

Everyday Humanitarians

with Travis Hellstrom

Featuring



The Purpose Economy *with Aaron Hurst*

Aaron is a globally recognized entrepreneur who works to create communities that are empowered to realize their potential. He is the CEO of [Imperative](#), author of [The Purpose Economy](#), and founder of [Taproot Foundation](#) where he was the lead architect behind the \$15 billion pro bono service market.

Travis: Hey, everybody! Welcome back to the *Everyday Humanitarians* conference. We're sitting down with Aaron Hurst. He's a globally-recognized entrepreneur who works to create communities that are empowered to realize their potential.

He's the CEO of Imperative, author of *The Purpose Economy*, founder of the Taproot Foundation, and helped lead this \$15 billion pro bono service market and was named an Ashoka Fellow in 2005. Aaron, it's such a pleasure to be sitting down with you today. Thanks for joining us.

Aaron: I'm excited to sit down with you, so really great.

Travis: Thanks. Well, I wanted to take us first back to the beginning for you and how your journey got started. You had a degree in Service Learning at the University of Michigan and eventually founded Taproot, but I was wondering if you could start us back in college for you and what was Service Learning like for you and how did that start your career?

Aaron: Yeah, I was really lucky to go to a high school—it was called Community High School in Ann Arbor, Michigan. A key part of that high school experience was—it was a small sort of, I guess, magnet school. But I think part of it was about how to get key learning, how to actually grow based on the things not just in the classroom, but outside the classroom. I would give credit for folks doing jobs and community service, learning from friends and family, a really, really amazing model.

When I got into college, really looked for opportunities to learn beyond the classroom because I really felt like the old industrial model of learning in the classroom didn't work well for me, and I don't think it worked well for many people.

I started doing this program where we went out and taught creative writing at a prison outside of—off campus, obviously, off campus and really built a curriculum around that and skills. We had dozens and dozens of students out teaching creative writing at a bunch of different correctional facilities in the area, and without fail, every single student that participated said they learned way more doing that than they did in a classroom. Really, to me, that is the model for the future of learning is how do we learn through doing, not just through reading and sitting in classrooms?

Travis: That's wonderful. How did that change your trajectory? You ended up going into founding Taproot, but what was the connection between university and then eventually starting your own non-profit?

Aaron: Yeah, and I went and worked in the non-profit sector right after college. In working with non-profits, realized that they had such amazing visions, but they weren't able to really achieve them. They'd almost given up on it. They

were sort of operating on this poverty mentality and really wanted to understand how is it that startups and business are able to scale in ways non-profits don't seem to be able to?

I went and worked for five years in Silicon Valley, really interested how some early-stage startups really scaled quickly. Then really had the realization that the key here was yes, money, but also being able to have access to functional talent. How do we actually provide the marketing, tech, HR to non-profits because without that, they often don't have the infrastructure to start that scaling process to realize their visions?

That was really the sort of inspiration for starting Taproot, but it also had a lot to do with that early experience in Michigan with service learning, because again, I think we have a lot of programs and companies that are around training people through classes and through traditional models of education, but in reality, we learn a lot more through experience and was trying to figure out just like that creative writing program was to my experience at Michigan, how can we have corporate execs, corporate professionals have a more, I think, educationally rich experience by actually going out and doing something in the community and not just doing something that doesn't require skills, but actually doing something in a craft in the community? That was really sort of the inspiration for starting Taproot back in 2001.

Travis: Wonderful! Can you explain a little bit about what Taproot is for anyone who's not familiar and how it works?

Aaron: Sure. Yeah, so Taproot—the core of Taproot was how do we ensure all non-profits have access to the marketing technology, HR, strategy, etc. talent they need to survive and thrive? And really built it out as almost like a consulting firm, but all pro bono work using pro bono consultants from companies and freelancers and built it out across seven U.S. cities, scaled it to the largest non-profit consulting firm in the country and in the world.

Then really realized that that wasn't the right goal. The goal is how do you create a marketplace? Taproot shifted from being primarily a service provider of pro bono services into helping companies create pro bono programs, helping to build it into universities, helping to inspire the creation of

programs around the world and much more around this market and how do we make pro bono service part of every professional's regular experience?

Travis: That's wonderful. It reminds me a little bit of your book when you talk about the levers of social change and creating new marketplaces. I'd love to jump into your book a little bit. I think when your book starts, one of the things I love is the illustration is talking about how the economies have changed from agrarian to industrial to information and now into this purpose economy. Can you tell us a little bit about that?

Aaron: Yeah, it was really wonderful to come across my uncle's research when he was a Ph.D. candidate at Stanford, that really just showed that we had, in the 60's, entered the Information Economy. He coined that term. What he also has helped me realize was that the economy really does radically evolve and that we're on this evolutionary process and that these economic eras are getting shorter and shorter, and that the economy we know now, which is the Information Economy, is unlikely to last more than another 10 or 20 years, and another economy is likely to sort of emerge as the next one.

