

Episode 1,215: Mom of 7 Wants to Stay Home, Becomes Successful Online Entrepreneur

Guest: Sara Young

WOODS: Here we are on Episode 1,215, and there is a possibility — I don't even know what episode number it is the last time you were on, but it was many hundreds of episodes ago, so there's a slight possibility not everybody remembers your story. And it's a great story, because mom of seven doing what you do is not the typical story, but it certainly gets people's attention. How did this mom of seven start her own Internet business doing things based on the knowledge that she had back in the I guess early to mid-'90s? This is an amazing thing. So the way I remember it is you had your first baby, and your intention initially had been you'll have the baby, stay home for some length of time, and then go to work. And then you had the baby and you instantly decided: there's no way I'm doing that. So let's start form there.

YOUNG: You have a good memory. Yeah, that's basically what happened. I actually gave birth on the same day that I took my last final exam in university, and the plan was really to work full time in electronics, but I took one look at this baby and I said there's no way I'm leaving this baby and going to work, and I decided to work at home. And you got the year right. It was 1994, so mid-'90s. And at the time, people did not have access to the Internet. I happened to be able to access the Internet through the university, because university students did have access, and I would sit at home. All I had was a monitor, a keyboard, and a modem, and I would connect to the computer at the university that way. And I decided I have nothing to lose; I'm going to go online through the university and try looking for a way to earn an income from home so I could stay with my baby.

And I found a statistics professor who was looking for help. He wrote some kind of software, had somebody write software for him about statistics, and he wanted other professors to buy it. All he had, the only way he could access those professors was with this huge database of email addresses that he had, and he wanted somebody to write a program for him that would send out emails. I think that technically makes me one of the first spammers. I would never do something like that today, but at the time, there was not even the word "spam" online. It wasn't even a thing. And we were sending out emails, and that's how I got started. He paid me for my time, and over time I got more clients and more freelance jobs, and that's what I did.

But when I was up to like four or five kids — I don't remember exactly how many — I couldn't do that anymore, because I just couldn't put in the time. When I was getting paid per hour, it just wasn't possible anymore. And I decided, okay, it's time to go for some passive income, because I just can't do it anymore. And at the time, there were some different business models. This was a little over ten years ago. And I tried a lot of different things, and they didn't work for me. But at one point, I started creating content-based websites, sort of like blogs, that have content on them. And that also didn't work at first, but I found somebody

who coached me and really helped me figure out exactly what I was doing wrong. And that worked. At the time, like I said, four or five kids, I was able to work when the baby was napping or all the kids were sleeping at night. I would put a half hour here, half hour there. It was perfect, exactly what I wanted, and slowly I started earning an income. And my husband saw what I did, and he followed me as well, and we were at the point where 100% of our income was coming from what we were doing online. Then —

WOODS: But what is the kind of content that you were producing?

YOUNG: Right, so the kind of content that I was producing at the time was reviewing products. I would review specific products, recommend what people should buy, and then when people bought them, I would earn a commission. Those products could be products on Amazon, the kind of thing you could buy on Amazon today, or an eBook, or really anything, and I would get a commission when people buy. And that strategy has evolved and changed, and I no longer do exactly that, but that's what I was doing at the time.

WOODS: What kinds of products — I mean, I know this isn't necessarily the main topic of our conversation today, but just so people can sink their teeth into what it is that you were doing, what kind of products are you talking about? Are these products that you have experience with? How do you find them? Things like that.

YOUNG: Those are good questions. Again, there's a very big difference between what I was doing at the time and what I do now, and I'll be happy to talk more about what I do now a little bit later. But at the time, it was anything, anything I could find that I would write about. If I didn't own it, then I would research it and write about that. So it could be anything, like I said, an eBook, beds, mattresses — I'm in somebody's bedroom right now [laughing] — blankets, food, sports equipment. It could be anything that you could buy online.

WOODS: As a mom, you had a lot of experience with products like baby strollers, and so you would also, as I recall, talk about products like that and how would you compare one to the other and what features does this one have and why is this preferable, and what if you have two kids and which double stroller is the best one. And that's valuable, because, you know, I need to figure out which one of these different things I need, and sometimes if there's somebody who's spent a lot of time with them or has used them herself or has some specialized knowledge about it, that can really shortcut me to the right purchase.

