
InTransition Episode 102 - Frank Quinlan

David Pembroke: Well, hello ladies and gentleman and welcome once again to InTransition, the podcast that examines the practise of content communication in government and the public sector. My name's David Pembroke and thanks very much for giving up just a little bit of your very busy week, I'm sure. Today a really interesting guest, but this time from a national association, or a peak body group that we'll be talking to, about their challenges in telling their story and how they're using content to get the message through to influence their audiences. But as we do, we start the programme each week with a definition of just exactly what is content communication.

Content communication is a strategic, measurable, and accountable business process that relies on the creation, curation, and distribution of useful, relevant, and consistent content. The purpose is to engage and inform a specific audience in order to achieve a desired citizen and/or stakeholder action. There we go, the definition, doesn't change each week, but I think it's really important that even though we're passed 100+ episodes here at InTransition, that we keep pounding away at that definition, because we've got a lot of work to do to get people to understand that they are now in the media business, that they're now in the publishing business. That is the great gift of technology, and that's what we're trying to encourage people to take up.

To my guest today, Frank Quinlan is the Chief Executive Office of Mental Health Australia, the peak body representing mental health organisations in Australia. Frank is responsible for implementing Mental Health Australia's vision of mentally healthy people, mentally healthy communities. Frank was previously the Executive Director of the Catholic Social Services of Australia, another peak national body for social services organisations providing social and community services to over a million people each year. Frank has a long history in working in the not-for-profit sector, having previously work at Grassmere Youth Services, Tramere Street Youth Refuge, and the Australian Drug Foundation.

He has held senior positions with Alcohol and Other Drugs Counsel of Australia, and the Australian Medical Association. Frank has completed tertiary studies at both Monash university and Melbourne University in Australia, and has been a guest lecturer in public policy programmes at the Australian National Universities, and he has very kindly come into the studio, so Frank, welcome to contentgroup and welcome to InTransition.

Frank Quinlan: Very happy to be here, David. Thanks for having me.

David Pembroke: Mental health, massive issue, isn't it? This is a big issue globally. Just give us a sense of the challenge that you and the member organisations that you've got here in Australia are dealing with?

Frank Quinlan: Sure. Our member organisations across the country are providing services and programmes to the one in five Australians who experience mental illness every year, so it's every year, one in five, and to the some 45% or 50% of Australians who experience mental illness over the course of a lifetime. It's a huge problem. Unlike other illnesses, it manifests itself early and has an enormously long lifetime cost. Diseases that appear when we get old have a short life, 75% of mental illness occurs before people turn 25. That's a tremendous burden for the community to be carrying, but it's also I think a tremendous incentive for the community to do something about it because we know that's a lifetime return if we're able to divert somebody from severe mental illness.

David Pembroke: Do you think that's well understood? That the problem is so large in people who are so young.

Frank Quinlan: Ironically, I actually think it is, but I think it's understood well by the community and not so much by the decision makers. One of the issues we have in our communications challenge is the dissonance I think, between what governments and decision makers are doing about mental health and what the community's ready for. There's no doubt if you look at campaigns that organisations like Beyond Blue, and SANE, and Black Dog, and RUOK, all of those campaigns and events get huge public take up. People understand the messages really quickly, they're really supportive, they're right behind it. What we don't see and haven't seen over a long period is concerted government action around these sorts of issues, to address the sorts of challenges and to make the sort of investment that we need upfront in order to save those long-term costs.

David Pembroke: Given the scale of the statistics which you quoted in your opening answer, why isn't the message getting through? If that's the evidence, if that's the information, why is there this disconnect between that awareness and understanding and the policy action?

Frank Quinlan: I think the biggest challenge that we face in that regard is that the actors in this space all have different interests. Mental health is one of those areas that rests right on the cusp of Commonwealth and State relations. The federation white paper that the Abbott Prime Ministership helped to prepare actually used mental health as a case study of the failure of Commonwealth and State relations.

David Pembroke: Wow.

Frank Quinlan: The challenge for us is that the Commonwealth government alone cannot act to resolve many of these issues, and if they did, many of the benefits of their actions would accrue to state government budgets, and vice versa. State governments that act on these issues might well achieve some good, but the benefit of that will show up in federal government coffers, so there's a real, I think, fundamental structural challenge that says, "Unless we can bring these governments together," and I think that means Commonwealth leadership,

unless the Commonwealth can take the leadership and bring state and territory governments to the table, then we're likely to see the frustrated stop/start ad hoc efforts that we've seen frankly over decades.

