

Episode 35

# FS Thrive: Tracking business health with TrueLytics

Head of Field Strategy Kyle Simpson sits down with the TrueLytics team in Austin, Texas to chat about transition management for business owners.

[00:00:00] **Mike Langford:** Kyle, Jeremy, fantastic to see you this morning.

[00:00:04] **Jeremi Karnell:** We're all here. Exactly. So, welcome to Austin, Kyle.

[00:00:07] **Kyle Simpson:** It's good to be here. First time. It has lived up to the hype and boy was it hyped, but it has met and exceeded expectations.

[00:02:05] **Kyle Simpson:** Yeah. So, this worked out great. We were here for an event; it was their annual conference. And so, we were presenting on a value add topic, which well, I'm sure we'll get into here in a bit, but we've got this collection of programs now that we've put under this umbrella at FS as FS Thrive and the idea is to help advisors thrive at work, thrive at home and thrive in their community. And you know, we, we undertook this about a year ago and we wanted to create a collection of programs that actually helped advisors do those things. Right. I think a lot of asset managers have these types of programs and they all kind of look the same. And so we approach this, we think, with a fresh perspective and fresh set of eyes.

So, we said, why not get together and do a recording booth for a few hours and talk all things Truelytics. And valuation. Because this is something, it was interesting at dinner last night, I dropped in on a conversation and one advisors looking to buy another practice and they said, Hey, can you help me run some of the numbers on whether I should buy this book or not?

I said, have you guys talked to TrueLytics? We've heard of them. We know they're affiliated with our broker dealer. And, I said, yeah, you should really give it a look because it's, it'll help you quantitatively decide whether this is a good decision for you also. This topic and what you guys are doing is so front of mind for advisors right now.

[00:04:40] **Mike Langford:** fantastic. So, Jeremy, for the, for the uninitiated, as you know, people who may be coming from the FS audience, they're like that adviser that was unfamiliar. You know Kyle put it succinctly: you help to literally help them quantify some of the aspects of that decision to whether to make the at the M and A deal. Take us a little bit through how.

[00:05:00] **Jeremi Karnell:** TrueLytics is pioneering what we call a transition management platform and we're building right now, the largest database of its kind in financial services around the business health and wellness records related to independent advisory reps and RIAs

And it's really important now, right? Because the industry; because of the legacy nature of the industry, and also because of the lifestyle nature of the industry, especially with independent advisory rep. Uh, there's some process aspects of transition that are really broken, right? 84% don't have continuity plans or succession plans.

38% are going to transition in the next 10 years and 13% transition annually just because of economic incentives. And so, when you get down to thinking about the impact aspects of a transition, you know, the health and wellness of that asset that's going to be in transition, front and center and knowing the value of that asset.

Also knowing the areas that need improvement, it really does help either prepare you so you can maximize that opportunity when it presents itself or you seek deal alignment. So, if you're out there looking to grow strategically and I mean, this is, this is a big issue in the industry right now, like Q1 of 2021.

There were, I think 78 deals compare that to five years ago. It was like 20...that was from echelon. They reported that they have just gone through the roof and they're going to continue to go through the roof. The problem is, is two of every five deals fall apart because of a lack of deal.

And so being able to have a third-party objective way to assess the health and wellness of these businesses is paramount today. And so that's, that's really what we're delivering, which relates

[00:07:15] **Kyle Simpson:** I'm thinking about this conversation from last night where the advisor said basically that, right.

They said, you know, the firm is, is looking for X number of dollars. And I'm trying to figure out like, is that a good deal? Is that not a good deal? The book kind of looks like this demographic and they do this type of business. And they're thinking about all the things that you're describing, but they don't have a rubric or a forum to plug that information in and then arrive at a quantifiable number that tells him yes. This makes sense. Or no, it does not.

[00:07:57] **Jeremi Karnell:** I mean, you've got the market really being influenced by a lot of factors again. There's just an enormous transition that we're in the midst of, uh, this is leading to be while there it's a sellers' market because of that. And you've got players like private equity that have ventured into the mix and that have no real issue with paying the top dollars that are sort of being asked for in, in some

respects. And so, if you're not private equity, you're not sitting on a pilot. Type of cash to deploy and you still want to grow strategically being able to have a tool that allows both parties to be able to understand where both parties sit from, um, uh, a business client revenue, stability perspective is paramount.

