious about, but then also there's a lot of value to measuring is how often are we able to respond or resolve that inquiry the first time, close it out. So, they don't have to call back again. That's beneficial, obviously, to the customer, so that they clearly have a quick and efficient response, but then also it can feed some data. If we had a poor first call resolution rate, we can look at those cases and understand the why behind it.

Dave Fabry: But now bringing that again to our customers, how they can benchmark in their own practices, that's something that everyone feels like they're pressed for



time. Everyone feels like they don't have enough time to do follow up and yet to ensure that they're meeting the needs or exceeding the needs like you're doing with your team of their customers. Are there some simple tips that you can offer as to how they bring that into their space?

Chris Van Guild...: Yeah, certainly. So, I view it as invest now to save later. We put a lot of resources and time and attention into, "What is the preparation we need to conduct ahead of time to ensure a successful launch like Genesis AI, to ensure that we can handle any issues that might come up?" That goes back to something you touched on before of that internal alignment in communication. So, our team leaders, our managers are constantly integrated and speaking with representatives from product management operations to marketing and sales and understanding what might be coming that we need to address to get ahead of it.

One of the big things that I've stressed for our team and the customer service department is to adopt a proactive posture versus a reactive one. It's easy to sit back and let things happen to you, but if you assert a service mindset in the organization and say, "No, we need to be part of the decision-making. We need to be a part of the discussion. We need to inform that journey for that patient in that practice to achieve better outcomes." We've seen that pay dividends quite a bit in some of the measurements that we've talked about and beyond. So, it comes down to really placing a high value on the importance of service and that can manifest in different ways.

Not everybody listening is going to have a team of agents on the phone, 140 of them or so on the phone, but service shows up in different ways. Going back to walking that journey and using that to inform decisions that you make in your practice to help then achieve better outcomes. So, again, it's spending that time up front, that investment of time and resources, so then you can save that on the back end with less repeated inquiries or issues or frustrations that might come along.

Dave Fabry: Excellent. So, you said again, 2,000 calls a day.

Chris Van Guild...: Two thousand calls a day.

Dave Fabry: And then is that in addition to the 375 that you mentioned from end users? Is that different team or same team?

Chris Van Guild...: That is actually in addition to.

Dave Fabry: Wow.

Chris Van Guild...: So it's quite the number.



Dave Fabry: Huge call volumes. Now, in addition to those calls coming in on the phone, talk a little bit about your team. You have quite a few audiologists-

Chris Van Guild...: We do.

Dave Fabry: ... that can assist the professional in the fitting process if they would like.

Chris Van Guild...: Yes.

Dave Fabry: Talk a little bit about how that workflow goes and how much volume are we seeing with that every day?

Chris Van Guild...: Yeah, absolutely. So, I'm very proud of the fact that we have... I believe the count now is 21 audiologists on our customer service staff alone. I know Starkey obviously employs many other audiologists as well, but their dedication is to help any customer who calls in and wants it, whether it's a fitting in their clinic right then and there through our audiology on-demand service or just help with product selection, identifying and working through maybe some frustrations or concerns that they've had in identifying the right solution for a patient or how to navigate maybe new products that we've launched. So, we do tens of thousands of those sessions and inquiries every single year just on that audiology team.

We also have a team, internally, we call it IIR. Really their focus is on the custom products, which we all know Starkey has a competitive advantage there as well. When we see an issue in the build process of that through design modeling and the production of it where we need to call back out and speak to the clinician and work through a best fit, a scenario that, hey, what if we did this versus that and that team, one thing that I'm really proud of, so the reason the inquiry gets flag to that team is because there's an issue that needs to be resolved. So, you've started the clock to run from delaying that product, those hearing aids, getting on the ears of somebody who needs hearing help.

Over a year ago, not to anyone's fault, but that team had fallen behind a little bit in volume and it was taking in some cases up to two weeks to close out that particular case and get that product back on the ears of a customer. We worked with them. We challenged some assumptions in the workflow and really held a Kaizen event to really break it down and restructure how we work. Now we're on a two-day turnaround time. So, that means we're helping people here better in a much shorter amount of time. We're resolving those inquiries and we're working through them to help the clinician move on in their practice and see more patients and spend less time with potentially a frustrated customer who doesn't have their hearing aids and get that result for them in a much, much quicker amount of time.