I started looking around at what were the trends that I was seeing in society in the economy. Where was innovation going? Where was growth going? Where was the millennial generation putting emphasis and priority? Everywhere I looked, if I'm looking at people focused on do-it-yourself maker movements to sharing to experience to put our focus on wellbeing, they all pointed to the overall sort of macrotrend of the likely next economy being around how to maximize purpose and wellbeing for people. That's really likely to be the next major American, but then global economic sort of era.

Travis: Absolutely. Another thing that I love about your book is you talk about Maslow's hierarchy and that's something that's come up in our conference already that a lot of people know of the top of the pyramid being self-actualization, but I love that you talk about transcendence at the top, which I've only heard a couple times and I love that you talk about that. Can you explain what self-actualization is and then what is transcendence at the top of the pyramid?

Aaron: Yeah, I mean especially now. I think Maslow originally designed this pyramid and self-actualization was at the top, and then modified it and others have sort of embraced another level on top of self-actualization, which is transcendence.

Self-actualization is really around a sense of self-awareness, fully being comfortable in your skin and sort of fully being comfortable with who you are. It's sort of a—it's a level of enlightenment is the best way I think about it.

Transcendence is the ability to look beyond self and to really be able to see the ability to help others, the ability to be part of something bigger, the ability to actually improve the condition of communities around, the people around you as being sort of a level above that. It's getting beyond self to much more of a sense of seeing yourself as part of a broader ecosystem and being willing to really invest in that and having a fear and a sense of not being able to do something that really matters to someone besides yourself.

But that's my take on it. What's your take on it?

Travis: Sure! Well, actually, it kind of reminds me of the Bodhisattva story that there's a man who goes into the desert and he's looking for an oasis and he finds it. He jumps over a wall, finds an oasis, and all the people before him had jumped over the wall, found it, and stayed there because it was a wonderful place, but he jumped over, found it, jumped back over the fence and ran to go tell everybody else about it.

Aaron: Yep.

Travis: I think that's a wonderful story because that idea of, "I could find enlightenment. I could go off and find this happy life, but instead I'd like to bring it back." Like in this pyramid you say in your book, "Help other people self-actualize as well."

Aaron: No, I think that's very aligned and I was raised Buddhist. This whole idea of first you've got to make the change in yourself, then you bring it to a group, and then that eventually brings it to society. I think that's very much aligned with that hierarchy of saying—it's sort of like—the best analogy, the one I

usually use is the one from the airplane of you've got to first put on your oxygen mask before starting to help others, but that there's an importance to help others once you've got your oxygen mask on.

Travis: Right, absolutely. I know you talk in the book a lot about the millennial generation and how the Millennials are demanding purpose in their work like never before. I was wondering can you explain a little bit about that?

Aaron: Yeah, it's really fascinating. I mean every generation has wanted purpose at work and Millennials are not leaving anything out. I think what's unique is there's a much greater sense of entitlement to it and a much greater sense that they're willing to sacrifice for it to make it possible and it's starting to really play into not just jobs, but also into consumer behavior and changes in consumption.

The surveys are consistently showing the millennial generation is willing to forgo significant income to have more purpose at work. They're showing it being a buying criteria, etc. I think there are a number of things driving it. I think one is social media and the fact that when I was growing up conspicuous consumption was about the clothes you wear, the brands you're associated with. The millennial generation is much more about the experiences and the people you associate with online. It's much more of a sense of wanting to have—having your identity tied to purpose and causes and being part of something bigger than yourself as a form of identity.

But also the millennial generation is growing up with a lot of chaos. They've had to deal with 9/11. They've have to deal with the Great Recession. They've had to deal with a number of natural disasters, incredibly hard job market. Part of this is really a need for them to find something to ground themselves. That purpose research shows is the thing people look for when there's chaos because it's a way of creating internal stability for individuals to be able to say, "Here's what I stand for. Here's what matters to me." They keep that narrative going. They've had that need more than sort of previous generations in many ways.

Travis: Yeah, and I found with myself—I was part of Net Impact and I think Net Impact is a growing organization. You have a quote in your book from Liz

Maw, the President of Net Impact, and she says, "Emerging leaders are looking for one thing above all else in a career: purpose." I think that's a wonderful quote, but I was wondering if you can tie that into these growing movements like Net Impact. I think B Lab also. There's this growing communities of people saying, "This is what we demand. This is what we want."

Aaron: Yeah, and it's sort of traditional adoption, right? You get early on a lot of innovators that were doing this on their own, but as it started to become more mainstream, we started seeing these organizations emerge where people can come together who share values, like the two you just described.

Then beyond that, what you start to see is there are a lot of people who want to join, but they weren't willing to join before it was well-defined. The B Labs and Net Impacts defined the field so other people feel comfortable entering it because there's a sense of identity tied to it and a little bit more, let's say, transparency.

Travis: Yeah, absolutely. I was wondering if you could define some of the values that you see, some of your favorite things that define the purpose economy.