[00:08:48] **Kyle Simpson:** And I think it would be great if you spent a couple of minutes just on. Why this matters even to advisors who may not be actively buying or selling. Right? Absolutely. We've been talking about this concept of the health of your business for a long time, right? We go to doctor's appointments, and we take care of our physical health. We work out, we watch our diets, but when it comes to. Quantitatively assessing the health of your business. Very few people are doing that. Right. So I think that's a really interesting thing. You guys are.

[00:09:23] **Jeremi Karnell:** It is, we just came back from a two week offsite. My chief revenue officer, my chief technology officer and the board member, actually the godfather of our algorithm. And one of the things that we spent time talking about and that offsite was how. How much, there's a parallel between what we're doing in the business sense to what apple health is doing, right. Uh, apple health. And I'm right now, one of the biggest users of apple health that is like the number one app on my phone.

And primarily because it's easy for me to tie into my health record via my primary care physician. And yeah. 10,000 apps now that plug into apple health that take that base record and enrich it with, you know, I'm a cyclist. And so I get that data in there. Uh, there's mindfulness that, that tell you, you know, I will track how many times you meditate, things of that nature. It's really robust and we're doing the exact same thing, but on the business side, in financial services, so you can think of trueLytics that way.

Uh, we've got, uh, you know, the ability to establish a baseline. The record and the reason why it's important, even if you're not in transaction mode. And actually the majority of the people on our platform, we've got 15,580 last time I checked the majority of them, 80% of them are not in a transaction mode. They're there for business optimization reasons. And that's because this is an evaluation calculator. We track, we collect 150 data points for every firm and those 150 data points then calculate into 50 key performance indicators that are mapped against business client and revenue stability.

Those are non-revenue factors that we then use as benchmarks, um, and, uh, indices that factor into the risk of. Of one of four evaluations that we will calculate on behalf of your business. Just kind of cashflow a multiple of revenue, multiple of EBITDA and multiple Vblock. And so back up from the valuations and look at the KPIs, those non, uh, revenue, um, factors really are what's important for you as a business owner to look at and understand where you fall, not only, um, within what our algorithms, uh, how they grade you, but also how you sit with your peers and from a benchmark perspective.

And especially if you have business partners in which you're looking at performance to sort of determine how bonuses gets bought out and things of that nature. And so we have no number of our IAS that leverage our platform simply because, you know, they're an ensemble RIA and, uh, their bonus structures are tied to very specific performance benchmarks and they use our platform to track that.

[00:12:34] **Mike Langford:** And I think the thing that jumps out to me most when I think about this, this conversation is. It's an objective independent, as you mentioned, benchmark, right? That's so important because you think about if you're an advisor or an RIA firm and you're managing client assets, they're not just going to take your word for it, that they're doing okay, right. You want to see their portfolio and their financial performance measured against some form of the benchmark, whether it's the S&P or some other index. And so they want to, they want to get a feel for like, how are they doing benchmark? And that's the same thing here, right? We're not relying on your broker dealer to tell you how are you.

Uh, we're not bringing in some independent consultant, who's going to, you know, do their thing and give you their opinion of how you're doing. You are now being benchmarked against, you know, close to 16,000 other advisors. And they're entering the information the same way. And it's, it's really powerful to have that objectivity, right.

And it's data. That's getting updated real time data at scale. So the. Way that, um, firms, um, have looked at benchmarks or the annual benchmark studies that you can see that come out of fidelity or dimensional funds. And they're great benchmark studies, but they're small sample sizes and they're annual. So by the time they collect the data, by the time they analyze the data and by the time the published the data, it's generally a little bit out of date.

Also. It's not diverse enough to be able to look up and down the spectrum to see really where. Yeah against your peers. And so that's one of the great outcomes of our data set is outside of the exchange in value that we'll give to an advisor or CEO of an RIA just around the health and wellness of their business. It then is data that feeds into a broader. Pure benchmark dataset that then informs everyone on our platform. And so, uh that's you know, and, and, and that's just data that you can tap in log into every day and, and, and continue to track and, um, and not have to wait, uh, you know, 12 months before you can see where you fall in the industry.