- Dave Fabry: Wow, fantastic, to really shorten that delay. I mean, hearing aids are not an impulse purchase, but once people make the decision to proceed, we want to keep that delay as short as possible-
- Chris Van Guild...: Absolutely.
- Dave Fabry: ... and ensure that we're helping the professional streamline that process. So, they can help their patients have better hearing and start that journey right away.
- Chris Van Guild...: Yeah, because that's the end goal. We say hear better, live better. So, how quickly and efficiently can we help people, all walks of life, regardless of where they live and around the world, how can we implement best practices to ultimately get them hearing as best as possible, as quickly as possible?
- Dave Fabry: That's fantastic. The ability then to have one of those 21 audiologists or one of our customer service team that is experienced with understanding how the software can really serve as an easement, if you will, for new practitioners to Starkey. If a professional is new to Starkey and they're fitting with Pro Fit with a patient, how do they call up audiology on demand?
- Chris Van Guild...: Well, you can quite simply call Starkey's main number and just ask for audiology support. We will get you in under a minute on board with one of those many audiologists that we have and they'll be happy to help you out. So, there are no special routing required, no special sign up. Just call the 1-800 and let our operator know and they'll get you to the right person.
- Dave Fabry: Wow, terrific. So, talking a little bit about that breadth throughout the organization, how it is that customer service provides important feedback from the market regarding that experience. I think your team, those numbers that you shared are impressive with 93% overall, 98%, or even that 100% satisfaction first call resolution is amazing, but the feedback then also needs to come back internally to our teams and it can assist... I know you're instrumental in providing input that helps really with our strategic planning for the future, taking input from customers from even end users with those 2,000 or 375 calls. Is there a mechanism that you're logging the content in these that can help provide feedback to the organization?
- Chris Van Guild...: Yeah, certainly. So, we track, of course, call type and then product inquiries and we take the notes on it. So, we also have trending issues, if you will. Issues might be a strong word, but trending topics as well. Once we see a critical mass or understand a baseline. We will then work with product development, operations, quality and regulatory, whomever is needed to take that data to them and to help understand and digest and triage the process to look for, "Is there a solution we need to implement? Is there a fix that needs to happen?", and really to investigate and understand that.



So, we do track all of that. We have the numbers and the data to support it. Then one thing, going back to proactive versus reactive, I really encouraged and asked that our team leads and our managers are assertive in connecting with those folks throughout the organization, to be a part of that process. So, it's that feedback loop, but then also on the front end, the decision-making process as well to ensure that everything that we know, we see, we understand is infused in the decision-making that Starkey has throughout its product development lifecycle.

Dave Fabry: That's fantastic because there's no better person to talk to about providing input on the fitting software than the hearing care professional. I think your team is on the front lines because they get valuable ideas from the end users and from the professional regarding how we can get better.

Chris Van Guild...: Yeah, absolutely. We work with marketing and the communications team and the sales team. We've developed a very close relationship to understand, "What are those opportunities and how can we maybe message it better or speak about it better?" Because to your point, the customer can tell you everything you want to know about how you want to talk about it and what you need to look at and influence whether it's a design decision or just simple training and communication. So, we want to be a part of that conversation. I've talked about we're at the epicenter of ops and marketing or ops and market-facing, but we're also one of the big four of market development, sales, training, marketing, and customer service.

We work very, very closely to ensure that all the content that we put out, the things that we discuss, the internal updates, the communication we have with our teams is all focused on getting the right information at the right time, so that we can in turn speak to our customers and help them out as efficiently as possible. That's all part of that loop of taking that feedback, understanding what's happening with those 2,000 calls a day, aggregating it, discussing it, and then getting it out. So, hopefully, everybody's having a much better experience as we go along.