David Pembroke: Okay, and just as a final question in terms of setting up the challenge that we're going to try to solve, or you're going to explain to me how you're solving it from a communications and content point of view, how harmonious are the activities and the relationships between your member organisations? How well are they working together to try to target their efforts?

Frank Quinlan: Sure. The way I put it is that I think they're doing a very good job notwithstanding the terrible system that they're all a part of. Those organisations would almost universally prepare a report for their funder every year that says, "Here you are funder. We did exactly what you asked us to do and probably a good bit more. There's our report." However, what we've seen year on year is that they're often asked to do the wrong things. They're often asked to work in isolation, they're not asked to work as part of a broader system, they're not asked to work towards a common goal, and so we often say that good people in those organisations are making a bad system much more effective than it perhaps would be otherwise, and certainly not as effective as it could be if there was serious coordination across all of that effort.

David Pembroke: Okay, so I think we've got a pretty clear picture of the problem.

Frank Quinlan: Sure. We're always good at problem identification. That's our speciality.

David Pembroke: We've got about 20 more minutes and we're going to solve some of these problems. We're going to try to work out how are you going about using communication to start to solve some of these problems. What are some of the things that you're doing? Because I know a lot of the people who are listening to this podcast all over the world, that's the business that they're in, and I know they'd be really interested in some insights. Given you've taken us everywhere from federal/state relations, which are problems all over the world, and all the way through to poorly tasking organisations around funding proposals. There's a lot in that, it's a very, very big challenge. How are you going about defining your communication and the solution to the challenges?

Frank Quinlan: Sure. I think the first challenge that we face is getting an agreed set of facts. However, I don't overstate the value of that. What I mean is to say that we need to have I think some credible arguments to put into both the political and the public domain that say, "This is the nature of the problem." Now, I say I don't overstate the value of that because everybody's doing that. Everybody can send a government a report that says, "Look, by the way, our particular problem costs Australia 60 billion dollars off its GDP every year." We've all seen those reports. I think you have to be credible in that space, I think you have to be consistent in that space, but I don't think there's much value in over investing in

deciding whether it's 50 billion dollars or 70 billion dollars or somewhere in the middle.

I think a credible statement of the nature of the problem is important. I think you also have to speak from the experience of those who are current participants in the system. Not just the providers in that system, so in our case the doctors, the psychologists, the nurses, the community organisations, the social workers, the peer workers and others. I think you have to speak in a voice that has resonance with the consumers and the carers, the average punter who experiences this system on a day to day basis. I just this afternoon read an account from one of the national mental health commissioners, Jackie Crowe, who speaks from a lived experience which was about her first encounter with the system when she reached out for help. She very soon notwithstanding the fact that she'd never displayed any hint of violence or instability, she very quickly found herself surrounded by four security guards, being marched into a secure ward in a facility with no one explaining to her what was going on.

That's the sort of day to day experience of people in the system, and I think we have to keep reaching out to the people who are experienced in the system so that our voices have resonance, because they're talking to their local MPs, they're talking to their decision makers and others as well.

David Pembroke: You think it's the motivation and activation of those people that is going to be a critical path in terms of those solutions?

Frank Quinlan: I think that's part of it. Again, no quick fix because we've all heard those stories, but I think anecdotes and firsthand accounts are at least as powerful as some of those bigger statistical reports.

David Pembroke: Look, I don't think there's any doubt about that. You have to move people emotionally. I think the facts, there's a famous saying that I think he's Culman or Culhane, the psychotherapist from Canada who talks about it's facts that validate, but it's emotion that drives action. It's really reaching in and moving people with a story that is really the path to success with communication.

Frank Quinlan: Yeah, and if we laid a detailed report on the table in between us now and got three statisticians in or researchers to consider the implications of that, we'd get a good five or six views on what that report actually said and which parts of it were reliable. But if I tell you the story of somebody in detail, about their experience yesterday in a mental health unit or a facility, you can't argue with the truth of that. That is true. You can argue about its implications, but it gives you a base in truth that I think is very powerful.