[00:14:35] **Kyle Simpson:** And to your point, Mike, about how advisors want to benchmark. When you're an asset manager and you spend your days and weeks meeting with advisors, every advisor asks you the same question, what are other great advisors doing that I'm not doing? Right? So they're already benchmarking themselves in the way that they know how, which is asking the people around them.

What could I be doing better? But the fact that you can. Ask that question in a way that measures you against the 16,000 some odd users in truealytics and, and gives you that scorecard that's in my mind, like the most enriching feedback that you could get as a business owner versus just asking someone, anecdotally, what are you hearing out there? Which is great. Don't don't get me wrong, but it can't replace what Jeremy and team are doing with this platform.

[00:15:34] **Mike Langford:** Yeah. It was something that jumped in my mind yesterday. I had a conversation with a sky Dan Egan, who is like a behavioral finance expert and economist. And one of the things we brought we talked about was how easy is it as for advisors to keep doing the same thing they've always done, right? Like you grow a business. And because of the nature of the business, that's recurring revenue, right? Clients tend to be very sticky and stay with you for a very long time. It's really easy to kind of fall into a rut or as I was joking, be a little fat and happy the industry likes to have nature of the industry, right.

And one negative potential negative consequence of that complacency of getting comfortable is things can get away from you. Right. But you haven't been thinking of the business that much you haven't dived in and analyze things in a way to make sure that everything's on track or how am I doing like, are other advisors doing something differently? And so having this type of just having this conversation and then be willing to dive in and analyze your business a little bit more, it's gonna help you thrive.

[00:16:40] **Kyle Simpson:** And what I love about the platform is it doesn't just stop. Here's your KPIs and here's your valuation. It then tells you, oh, by the way, if you do X, Y, and Z, here's how much your evaluations will grow. Here's how you can make your business healthier. So it's not just a tool to give you a moment in time snapshot. It's a tool to help advise them. Run the healthiest business that they can run.

[00:17:06] **Jeremi Karnell:** Yeah. And that just really, um, that's such a great point. I want to underscore that because it goes to KPI that we recently rolled out and, and, and began to talk a lot about at the beginning part of this year, which is called unrealized value.

So we are effectively Zillow-fying the financial services sector, all of the wealth advisory insurances. Businesses that are out there. And so just as Zillow will go ahead and give you a Z estimate for your home, which is again, that's an asset that's really important to you right now. Generally, one of the biggest ones that you have, your business is most likely the next, uh, we can do that. We can give you four really accurate estimates of the value of your business across the metrics that I talked about earlier, but because we use. 50 indices that are nonfinancial related factors to calculate the disc, the premium discount rate into the discount of cashflow valuation that allows us to then show the unrealized value. Meaning it would be great if on Zillow, I could say, okay, that's my Z estimate, but what if I added a pool? Or what if I added a third garage, what would that do to my home

value? That's exactly what we can show advisors across the business client and revenue, stability, and show exactly how much it's impacting their discounted cashflow valuation, because it may not be optimal.

And so. You know, on average, when we looked at this data, we looked at 6,000 IRS from our top five independent broker dealers from 2018 through the end of 2020, we were on average able to show an IAR close to \$300,000 of unrealized value. Within minutes of using our platform. We can show you where \$300,000 of value is you're leaving on the table.

[00:20:14] **Kyle Simpson:** Which is cool because the advisors taking the test and then you're giving them the answers to the test.

[00:20:20] **Mike Langford:** Exactly. I, you think about that. Like, if somebody came into your business said, Hey, if you fix this one thing, and by the way, there's all these TV shows that do that right there. That restaurant impossible, whatever, those that they come in as like, Hey, if you fix this menu item, You're going to have better clients or whatever. You just start putting some salt, pepper on things. People like, you know, it's, it's, it's true. It's kind of going back to what I was saying before. It's, it's so easy to just be getting that route of running the business and never really thinking about what are some changes I should make. Right. Cause everything's routine, routine eyes, right? Like your, your clients are sticking with you. Revenue keeps coming. Um, every quarter you do the same type of stuff.

[00:20:52] **Jeremi Karnell:** Right. And so then, you know, we're talking about an individual advisor right now, right? Average \$300,000 a month. It's not big, but it's also not something right to walk away from either now multiply that at scale, right?