YOUNG: That is correct, and, Tom, I'm really impressed by your memory, and it's even better than mine. Actually, my memory's really bad. But you're right. You are right. That's basically what I started writing about, and you remembered that and I did not, which is embarrassing. But yeah, I did start with baby products, that is 100% correct.

WOODS: Well, when you have 1,215 episodes and you've got to refer to earlier ones, that memory, you really do give it rather a workout. Okay, so I think most people can sort of get the gist of how this works, and almost anybody who has a blog these days is a member, for example, of the Amazon Associates program. You'd be crazy not to. It doesn't cost you anything. And like me, I refer people to books a lot. I'm also recommending books, so why would I not link to my Amazon link to that book? There's no reason not to? Because you get a commission. I mean, you're not going to vacation in Hawaii on the commissions you earn off Amazon books, but some larger-ticket items on Amazon you can do rather well with. And what's even better about Amazon is, no matter what the person buys in a 24-hour period from

the moment the person clicks on your link, you get affiliate credit for all of it, even if they don't buy the thing you linked to. As long as in that Amazon visit, they buy something, and it could be one thing, could be 20 things, you get a commission on everything in that shopping cart. So that's not bad. If you're online at all, particularly with a website or a blog, it would be silly not to do this, because what's the harm?

YOUNG: Yeah, that's right, and Amazon are geniuses at getting people to buy stuff. If you've ever bought anything, you know how you get to their site and it's very hard to not buy.

WOODS: Yeah, in fact, they have little tactics that you don't even realize are tactics half the time, like: a lot of people buy this product with this one. You think, oh, yeah, maybe I should bundle those products. So they're trying to help, well, themselves, of course, but they're also helping you as an affiliate to make that additional sale. Maybe you didn't even know about that product that people like to bundle with the first one, but Amazon sure does based on their customer data, and so it's more likely people will buy more than one product.

YOUNG: Yeah, we once had a discussion in a group where I was coaching people together with my business partner, Andrew Hansen, and the discussion was the weirdest things that you've sold on Amazon. And these were all things that nobody was writing about on their sites, but they were selling them, some of them really expensive.

WOODS: All right, before we get into trying to bring the story up to the present, there is one more thing from your story that I like, was that - you live in Israel, is that right?

YOUNG: Yeah.

WOODS: You're currently visiting a friend actually in my state right now, Florida, but you live in Israel. And you told me that people, like other moms on your street, figured out that you were doing this, and you never had to leave your house and you're just doing it all from home. And then a bunch of them literally came to your door and said, "All right, look, Young. You're going to teach this to us. If it's the last thing we do, we're going to get taught this by you [laughing]." Am I remembering that right? Because if not, I sure would like that to be true.

YOUNG: [laughing] Yeah, basically. I really love your memory. I need to find out what you're doing for that. So yeah, that really happened. They didn't all show up at my door, but they wanted to. One of the people who really wanted me to teach her said, "I'm going to get a group together and we'll all come to your house, and once a week we'll come and you'll teach us." And I really didn't want to do it, because again, I had little kids at home. I didn't think I could do it. And financially, it wasn't even worth it, because I was earning more from my sites.

And then one of my friends who was teaching people online said to me, "Well, why don't you teach online?" That made more sense to me. But I still didn't want to do it, only because I didn't want to be a guru. The Internet marketing gurus, I didn't want to be like that. So I said no. And he kept pestering me and saying, maybe you should do this, and eventually I did say yeah, and I started teaching people how to do what I do. Like you remembered, I had been reviewing these baby products and I was building an email list for parents, and I had this whole list for parents, and I emailed them and said, "Do you want to learn how to build a business online?" And these were people who knew nothing about anything marketing or

building sites. And a few people signed up to a course that I built, and they followed my instructions and they started earning an income and they loved it. And from then I expanded and started teaching anybody, and I've been doing that since.

WOODS: Now, I've last talked to you in March of 2016. I mean, we've emailed here and there, but in terms of on the show, March 2016 I think was when you were on. So in this area, that's like an eternity, two and a half years —

YOUNG: Yeah.

WOODS: — because people, sometimes they do different things, they try out different things. So I'm curious about what you've been doing in the past two and a half years. I mean, two and a half years is about as long as I've been doing any of this stuff, I would say. Maybe three years? I mean, before that, I was just linking to books on Amazon from my blog. That was the entirety of the monetizing thing.