David Pembroke: Indeed, and I think the fact that the numbers are so large, as you quoted earlier, the resonance of those stories people will say, "I know something like that," or, "I've heard something like that that happened to a friend, a family member, a cousin," whoever, so therefore I think that's a good path, isn't it? Really, to try

to find those stories. Just while I'm at, how do you find those stories? How do you find people willing to share what is often a very humiliating perhaps often, or degrading story where they're prepared to open themselves up to a degree of scrutiny that would be very difficult for a lot of people?

Frank Quinlan: Absolutely, and I think that's a changing environment. I think that's the benefit of the sorts of, as I mentioned before, work that RUOK and beyondblue and Black Dog and SANE and others are doing, is it's making it okay to tell those stories and making it safer to tell those stories. It's not always perfectly safe and people won't always do it, and we still say to people, "You've got to make a decision," even in a workplace about whether it's best to be talking to your employer about your mental health issues or not because it won't always be the best thing to do. However, I do think that we're moving on and moving forward.

David Pembroke: The stigma is dropping?

Frank Quinlan: I believe so.

David Pembroke: Okay, that's good.

Frank Quinlan: Slowly, but it's dropping. And I think having some of the public figures that we've had come out and talk about their own lived experience, John Brogden famously who's now doing some great work with Lifeline, Andrew Robb, previously in this government talking about his own lived experience and his own high functioning as a cabinet minister who was carrying mental health issues at the time. Then, most recently, to a new Minister for Health, who amongst the first things that he talked about, talked about his family experience of mental health and the mental health system in a way that again, I think gives credibility and strength to the sorts of arguments that are going forward.

David Pembroke: But how then do you sustain that momentum? How do you grow that momentum, actually? Beyond things are happening, but how do you get it to happen faster?

Frank Quinlan: I think you have to identify success, you have to identify things that decision makers can do, and you have to demonstrate the success of those sorts of initiatives in order to build confidence. That means in some cases starting relatively small and building up. I think that's complicated by the fact that decision makers can't often do all of the things that even they would want to do, so I think it means that what we're often doing is brokering a conversation between decision makers and the community, and we're trying to get to a common understanding of the bits of those two different stories that coincide at any particular time. That can be accidental, it can be fortuitous, or it can be carefully thought out strategy, but at any given time it's about identifying what's possible.

That means we have to take forward the stories from our members, the idea from our members, and we're a good example of that. We're next week taking our members to Parliament House, and sitting down with some 40 odd members and senators, including the Minister for Health, the Prime Minister, the Opposition Leader, the Shadow Ministry and so forth, to just say, "Look, here are some of the things that you could be doing. We are united in our wish for you to do these things. If you do these things, you'll get our applause, and you'll be thanked." I think it's about finding those clear, strong, actionable messages that will be the start of a reform process.

David Pembroke: But it's also those objectives, isn't it? That you're taking something to them that they can actually do. You're saying to them, "Here is the programme," as you say, "That we're unified around" so there's obviously very clear objectives sitting behind your ask?

Frank Quinlan: Yeah, and ironically ... Well, not ironically I suppose, but interestingly it goes back to the definition that you began our conversation with, around what is communication.

David Pembroke: Correct.

Frank Quinlan: Actionable, measurable, objectives that can be taken forward. One of the first things we're saying to government, for instance, is that, "If you don't set targets, if you don't say what it is that we're trying to achieve, how will we ever know whether any of our strategies have been effective or not? Step one, let's set some clear targets and some indicators that will then allow us to measure our progress, that will guide our investment, that will allow us as a non-government sector largely to line up our future investment and to make investments that we know are in pursuit of that broader goal, that will allow the community to make judgements about you politically, about whether you're pursuing the sorts of objectives that the community wants you" ... Unless we get that first step, it's very hard to see how much of the rest can follow on.

David Pembroke: But you would know, having been around, that trying to get that degree of accountability is often very, very hard in public communication, public sector communication around politicians who don't want to be seen to have failed.

Frank Quinlan: That's absolutely right.

David Pembroke: Because a hard number's there, you've got to have the courage to go for that and sometimes they don't have that courage.