And this is where we have great enterprise relationships. This is why the practice management succession planning group said independent broker dealers in OSG really embrace our platform because when in that same study, in that same analysis that we saw that we were able to provide IARs an average of \$300,000 of identified unrealized value. We were able to show the heads of practice management and succession planning at the network level front office of these independent broker dealers, you know, SJS close to \$3 billion of unripe and realize value across their network. Now, obviously those are independent businesses, right? It's not going to impact the value of the independent broker dealer or the OSJ. That does have major impacts on the programming that they think about in the exchange of value they're promising and why, um, they're supporting these independent advisory reps and why they're they should be recruited and consider coming to

[00:22:02] **Kyle Simpson:** that in recruitment and retention factor. I would think

[00:22:06] **Jeremi Karnell:** it's exactly right.

[00:22:08] **Mike Langford:** And that's a, you know, if you talk to them, independent broker dealers, you know, the CEOs of those firms, their number one job is recruiting and retention, right? They are looking to bring on new advisors, right? And they're always looking for ways to say, here's why you should come and join our firm and being articulate.

And not only are you gonna, you know, uh, we're gonna bring you all these awesome tech solutions and so forth. And we're really easy to work with from a compliance perspective, like, oh, by the way, we're gonna help you increase the value of your business. And here's our plan for any advisor who comes into our shop. This is the thing, these are the things we do. That's really important.

[00:22:38] **Jeremi Karnell:** And we show those benchmarks for each of those enterprise customers. We call them enterprises. I know others call them firms, but the independent broker dealers and the LSDs, we're able to show where they fall against their peer groups. So not only do we show IARs and RIA. Again, peer group benchmarks that are important to them. I think we're the first platform in the industry that actually can bubble this up to the enterprise level and show very similar benchmarks. Is that true? Yeah.

[00:23:04] **Mike Langford:** So I want to shift gears a little bit back to you guys at FS. So why did FS decide to do this thrive program? It kind of feels like. You know, I mean, I look at every anybody's in this industry, he knows the important role that asset managers play, right? Like you're, you're number one, you're in every client's portfolio. Um, you do provide a lot of high-quality content and expertise that an advisor can use to better serve, uh, his or her client. But why have you decided to kind of go a step above, uh, and really. Help advisors with their business. And frankly, as you, part of the program has also like themselves. Sure. Yeah.

[00:23:44] **Kyle Simpson:** I think it's a couple of things. One is, this is something that advisors are always asking us for, right? They depend on, um, asset managers and if they're affiliated with a broker dealer, uh, or, or some type of home office, Uh, respective firms to provide them with these types of programs. Right? A lot of times these offices are teams. They operate kind of on an island, right. And they're insulated and they need these types of programs, um, to help them understand, you know, what their peers are doing and how to best grow their business. So. Yeah, I, I don't, I can't go a week without getting a call or an email from someone in the field saying, Hey, I've got an advisor Who's looking for programming on how to run their business better. Um, how to better acquire clients, uh, succession planning, tax, you name it, right. Advisors are always thinking about these things.

So that's, that's part one. And then part two is I think we have a really unique culture at FS and as a culture that is one of innovation. Um, we have a sort of grittiness to the firm, uh, kind of a scrappiness and also very, uh, civically minded. And so when we think about what we do and how we differentiate ourselves, we said, man, wouldn't it be cool if we could take these, uh, kind of tenants of who we are and embody them in a program that Extends our, uh, culture out to the

advisors and clients that we work with. And so that's why when we conceptualize thrive, it wasn't just about thriving at work, because we understand that in order to thrive at work, you also need to be thriving at home and be plugged in connected to your community in order to, uh, be, be as high performing as you would like to be at work. Uh, and that's something that we, um, we take seriously, it's a, it's a big part of who we are at FS. So, uh, that's kinda the Genesis of it.

[00:26:25] **Mike Langford:** Fantastic. I love that. The focus on like, kind of that, are you thriving at home in your community? I agree. This program is so unique because of how integrative it is with life. Right? So many programs are just laser focused on the business dynamics and the integrative, um, approach that you're taking really, I think gets to the core because it's all, I mean, one doesn't necessarily succeed without the other. And so it's just hats off.