Now I've actually gotten pretty good at it, and I'm promoting a lot of things that help a lot of people. Like even when I promote web hosting, well, one of the things I give people when they get their hosting through my link is publicity for their blog or their website. I mean, that's huge. Targeted traffic is the thing that you crave the most when you have a brand-new site, because there are a million sites — well, even a million isn't even close to an exaggeration. Who knows how many sites there are? — how do you get traffic to them? That's one of the problems I solve with one of the four bonuses I give away. That helps me, it helps the hosting company, and it definitely helps the recipient. So I've gotten good at this, thinking what would make this product ten times better. And free traffic for your website makes it ten times better.

So I've kind of gotten good at that, but I'm always trying new things and going in new directions or whatever, so I'm going to assume that's been the case for you. I mean, I kind of know what you're doing these days, because I read something that you wrote, but I'd be curious if you could lay out what's kind of the way to go, or at least for you has been, over the past year or since we last spoke?

YOUNG: Very interesting that you brought up this linking that you do, because not only does it bring targeted traffic to people, but when somebody like you, who has high authority, links to somebody else's site, Google sees that and they then trust the site and also give it authority.

WOODS: Right.

YOUNG: And when high-authority sites link to you, then Google starts sending you people. And what I'm about to tell you is very highly related to that, so I'm glad you brought it up. Basically, since we last spoke, I had a coaching program that I did together with Andrew that went really, really well. We had results that you don't hear online. Like normally when you refer people to programs, most of the people don't even get to the members' area, they don't even open the eBook that they're buying. It's just natural life. And the ones that do, most of them don't even implement it.

And by us, we had over 50% — the number was 54% — of the people who signed up actually logged in, actually followed the instructions, and actually earned an income. So that was really amazing. And they kept earning more. Last month, we got a message from Sharon Swanson. I think she's one of your listeners; I'm not sure. She is now earning close to \$4,000 a month from her site. Last month I think it was \$3,700 or \$3,800. Another person sold their site for \$56,000.

It all went great, except it all ended. The coaching program ended towards the end of 2016, something like that, and I felt like I needed to do something new. And so I decided to do something that's a little different from what I did until now, and that's my strategy now. It worked really, really well. The results were kind of surprising, and that's what I want to tell you about.

Basically, I decided to create a totally new site based on an interest of mine that would earn an income and would be focused on earning an income, but just as much as it would be focused on earning an income, it would be focused on providing value to others. And when I say providing value to others, I don't mean what kind of stroller you should buy or reviewing products; I mean a website that actually helps people in other things not related to buying products. It would also review products, but it would also give information that is very, very valuable.

And I did it in a way that was based — a lot of it was based on what I learned from Andrew. He's a total genius, and just by listening to him teach, I got a lot of things that I hadn't gotten in the past, and I took what he said to its logical conclusion, integrated it with what I had learned in the past ten years on my own, basically taking the plusses of what we were doing and removing the disadvantages. And I created this very, very valuable site. I'll be happy to discuss it further, but the main thing is that what happened was that, because the site was so valuable, everything became so much easier.

I'll give you an example. I had an expert in that field, in the topic, that I wanted to write for me. But experts are really expensive. They charge a crazy amount of money for writing. But when they saw my site, they said, hey, this is something I really want to join, and she reduced her rates for me. So she wrote at a much more affordable rate just because she saw the value of the site.

And I also stated getting free press. So you talked about valuable links. In the very beginning of the site, I got a link from a government site. It was like a main page on a government site. You cannot pay any amount of money to get that link, and I didn't pay any amount of money to get that link. I just asked for it, and the government site saw that it was something that would be valuable to their leaders and decided to link to it. I got a link from a university, from a health association. Huge magazines have linked to me. There's this huge gossip site that gets millions of visitors a month. That site linked to me. And just yesterday, I got an email from a journalist who writes for a very famous magazine site, asking one of my writers, who is an expert in that field because, again, she's willing to write for very little because of that, for comment. So that article is going to be published in a very famous magazine that you cannot pay for, and it will link to my site. So I started getting a crazy amount of links from these high-authority places, and my articles were shared and discussed on social media.

And because of that, I was able to do things that I never did in the past. The site earned its first \$5,000 in its sixth month. By the 12th month, I had my first five-figure month. And I

started it in December 2016, and in 2017, it earned a total of \$92,000. And that's something really surprising. I did not expect that. I never did that before. \$92,000 in the first year is pretty impressive. And one month I even had 268,000 visitors.