Frank Quinlan: Yeah, and I guess that goes to the other part of the question, certainly in terms of the challenge that we take back to the Commonwealth Government, and this goes back to all of those challenges about federation and other things that I talked about. Part of what we have to say to a Commonwealth Government is, "You must lead us on this. We need leadership." Unless the Commonwealth

Government is prepared to take a stance of leadership, to bring its own resources and dollars to the table, then why would we expect state and territory governments to come to the party either? Part of our message for government and the Commonwealth Government, which is our main audience, is to say, "We really need you to take a lead on these things. We want to give you confidence that if you do we'll actually be behind you," because no leader in any domain wants to be the one that gets caught way out in front, so far out in front that there's no one else in sight.

But again, I think for us that's principally about a story that lines up all of that community expectation and hope and ambition that I think is very evident to anyone who spends time in the community, that mental health issues are very close to people's hearts and minds. It's about lining up that sort of expectation from the community with the sort of opportunities that Commonwealth Government politicians have to pull various levers.

David Pembroke: Just from a policy point of view, do you think your expectations are reasonable? Or, are you asking too much? Not that I know what you're asking for.

Frank Quinlan: No, no. Look, I think that's a very good philtre for us to apply because I think we have to ask honest questions of ourselves about what is possible, so we're under no illusions that any Commonwealth Government acting at the moment is acting within a particular budget environment and envelope. It seems unlikely to me that if you went to the Commonwealth Government and said, "We want you to make a unprecedented new investment in mental health issues," that you were going to get a very credible hearing. But if as we are, if we're able to go to government and say, "Look, here are some key priorities, here are the gaps that need to be filled urgently, here are the first sorts of investments that you need to make over time," then I think we have much greater chance. I guess the test of our own judgement will be whether we've managed to line those two stories up appropriately or not.

David Pembroke: The vision's clear, the mission's clear, I imagine the values are clearly defined, let's say the objectives are there which you're going with a clear story to take to them, given that the audiences are everything from people caring for their parents at a later stage all the way through to someone caring for a young child who may have issues, given there are so many audiences, how do you go about segmenting and understanding those audiences given that there's only a limited amount of budget and resources that you've got to communicate that story?

Frank Quinlan: Yeah, so I think if I might say that's a particular challenge for us as a peak organisation, because rightly, any individual, one of our members, will be looking to us to say, "Can you take up the fight on our behalf?" 150 members or whatever it is, it's a real challenge. Part of what we have to do is to develop our own messaging in such a way that it's acceptable to those members, as well as being acceptable to the audience that we're trying to convince. The way we put that often is to say we argue for a larger pie and we allow our members to take

up the argument about who gets which bit of pie and how big their various shares are, but let's be united in saying currently mental health issues don't get their fair share of the health budget. We get approximately 5.5%, little bit less of the health budget, and by most accounts where mental health issues take up something like between 12 and 25% of the morbidity and mortality associated with mental health issues.

Historically, mental health funding has been probably something in the order of about half of what it should be in order to have a comparison with the rest of the health system. Now, we're not going to see that change overnight, so part of again what we're doing is saying to government, "Let's have a long-term plan around this. Let's take baby steps on fixing some of the gaps and let's start a journey together that sees us address those gaps." I think that's safer for government because they don't have to do the whole thing all at once, but it's also a confidence building for those, as so many of our members, are investing serious money from their own purses and from contributions that the public make to augment a system that by some accounts could be government responsibility.

David Pembroke: That's a really difficult thing, isn't it? From a peak body's point of view. 150 people, you don't want to tread on anyone's toes.

Frank Quinlan: Sure.

David Pembroke: You must be light on your feet, Frank.

Frank Quinlan: light on a lot of our feet, but also frankly, I think if we tap into that story about the values that we're all promoting, then it's not hard to find common ground so it's not hard to find even amongst a membership that sometimes have quite diverse interests, as you rightly say, that want to deal with issues as diverse as intellectual disability and LGBTI issues, or culturally and linguistically diverse populations. It's a vast array, but those diverse groups are able to unify around some very clear messages and I think that's the light dancing, if you like. But having got there, I think that gives you a very powerful message, so what we're seeing in a week's time, is we're seeing those diverse members coming from all across the country to deliver a unified set of messages on our behalf.

I guess that's part of our communications strategy and I don't mean that in a cynical sense. I think the implicit messaging of having diverse stakeholders with very distinctive interests ...

David Pembroke: Yeah, ...

Frank Quinlan: ... Taking a unified message and delivering it themselves, so it's not just Frank in his suit and in his Canberra fit, getting around and doing the lobbying. It's people coming to town to delivered a unified message where they're saying,

"We are behind this message." I hope that that's a very powerful of our communications strategy.