[00:26:55] **Kyle Simpson:** I appreciate it. We were talking about it with someone from the group yesterday that we were presenting to, and they were asking about the personality assessment we use. And they said, ask the question of, well, what if someone's doing exactly what they should be doing at work? You know, what, if they're excelling, they're hitting all their benchmarks. Is there anything to do? And one of the things I brought up was asked them whether. Enjoying that work or whether they're showing up to home every night, just absolutely fried and zapped and, and then underperforming at home because they may, short-term be doing everything that you could ask for them at work but if it's coming out in other areas of their life, then that's really going to take a toll on them over time. And so when we think of. Our colleagues and FS and we think about the advisors that we work with. We, we understand that it's really about the whole person. Um, and, and in order for them to be their best at work, that means us making time and creating programs for them to, to thrive at home and in their community.

[00:28:04] **Mike Langford:** That's fantastic. I had a conversation just yesterday day before we're recording this, uh, with a gentlemen named Gil Baumgarten and he's an author and he's he's. And he grew his business. He left, uh, the, uh, uh, wirehouse world started in RIA, grew from just about half a billion AUM to, well over one and a half billion. So his and his revenue has gone up from like making \$600,000 a year when he was with the wirehouse who over like four and a half million dollars a year. This guy is just absolutely crushing it. And so, but he runs it on a team of nine. Right. Really tiny he's like, and what was really fascinating about it though, if you go check out the website and we'll link that all up at the show, when it goes public, uh, on the modern financial advisor feed, the, uh, thing that's really interesting is he's really out there with his life, right?

So his artwork, he makes custom furniture and he paints and so forth. And that. Right on the website. Like you can find all this stuff, like he's very active in his community and [00:29:00] charities and so forth, and it really leans into what you were saying. Like his whole person. He's not just, I'm all about business.

And that's all I do is like, no, no, no. I want to be part of this community, right?



[00:29:08] **Jeremi Karnell:** Yeah. I

[00:29:08] **Kyle Simpson:** think that that's an advisor's greatest differentiator these days is how you connect with prospective and current clients and in a world where, um, uh, Every advisor is thinking about planning. Every adviser's thinking about tax, every advisor is thinking about, um, client events and, um, you know, th the real differentiator is, do I connect with you on a, on a personal level?

And if you look at how. The boundaries between, uh, our personal lives and our work lives have blurred in the pandemic. Right. We're on zooms and we're seeing into people's homes, right? So that, that boundary has blurred and on social media. You're getting a glimpse into who people are outside of the office.

And, and so [00:30:00] I think there is a real appetite from clients to understand the advisor underneath the persona at the office. So

[00:30:09] **Jeremi Karnell:** I completely agree with that sentiment and this sort of hearkens to that conversation that we had with Jeff Hawaii and, and just how. With model portfolios and robo and, and, and a lot of the AI automation, that's beginning to happen with money management that it's freeing up some space for financial advisors to become more life coaches in my respects.

And so, but that also means that they need to be dialed in on their own life if they're going to connect in that way. Yeah.

[00:30:36] **Mike Langford:** And it really does help too. Right. I mean, you're, instead of it just being all about, you know, the numbers right now, I'm, I'm, I'm, I'm looking to have a lifestyle as a business, as a, as an advisor, right?

Like I want to achieve some things. Uh, pretty fascinating. So you mentioned something just in passing, kind of making your point there. Kyle talking about what the pandemic has done like this, this getting through this last year and a half has been something. [00:31:00] And it's interesting, you know, like we've been in your house or you've been on a zoom or you've been in your house and, and, and actually, I think you were traveling once.

I think it was at your parents' house.

[00:31:10] **Kyle Simpson:** I live in Philadelphia. Uh, November, December around the holidays is a great time to escape the cold of Philadelphia and go to a parent's house in Florida. I was camping out.

[00:31:22] **Mike Langford:** Um, you know, what are your thoughts on what has happened during the. Uh, that will continue after it?

[00:32:00] **Kyle Simpson:** I think we will continue to Zoom. I thought when we first entered the pandemic, the pendulum swung really hard one direction, and everyone was talking about, you know, we're never going back to offices and everyone's going to work from home. And I thought that's probably exaggerated. Right? I think at some point we're going to get back to the way things were now. I think we're probably going to land somewhere in the middle. I don't think offices are going anywhere anytime soon.