And the funny thing is that it turned out that, during that time, I was not in touch with Andrew very much, but he was doing the exact same thing. He was doing it on a totally different topic, something that he was interested in. And his site by the end of 2017 earned \$17,000 in one month, and he also was getting these major publications linking to him. A very, very famous site that - I can't say its name, but you would for sure recognize it, and any of your listeners in North America would recognize it - linked to him without him even asking for it, and he had a million visitors last year, which is totally insane. So that's what I've been doing.

WOODS: All right, yeah, let me jump in and clarify a couple of things. First of all, you keep mentioning Andrew. We're talking about Andrew Hansen, who's also been a guest on *The Tom Woods Show*, and heaven knows what episode number it was, but it was, again, quite a while ago. But I've known Andrew for a while too. The second thing I just want to make sure everybody's getting is that the value of these links is only partly that — let's say Fox News or CNN links to you. Well, obviously people who happen to be reading that CNN article might click through and find you, but the main value of those links is what Sara's saying, is that it makes the search engines think you're a hot shot and therefore will boost where you appear when people do searches for various topics.

And by the way, in the old days, when I used to tell people get your hosting through me and I'll give you free publicity and membership in my bloggers' group and whatever, but one benefit that I stopped mentioning because I wasn't sure people were understanding — I still give the benefit, but I stopped mentioning it, as long-time listeners will have picked up on, was that I will link to you on my site, which will, because my site is very much liked by Google for a lot of reasons, it's going to boost you in the search results. Well, exactly what Sara is saying is why I've been offering you guys that benefit, is not so much that people will click on your site from your site, although they may. It's that it gives you authority because you're associated — believe it or not, being associated with Tom Woods actually helps you once in a while. This is one of those times.

So this is interesting, what you're doing now. A lot of times people who have sites like this - I'm going to put you on the spot a little bit - don't really want to say what subject matter they're involved in, because then they don't want everybody else doing it. So I don't know if I'm making you uncomfortable by asking for more details about your site.

YOUNG: Okay, so I'm not going to tell you what my site is about. [laughing] You did put me on the spot, but that's okay. But I can tell you what topics, what — hmm. I'm going to tell you how to choose a topic for your site that would definitely be profitable, okay?

WOODS: Okay, and that's fair enough. And once you guys have a profitable site, you're not really going to feel like giving it - I'm telling you, you're not going to feel like going online and telling everybody: here's what I'm doing. You want to be glad with your success and leave it there.

YOUNG: Right, so I'll tell you what. There's a very big difference between going online and telling the whole world about a site and telling your friends and family. All my friends

and family, they all know my site. I'm very proud of it and I share it with them, but because I'm at this point a public person and people know that I'm very successful, when I say anything about a site of mine, then people will go a little bit crazy and try to copy what I'm doing.

WOODS: Yeah, totally understood. I

YOUNG: I can't even tell you how horrible it's been in the past.

WOODS: Yeah, I've seen it done. I have a friend who has a top-notch, high-ticket program, and I saw somebody swipe — all he did was he published it in French, but he took all his images from his sales page, all the text from his sales page, just translated it into French. I mean, he stole the whole thing.

YOUNG: That is awful.

WOODS: So yeah, I mean — and I have people who argue about IP in my show, but I don't care what your opinion on intellectual property is. It still means you're a low-life of a person to do that to somebody.

YOUNG: Totally agreed.

WOODS: All right, so how do you pick?

YOUNG: Okay, so in the past, it's been really hard for people to pick what kind of topic to use for their site, and it's basically Andrew — I'm mentioning him a lot, because I really respect him and learned a lot from him, and he's the one who comes up with a lot of our strategy. And he came up with eight major topics that you need to choose one of. Now, I'm going to give away one or two of those topics, and the rest we'll have to talk about later. But those two that I'll give away are automotive and I'll give away finance. Those are the two that I'm going to give away. And basically, what you do is you make your site in a very big, large market. That's something that we've never taught before. We've always said pick a niche, pick something smaller, pick something targeted. And this time, we're saying no, pick one of these eight markets. And everybody who's going to create a site, if you use your own personal strengths, your own personal value, that site will look different from person to person, and the information will be different from person to person. So we are actually recommending that people pick huge topics and write about what they're specifically interested within that topic. Was that clear?