David Pembroke: In terms of content communication is essentially about, yes there's the traditional methods of communication, the public relations, the advertising, the events, the offline activity which is very important, but a very key part of it also is this gift that organisations now have to be their own media company, that you can now produce your own video, audio, stills, texts, graphics. There are multiple channels through which you can tell that story in order to drive back towards achieving those objectives. What's your experience at the moment with how you're going with taking advantage of that wonderful gift to be your own media company?

Frank Quinlan: Sure. Look, I think to be honest we were slow starters which a combination of things. I think that's partly about the fact that little NGOs often don't have a lot of discretionary income to deal with. We're funded by governments and others to do very specific tasks and we scrimp and save to do the bits around the edge, but having said that, the growth in our social media presence in particular over recent times ...

David Pembroke: When you say recent times, how long?

Frank Quinlan: Last two years I would have thought, two or three years. Has been dramatic, and I'm talking from hundreds of engagements to tens of thousands of engagements on a regular basis.

David Pembroke: Excellent. Has it helped you to get a better understanding of what the problem is, by being in the publishing business, to have these interactions so you're actually hearing what the audience is saying?

Frank Quinlan: It's had some, I think, well for mine and maybe this is just my education, it's had some unexpected benefits. I think the perhaps most unexpected benefit I would describe is the direction interaction that I've been able to have with highly motivated people out there experiencing our mental health system. If I publish something via Twitter or Facebook, I will almost certainly receive very direct feedback from the dad who's looking after his 14 year old daughter, or the woman who's struggling with a bit of postnatal or whatever the relevant thing is, and my understanding of the nature of the world is enriched by those very direct interactions. I think that ...

David Pembroke: Empathy, from that understanding where you can hear the language that's only used ...

Frank Quinlan: And unfiltered. Unfiltered. That's a direct one on one communication. I think that's important. The other thing that I think is important and perhaps less surprising, though, is the capacity of that social media to be delivering messages to our various political audiences with relative ease. We don't necessarily need

to write the press release and take it up to Parliament House and run 100 copies off and distribute it into all of those parliamentary boxes.

David Pembroke: And then start begging.

Frank Quinlan: Yeah. We can send a ...

David Pembroke: "Please run my story."

Frank Quinlan: We can send a tweet out and the right tweet will get a response almost immediately from the relevant minister, him or herself responding directly to an issue that we might raise. That's also a much more direct conversation, the other way. It's not about our dear friends in the public service preparing lengthy briefings before the minister makes a particular statement about this or that. It can be about engaging quite directly in a conversation with representatives who are up there on the hill every day about the constituents and the reason why they need to be acting on these sorts of things. That sort of direct engagement I think is probably both ways, with our political audience and with our public audience, I think that sort of direct engagement is probably the overwhelming benefit of the movement into this self-publishing environment.

David Pembroke: Yeah. How strategic and thoughtful are you about that content?

Frank Quinlan: As we learn more about its power, then we're more and more careful and strategic about its use.

David Pembroke: And understanding the ability through being regular, consistent, understanding what goes where, when it should go. You're never going to stop learning.

Frank Quinlan: No, no, but I think those words you used just then about regular and consistent, that's probably my best personal learning, is to say that you have to be there and you can't be there once, you can't be there only on your birthday. We all get those Facebook messages, "It's so and so's birthday." I think we're all beyond that. It's actually about the routine of building these sort of communications into your regular way of doing business. As our comms people told me in no uncertain terms, if I'm going to a meeting and it's not worth communicating about on some of our social media platforms, then why am I at the meeting? We have the capacity and I now do, as part of our regular routine, to say, "This morning I'm in Melbourne talking to the National Disability Insurance Scheme about their work on mental health. How are people feeling about that?"

It's a very direct sort of way of both gathering information that I might need to take to that meeting, but also about building understanding and goodwill amongst our stakeholders because they see on a daily basis the sort of work that we're doing rather than waiting for the annual report once a year to give them a bit of a sense of whether we're doing a decent job or not.

David Pembroke: That they probably wouldn't read anyway because it's too big.

Frank Quinlan: No, exactly. Well, they're only likely to read if they're getting grumpy ...

David Pembroke: That's right.