Dave Fabry: Excellent. Well, as usual, time is short on this. We have so much, and you shared a lot about the organization and structure of your part of the organization, a very big, like you said, one of the big four on the market development group side. I think really central to Starkey's success is that customer service support. The tenure on your team, you talked about the number of people, the average tenure, and I think many people come into the organization through customer service. I know sometimes it's a frustration is that they come to the company through customer service and then they grow in the organization. So, talk about the average tenure. Talk about how you measure success in your organization.

Chris Van Guild...: Well, you raised a good point with maybe the mentality, especially here over the years, that customer service might've been viewed as a maybe an entry



level or an opportunity to get your foot in the door and then move on often sales, marketing, et cetera. One of the things that I really wanted to change and shift in terms of culture and our people development was getting them to stay as career service professionals. So, we revisited how we interview, how we hire, how we train, and how we develop people and provide them opportunities to grow new skills within customer service. So, that it's not viewed simply as, "Okay, I'm going to put in my two years here and then I'm going to move on," because there's a great value in investing in them upfront and having them stay.

There's a value to us and there's certainly a value to our customers to have those seasoned veterans. We have many who have served with us with Starkey for over 20, 25 and even 30 years, and we're very, very proud of that. We obviously have some others who have just joined the team, but through our interview and recruiting process, we've identified people who view this as a career path, a career opportunity in which to stay and grow in their skill set. That's been a big cultural shift. It doesn't happen overnight, but it's absolutely been a focus of what we want to do to lower that turnover rate and create that consistency among the team by providing them opportunities for promotion, for growth, for joining different teams within the CS umbrella.

We've seen a lot of success. In fact, we just had a department update, I believe, last week where I shared over half a dozen folks who had moved up in their journey to different teams. They've grown their skill set, learned new things, and shifted over to help us in new ways. We want take care of those high performers in both the challenges and the reward for their commitment and dedication. Most importantly, we want to keep them because they're the best at helping our customer too, rather than having them get frustrated, move on, and we have to go hire someone else.

So, it's absolutely been a big focus. I'm really proud of the tenure that we have. I don't know the exact average, but if I did the quick math, I mean it's easily over a dozen years on average when you look at the department as a whole. That's something that we're very, very proud of and we want to look to maintain, even as begrudgingly a lot of those veterans will decide that retirement approaches and they decide to move on to a different chapter.

Dave Fabry:

But I think you've done a great job of establishing a career path, as you said, where people want to be focused on that customer and really identify that as a home because it is so central to our organization's success. I think for our customers listening to this and thinking about the size of their organization, there's always some new trend or new approach for business and business books and the latest flavor of the month.

But I think both Starkey and another organization that I work for, Mayo Clinic, have been... Starkey is serving our customers better than anybody else. Mayo, the needs of the patient are the only interest that matter. I think fundamentally,



if you focus on exactly what your team is focused on, the customer and ensuring that their journey is a successful and happy one, everything else finds a way of working it out. I mean, I know Mr. Austin established this when he started the company in 1967, and Brandon is relentlessly focused on serving the needs of the customer. I think you have really picked that up and carried it to another level.

Chris Van Guild...: Well, it speaks to the value that Starkey places, the importance we place upon developing relationships. We don't pursue transactions, we cultivate relationships. Any listener who has been to maybe a hearing innovation expo, an on-campus event here at our headquarters in Eden, Prairie, or anything else that we've facilitated, you know the value we place on the experience and the relationship with those customers. So, having folks who stay within the organization on the phones, interacting with customers for a long period of time, you're of course developing and strengthening that relationship and that's mutually beneficial.

Of course, it benefits the customer and those listening, but it helps us to have those long-standing relationships too, of course. It can help you weather the uncertain times. It can help you with maybe a little more patience when a release or something doesn't go quite as planned. They understand the humans behind the company and they're proud to be a part of it despite maybe a bump along the way.

Hopefully, there are few, but it happens from time to time. One of my favorite things is when we have customers on campus, as we will here soon after we're recording, they'll walk through the customer service area and they will see and people and call them out by name and give them a hug. I think as we reflect on all of us being consumers in our own right, when was the last time you felt compelled to hug a customer service representative in another environment? But it happens routinely when folks are on campus here because they know and they place a high amount of value on that relationship and that service that we provide.