I mean, look, we, we all decided to show up in person to do this. There's something to being in the room with people that you don't get virtually. But I do think there will be more flexibility in terms of employers getting comfortable. Uh, with their employees spending some time at home working, versus being in the office, maybe more flexible hours when it comes to clients.

I think that means [00:33:00] them being more comfortable doing zooms and phone calls instead of traveling to the office, to see advisors and also being flexible with where they're located. Right. I think you're seeing more people spending. Months of time in one part of the country for a certain time a year, and then spending the rest of the year in another part of the country.

And so I think in much the same way as our personal and professional lives have blurred with the increased use in technology. I think the pandemic has kind of blurred our physical boundaries and we're starting to spend more time in more places. And I think that's something we're all going to have to continue to, to adjust.

[00:33:38] **Jeremi Karnell:** Great. I love it. I love it. Yeah. You

[00:33:40] **Kyle Simpson:** got what you all think? I

[00:33:42] **Mike Langford:** think it's, it's interesting. I agree with you. I

[00:33:44] **Jeremi Karnell:** think the, the ability for

[00:33:47] **Mike Langford:** advisors to operate their businesses virtually with some of their client relationships is going to be a real deal. Right? I think we've always, we've been able to do it right.

They've had the ability to communicate via zoom and chat [00:34:00] and email for a long, long time. Right? I

[00:34:02] **Jeremi Karnell:** think what this has done.

[00:34:05] **Mike Langford:** It's changed the attitude. Like I think many clients have felt that the clients, many advisors, assuming you have felt that the clients have expected them to do things in person.

It's actually just not true. Right. Like, I think about the things that I do in life. Like I, it's a pain in the butt to, first of all, put pants on. I wear shorts, putting pants on, getting in my car and having to drive to your office for something. That could have been handled with a quick 40 minute zoom, right.

I think you're seeing a lot of folks realize. They should be comfortable sharing themselves online, interacting and putting

[00:35:24] **Jeremi Karnell:** the word out. I think it's a big, and I think that's part and parcel to the big push to digital transformation. I think if anything, that the pandemic really pushed, especially the financial services sector, which I said earlier is a bit of a legacy industry.

When you look at it compared to other industries in their adoption. Digital tools, digital communications methods and things of that nature. I think this was the kick in the pants, so to speak, to get people moving in that direction, so know podcasting and that level, that aspect of communication is increasing.

Um, being able to [00:36:00] better leverage marketing automation tools, being able to now leverage things like trans transition management platforms and instead of being overly dependent on really expensive and time. Consultants that you have meet with face-to-face, you've got tools now that allow you to do the same thing a lot quicker, a lot less expensive.

I'm going to

[00:36:19] **Kyle Simpson:** draw a parallel to, to the comment of, we may not, we may not abandon physical space. It just may look different. And I think a good parallel to that is what happened with bookstore. So we had Barnes and Nobles and Books-A-Million. And then Amazon came in. Everyone was like, oh my gosh, it's the death of bookstores.

And yeah, those businesses, they did see a decrease in the number of locations they had across the country. And now what do you see? Amazon is building physical bookstores

[00:36:55] **Jeremi Karnell:** and full

[00:36:55] **Kyle Simpson:** circle. It's come full circle. It's not so much that [00:37:00] physical space is going away. I think what you're going to see is people are going

to expect a different level of experience when they're showing up to do something in person.

[00:38:26] **Mike Langford:** who's a venture capitalist and an angel investor. He had

[00:38:31] **Mike Langford:** a podcast, not too long ago where he actually talked about that, where he. Noticing a dramatic shift in the pitches, right? Th the, the, the, the, it used to be that people would come to you and they would dress up and they would actually, I'd say it would look nice and they'd be ready and so forth.

He's like, I'm lucky if they've taken a shower and they were willing to put it, they're willing to turn video on to try and pitch him. It was like, he's like, it's, it's really taken a dramatic turn. Equilibrium will find itself [00:39:00] again. Right. You know, it absolutely. It's funny that you guys are talking about some of the, not only the, the, the impression that somebody has of you coming to.

But also like the, the space almost feels like a delicacy a little bit. Like, so how, like what, what do we expect of this? That's the space now when we go there it's, you know, because it's, you know, the bookstore is a great example. I love that. Like people, when I go to a bookstore and we actually do, you know, we have kids occasionally go there.