WOODS: Yeah, that actually is interesting, because I recently have been telling people kind of the opposite, too. I've been saying, because there are so many different sites that are dedicated to broad topics, maybe your area is to figure out something super, hyper concentrated, and that way you're the only game in town or there's less competition.

YOUNG: Yeah, and I'm actually saying something a little bit different. I'm actually going to give another example so that it will be clearer. Okay, let's say I'm really good at cooking and I want to create a site about cooking. So that's another topic that I'll give away and a kind of hobby. And cooking is a very, very large area, and I would create the site on the entire area of cooking, but if I have experience cooking for a large amount of people because I have seven kids and I like to have guests, then my site will focus on giving information about

cooking for a large number of people. But at the same time, I'm able to write about a huge number of products. And we actually have a software that we click on some buttons and we give it the general, big market, and then it identifies products that are good to write about, because they're profitable and don't have a lot of competition.

And when you have a huge market like that, the advantage is that you can focus on your own passions and your own strengths. And everybody has something that they are interested and passionate about, whether it's cooking like I gave as an example, or do-it-yourself or gadgets or fashion or whatever it is. Everybody has something like that that could fit into a huge market, and then you could write about a ton of different products in that market without having to pick a niche that you're not interested in. So you pick a big market because you can write about topics that you're interested in, and at the same time, you review a tremendous amount of products.

And the ceiling for such a site is very, very high. In 2016, a site that's not exactly like this, but also a similar idea, sold for \$30 million. There's another site that a lot of people are talking about in the finance market that helps with personal finance and also recommends products. That's worth \$520 million right now. Investors are very, very interested in a site like that, and these sites are regularly selling now for 30 times their monthly profits. And the reason for that is because investors, who are very smart business people who know what they're doing, they recognize that this kind of site has a lot of long-term value because it's something valuable. It's not one of those get-rich-quick schemes that you see all over the place. You know, "Follow what I do and you'll make \$50 million in 30 seconds without clicking on anything," that kind of thing. That's not it. This is the total opposite of that, where you're building something with tangible value that investors recognize. And these things get sold regularly for huge amounts.

WOODS: I know a lot of people maybe not personally, but let's say I've encountered them online, who they're convinced that, okay, I know what you're saying works because a lot of people do it. I mean, I could just name example after example of people who do something, if not exactly like what you're doing, is not a million miles removed from it either. And so they want a piece of that. But then they start in on it and they say, eh, I don't know. Something else comes up that looks more exciting, and they say, you know what? I'm going to try that.

And then they get into that for about a month — and by the way, this is how I was. When I was growing up when I was like in high school, I was such a nerd. I would go to the bookstore, I would find a book on teach yourself Italian. I would think, isn't that amazing? I could teach myself Italian. By the time I got to chapter two, I was on to something else. I was going to learn something else, and I never systematically went through it.

Now, I've kind of worked on that part of my personality since then, but I can see people are the same way sometimes when it comes to business and particularly online business, they get so distracted by the next thing and the next thing and the next thing that they're constantly jumping. So how do you get people to knock that off, and how do you — like what's the difference between somebody who winds up succeeding and somebody who doesn't succeed in this stuff?

YOUNG: Okay, I love that you asked that, because this is something that I'm particularly interested in. I'm a little bit of a nerd on the subject. I've been reading a ton of books not on

business success — Andrew and I were just talking about how we don't really read business books — but more psychology books. I actually read a book that is being used in university to teach psychology, and I'm very, very interested in success and motivation and what makes people succeed and have been watching my students and paying attention to who is succeeding and who is just jumping from one thing to another.

And when you think about it, I think there's a big problem in the Internet marketing world, where people make huge promises — I gave a very exaggerated example of make \$50 million in 30 seconds, but that's the kind of crazy promises that you're getting all the time. And then people come and they decide to try out the method, and they realize that, wait a minute, it's not so easy. I either have to invest a lot of money into advertising, or I have to know these really technical things or sales techniques, or I have to write a huge eBook or spend a lot of time, and things don't always go the way that you want them to go. And they start working on it, and suddenly they realize that it's not so easy, and then they see another headline that says, buy this and you'll make millions of dollars in a very small amount of time, and they're like, okay, that didn't work; maybe this will work. That's most of the time what happens.