Dave Fabry: Yeah, I think it'll be a relief to many of our listeners to know that despite the growth of open AI and chatbots, you're not planning on replacing that human touch anytime soon with natural language processing and voice AI, where you hit on it earlier, empathy is something yet that we haven't broken the barrier with AI.

Chris Van Guild...: No, we haven't talked the robots.

Dave Fabry: So, your team is going to continue to answer calls and serve our customers with a human.



Chris Van Guild...: I knew we wouldn't make it the whole time without talking about AI. Is there a place for it? Absolutely. Will it replace what we do in our model? Absolutely not. One of the journeys that we've taken in terms of internal systems and tools transformation is updating our CRM, making the platform more consistent, more scalable globally, and enhancing its features and streamlining a lot of the work that our agents used to have to do on multiple tools. It has AI components, but it won't replace who answers the phone, who responds to that email, that text. It can augment and support. We have a lot of, as you can imagine, complexity of information, whether it's product, policies, or services that we provide.

So, you can leverage AI tools within these existing platforms that we have to make that interaction even more efficient, but that doesn't replace the human voice. That's something that Brandon and I have talked about, of course, is no matter what happens and comes down the pipeline with the advancement of the AI era, we're not going to change who we are fundamentally and what we do with the human voice, the live agent on the phone with that smiling face. So, there's a place for it absolutely to augment what you do, but it certainly won't replace.

Dave Fabry: Excellent. I'm glad to hear that because I enjoy very much all of your team members when I interface with them and I do so with regularity.

Chris Van Guild...: We appreciate that.

Dave Fabry: So one last closing comment then, thinking about serving our customers better than anyone else. We talked a little bit about some of the metrics, some of the best practices, some of the ways that you do this on a large scale, but bringing it down to the professional in a private practice, in a small business. Any final words of advice from your role on this big stage, if you will, as to how they can bring it to their practice?

Chris Van Guild...: Well, I would say it's similar to what I had said before in terms of proximity to the customer or in this case, the patient. If you can understand and prioritize their journey from that initial phone call that you mentioned, that often starts the process, establishing what they might expect, understanding what they might need and their concerns, so that you are ready for them when they do show up. It can help eliminate that no-show rate that I know some struggle with, but understanding that journey every step along the way and how is their happiness impacted by what you do, the decisions you make, how your staff presents themselves during that interaction, and then the follow-up too, of course.

Because we know that the cost of acquiring a new patient is six times or more than just to retain a current one. So, if you can deliver on the basic fundamentals, deliver on what's expected, and then provide some areas of



exceptional experiences and retain them and have them as loyal customers or patients in this case, that will pay dividends. Then they are sharing that with their friends, their loved ones when they might seek help as well. It goes back to invest now to save later. Do it right the first time. Take the time to understand it.

I mentioned before too, I've hopped on the phones and gone through the journey and talk to our customers. There are things that might disappoint you about how it's operating in the practice, and that's okay. Recognize them and then don't be afraid to change it to address it and to challenge the assumptions. I think you'll find delivering an exceptional service and what patients expect and deserve is not that far out of reach.

Dave Fabry: Wonderful. Well said. I think we'll leave it there. Chris, I really appreciate you coming on the podcast to share this information. Your team has to be so well-versed in so many areas and that triage, but ultimately, the empathy that comes with the human voice really defines Starkey and you're the embodiment of that. So, thank you.

Chris Van Guild...: Well, we appreciate it. Thank you for having me on. It takes an organization. So, nothing that we achieve in our department could be accomplished without the support and the partnership with every area of the organization as I stressed before. But we're excited about where we are and even more excited about where we're going-

Dave Fabry: Love it. Again, I'll reiterate thanks to our listeners and our viewers for those who are watching on the YouTube channel. If you liked this episode, like us, subscribe, so you don't miss a single episode. Share it with your friends. Bring some of those ideas back to your practice, so that ultimately you can transition this to serve your customers better than anybody else in your market. If you have ideas about future topics, send us an email at soundbites@starkey.com. Until then, we'll look to see and hear you really soon.