And when you're in, in the, in the bookstore, this you're looking to experience something here first. Right. You're touching it, you're smelling it and all that type of stuff. It is definitely different than like, Hey, I I'm having somebody on a podcast. They wrote up. Amazon Kindle, please let there be an audio book.

[00:39:42] **Jeremi Karnell:** uh, and we, we talked about that a couple of weeks ago. We're talking about the executive team at, TrueLytics did an offsite for 2022 planning, and we're going to do quarterly off sites. And one of the benefits of being in a co-share space and generally working from home 99% of the [00:40:00] time is that we can strategically pick on a quarterly basis.

A really meaningful place for all of us to assemble. At the beginning of November, it was in Baja, the end of Q1. It may be in Barcelona where my chief technology officer lives and we can do it really inexpensively because we don't have some huge expensive lease that we're paying for this startup. And we can bring our, um, you know, our executive team together in a place that's just gonna be so much more interesting after the time that we have together.

That just

[00:40:29] **Mike Langford:** raises a really important point. The fact that Eli is over in . Is for advisors, not only are you no longer restricted and you worked for years and years restricted to your

[00:40:40] **Jeremi Karnell:** locale for clients,

[00:40:43] **Mike Langford:** it's time to broaden your mindset for where you find talent. Right?

[00:40:47] **Jeremi Karnell:** Um, and because you

[00:40:49] **Mike Langford:** have access to everybody across the country, there's no reason why you have to only have advisors.

Or people who are your analysts or any of your staff members have to be in your, in, in your locale. [00:41:00] And they don't actually have to have nine to five hours anymore too. That's the other thing, right? There's no reason why, as an example, a lot of women, uh, want to have some flexibility because they're, they're home with the kids.

Right. And they want to be able to work, uh, flexibly so they can drop the kids off. I can pick the kids up. There's going to be some gaps in my day there, but I'm fine. Staying online until 8:00 PM or whatever, doing my work. Right. That's. Type of stuff is really going to shift and it, and it allows you. The increase in expand your talent pool and a better way.

Sure. You get

[00:41:29] **Jeremi Karnell:** so much better talent that way, because it, I mean, think about it before you had to pick real estate of based off of its location, talent pools. Yeah. And, and, and oftentimes you had to pay a premium. Um, but now when you open up, I mean, I've got, again, my chief technology officer, he's a Philly boy, but he's an ex-pat living in Barcelona.

So he's in Barcelona. My, my fractional chief financial officer lives in Boston, you know? And so it doesn't matter, like it goes to the front office, uh, and, and the people that even [00:42:00] administer, um, and operate the business. Anywhere, frankly, because about digital, everything is that's fantastic.

[00:42:06] **Mike Langford:** Fantastic.

Well, that's a great way to wrap this up. I've really enjoyed this conversation. So having you here in person after having, like for the last couple of years only seen

[00:42:18] **Kyle Simpson:** for two years, all I've known of you

[00:42:20] **Jeremi Karnell:** is from the shoulders up. Yeah,

[00:42:22] **Mike Langford:** exactly. And when we met each other. Surprise at our respective Heights, which by the way, so Jeremy's the tallest guy in the room.

He's like 6, 2, 6, 3, somewhere in that neighborhood. Uh, Kyle and I are around 5, 9, 5, 10. And you know, it depends on if we're wearing our big boy shoes or not. Kyle's got me on the hair for sure. Exactly, exactly. But, uh, it was just really kind of funny how surprising it is when you finally meet some people in

[00:42:47] **Kyle Simpson:** person.

But I think. Cool way to wrap up nothing replaces, no getting together in person with people. Right? So. This type of stuff will continue to [00:43:00] happen and people will still meet in person, but yeah, things look a little different and, um, and it'll be interesting to see, you know, even what the world looks like six to 12 months from now.

Right? Yeah. We'll

[00:43:10] **Jeremi Karnell:** do it again. Yeah. We've got to come back to Austin. You've already made the commitment.

[00:43:13] **Kyle Simpson:** If you're doing Barcelona for the

[00:43:25] **Jeremi Karnell:** Fantastic. Thank you very much. It's great. Thanks. Thanks. Yep.