Frank Quinlan: ... And they're not happy with where we're going. This is a way to I think maintain a sense of accountability direct to our stakeholders and we take that very seriously. We're often speaking on their behalf so I think the more we can expose our assumptions about what they're thinking, when they're thinking, and why they're thinking, the more we can be valid in our communications with them.

David Pembroke: Now, the final piece of the puzzle of the content communication puzzle is measurement, evaluation. Monitoring measurement, evaluation. How you going on that?

Frank Quinlan: Pretty early days. Is that fair? Early days, but ...

David Pembroke: But you've recognised it's an issue, though?

Frank Quinlan: Yeah, and to be fair, we haven't had much to measure before. We're certainly at the start of the journey, but our routine collection of metrics is much more rigorous these days than ever it once was. For instance, we send out a weekly newsletter, it's probably our most committed piece of correspondence, goes out on a regular schedule and as most of your listeners will know, the technology in the backend now allows you to ...

David Pembroke: Yeah, it's wonderful.

Frank Quinlan: ... Actually look in detail about A, how many of them got read, but more importantly, which parts of it got read, which parts of it got clicked through, who followed links to where, so we get to learn through that process about the parts of our activity and our communications that actually have value to our members, and the parts that either don't have value or that we need to do a better job of explaining. That's a very powerful tool because again, that feedback is immediate. That feedback happens within days of me sending out my weekly update on a Thursday. By Tuesday the next week, we've got a pretty fair idea of how much of it was worthwhile and how much of it wasn't.

David Pembroke: And how you going with that? Going pretty well?

Frank Quinlan: I actually think we're going very well.

David Pembroke: Good. Excellent.

Frank Quinlan: Don't get me wrong, we can always do better, but you've got to I think celebrate the things you get right.

David Pembroke: Well you do, and I think that's one of the key things also to understand, and it's for everyone to understand, is that this doesn't stop this thing. You're going to be going forever and ever and things are going to be changing.

Frank Quinlan: It's what I'm saying ... It's about how you build it into your process. It's not a thing you do, it's a thing you have to build into your business processes, your thought processes, your staffing so that you've got the right sort of staffing available to support all of this, too.

David Pembroke: But massively powerful. Massively powerful. You've told a very strong story, a great story now actually, about how in fact you were using this to achieve business objectives and to drive towards this vision of mentally healthy people, mentally healthy communities, so Frank, thank you. Thanks for coming in, really appreciate ...

Frank Quinlan: Delighted to have the conversation.

David Pembroke: ... Your time, and good luck with your big meeting up on the hill. I'm sure that that will be a very powerful exposition of the story of mental health in Australia, and I think you still can't beat those face to face moments where the politician is going to sit with the person and understand and see into their eyes, because we're people at the end of the day.

Frank Quinlan: Sure.

David Pembroke: Again, that's a key part of content communication as well, is that you do get out, boots on the ground, and do these things but at the same time seeing all of these people in pictures of these people all together is again, I can see that as a very powerful image going, "Wow." You'll see that on the TV, and you'll see it, it'll be everywhere.

Frank Quinlan: Yeah, and so much of our work I think is actually creating context for those face to face discussions. As you say, it's about the face to face discussion, but that happens in the content of all of those previous communications that your audience has received, all of that discourse and dialogue that's happening, so it happens in a context, and I think that's what we're trying to create.

David Pembroke: Okay, well good luck on your journey.

Frank Quinlan: Thank you.

David Pembroke: Good luck with that, and I'm sure that over the weeks and months ahead you're going to enjoy more and more, and it's going to create great value, this content communication process for Mental Health Australia so well done on that. And to

you, the audience, thank you once again. Little bit over time, but I'm sure you will ... Again, actually I'm going to stop apologising because I think I'll just keep going as long as I like. It's not too long much over my 30 minutes anyway that I like to do it, but there we go. It was a great chat with Frank today and I really do appreciate him coming in and he told us a really great story. I think there's a lot of learning in there for all of us from the insights that Frank has shared with us about identifying the objectives and understanding, driving towards visions, and them being useful, relevant, being consistent, using the different channels.

Again, not forgetting this very powerful moment where the mental health community of Australia will come together to influence our political leaders. I really look forward to watching that over the next couple of weeks. I'm sure it will be a great success, but to you, the audience, yes, thank you very much for dialling in once again and we will back at the same time next week. Bye for now.