And we've been studying this a lot, and basically what we do is, first of all, we recommend that you find a good coach who's going to help you out and watch what you're doing and help you make decisions, because decision making is very difficult in the beginning of your business, because how do you know what's a good thing to do and what's not a good thing to do and what's going to work and what not? Without experience, it's very difficult, and it's important to have a support system.

So when we're teaching, if somebody wants, they could watch the videos with instructions that are over-the-shoulder style, so we're creating a site and you can watch them and create a site as well. But if you want more than that, we make sure to provide what, based on our research, makes people succeed. So there's a lot of social interaction between members, a lot of support from the community. In this new course that we're working on, people can message each other. They can create mastermind groups and share notes and documents and experiences. And we always make sure to support people on a very personal level, so that if you don't know if what you're doing is right, you can just ask us and we'll tell you based on our experience if it's right or not. It's an insane kind of support where you have a direct channel to us whenever you need.

And we just found that having that, having a coach that is behind you all the time and helping you whenever you have questions, having this support system of a community, that's going to help you a lot, because if you suddenly hit a snag and you don't know what to do, there are always people cheering you on and people telling you what to do. You're never at a point where you thought something would work and it doesn't work and you don't know what to do.

WOODS: I'll point out that I myself have a-I don't think he likes to be called a coach, but that is what he is - of my own for my own marketing stuff and for positioning and things that I'm doing. I have somebody I pay quite well to help me come up with ideas, and I can bounce ideas off him, and he'll tell me if this is a terrible idea that's never going to work or this thing that I never in a million years would have thought of is really great. I mean, even I have recourse to somebody like that. And he said this is how much it's going to be if you wanted me to take you on as a client, and before he had finished the sentence, I had PayPaled him the money, because I know that I don't know everything, so I want somebody to help me.

Well, I know I can vouch for you guys because not only do I know you, but my mom was in your other program and just loves you guys. And I probably shouldn't mention names, but I have some people in my mastermind group and in my own private group on Facebook who also were in your program, and they say they like what you do because it's so organized and step-by-step and not confusing, and it's thorough and you know an awful lot, and that's what they want. Well, so that's what they're getting.

So as always, I want folks to be able to see with their own eyes exactly what it is that you're doing and what you're talking about, so we have arranged a presentation you're going to give to my folks on August 21st at 3 p.m., and people sign up for that at TomWoods.com/Sara — that's without an H — but you know what? I'll set it up so that even if you accidentally type in the H, it'll still redirect to the right link. So what exactly are you going to run us through during that?

YOUNG: Okay, so what I want to show you is the exact strategy. There are actually steps that you need to take, and I'm going to outline the exact strategy. First you do this, then you do this, then you do this, so that people who are watching the webinar know exactly what to do to create the kind of site that I'm making. I'll give more information on the big markets that you can enter. I'll show you how you can tell what products to write about and what products to skip. I'll show you how we get this tremendous amount of traffic in that month that I got 268,000 visitors, how I did that, and what that looked like in terms of the income. I'm going to show you examples of what I have been able to accomplish, what Andrew has been able to accomplish, what our students have been able to accomplish as well. I'm going to show you some cool software that we use that tells you exactly how much money you can earn from specific topics.

Andrew and I will show you how to sell your site for 30 times its monthly profit, so just in case you already have a site that happens to do something like that — which I doubt, because I've taught that and I've never seen that being taught before. But if you do, exactly how and where to sell it for 30 times the monthly profit. We're going to give away side topics, actual topics within the big markets that you can get started with together with keywords, if you know what that means. We're going to give away a lot, and it'll be fun. I'm looking forward to it.

WOODS: Absolutely. So Tuesday, August 21st, 3 p.m. Eastern Time, sign up at TomWoods.com/Sara, and I'll be there. And if by some terrible chance you've heard this after August 21st, go to the link anyway. We'll have something for you. Some kind of consolation prize will be awaiting you at TomWoods.com/Sara. All right, well, I'll let you get going. I know you're in town visiting and I don't want your guests to think you're rude, so I'll let you get back to — or you're the guest. I don't want your host to think you're rude. So I'll let you get back to them, but as always, I really enjoy talking to you and I'm always learning about what the cutting-edge stuff is when I talk to you and Andrew. So I'll see you on the 21st, and thanks a lot.

YOUNG: Thank you, Tom. It's been great.