Aaron: I mean the biggest thing to me is a social side. I've seen so much more of a return to local shopping, local community, local experiences, farmer's markets, just much more of a sense of community on a local basis. I think it's been so missing and I see it popping up. I live in Brooklyn, which is in many ways the epicenter of a lot of this change. You just see such a greater level of engagement, happiness, wellbeing in these sort of communities where people really know their neighbors and are really buying and selling things from their neighbors and are seeing the same people every day.

I think this is a huge part and the thing I'm most excited about probably is this creation of much more of a neighborhood again, instead of sort of the strip mall of the 80's and 90s. That's a big piece I'm really excited—and I think a lot is education. Starting to see, finally, I think some real innovation in education and God knows we need it.

Travis: You also talk—and something I really liked was how you said we're moving away from consumption and toward creation and experience. Like you just said, people are not only buying, but also selling and creating in their community, which I think is really special. Can you talk about some of the examples you've seen of that?

Aaron: Yeah, and I think a lot of it, again, like the millennial generation is saying, "This isn't just about accumulating stuff and it's not about shopping as entertainment." I think shopping for my generation and Boomers is largely a form of entertainment. It's not that it's not anymore, but there's less of a sense of showing off what brands you have or where you spend a lot of money on something and much more of an emphasis on what experiences have you had, where are you showing up, who are you associated with? It's much more social and experiential where that energy is going in terms of identity, which is a major, major difference.

You see that again in Park Slope, where I live in Brooklyn. There are all kinds of businesses now that are about creating experiences that we have together. You've got the whole brunch culture. It's much more about social experiential priorities. That's why we're not spending as much money on cars.

In Europe now, for Millennials, having a car is not considered a social status the way it was when I was a kid. It's almost considered old school to own your own car. Instead, sharing cars and spending money on things that matter more to you.

I think it's terrific and it's really saying, "Consumption is not actually something that makes us happier or healthier, but experiences do," and people are putting more of their money and time towards that.

Travis: It reminds me of how in your book you say there's a focus now on sharing and not necessarily on ownership, whether it's cars, there are shared workspaces. That's a really exciting idea too.

Aaron: Yeah, absolutely. There are so many assets and there are a number of variables there, but there are so many things that we own that we don't need all the time and finding ways to share those, whether it's housing, office, car.

It's primarily social when we start doing that. It creates a different relationship with our neighbors because we have to build trust around that. It's a very healthy, I think, very healthy change.

Travis: Something else that I really liked. You didn't mention the medical field yet, but in your book, you talk about disintermediation and I think that's a really—I'd never heard that word before, first of all. I think it's a really cool word, but can you explain, like in the medical field or in other fields where that's coming into play?

Aaron: Yeah, no, it's huge. The Information Economy has been all about intermediation. It's creating intermediaries behind us and making things like banking, like medicine, etc. all about efficiency and all about putting people between us and resources to make sure that it's efficient as possible, which is oddly sort of inefficient in a sense, but you think about medicine. I think it is a great example.

I mean back in the day and not that long ago. I mean if you were sick, the primary way you saw a doctor was a doctor came to you. You had home visits. The doctor with a little black bag. What we're seeing with the sort of rise in the Information Economy has been a process where when you're sick you're the one who has to get out of bed and schlep to a hospital or a doctor's office, sit in a room full of sick people, and get five minutes with a doctor and fight with insurance.

When you talk to the leading innovators in healthcare, like Kaiser in the area, their goal is to return to that old model where if you're sick you don't get out of bed. The doctor or the treatment, in one way or another, comes to you. And trying to really, once again, put the relationship with the doctor and the patient first.

I think that's really powerful and you see that happening in finance now. You see it in education. You see it in retail. More and more sort of removing these big behemoths between us and the other side of the marketplace or a caregiving relationship.

Travis: I guess the irony that originally they were created to lower costs, but now people are willing to pay a little more to have better services that are actually a lot similar to old services, which is very interesting.

Aaron: Yeah, I think it's complicated, too. Efficiency of doctors is expensive. You want to see the maximum number of patients possible, and then you have a sort of scarcity, which then leads towards the doctor staying put and people coming to them, but it's not very human. It's all about economic outcomes.

I think the other piece is, honestly, too is it used to be that most of what a doctor needed they could carry in a little black bag. Now with technology, in a lot of ways, there are so many gizmos and gadgets that are part of the medical process is trying to figure out how do you make that portable. It's not just a question of carrying a stethoscope anymore.

Travis: Yeah, that's very true. You've already mentioned a couple of really great organizations and individuals who are leading toward a purpose economy. I was wondering if you could mention any more. Are there others that you haven't—I know there's a ton in your book, but are there other favorite individuals or organizations that you can mention that people can look up and learn more about?

Aaron: Yeah, I mean the best—first I just want to say we spent a bunch of time last fall identifying through sort of a community outreach process 100 pioneers in the U.S. who are really the ones in different industries who have found creative new ways to disrupt different markets to maximize purpose, and they're all listed with bios on our website, purposeeconomy.com.

Then we just released last week a list of the top 100 in Europe and another list of the top 100 in Asia. I really encourage you to go in there and find people in the fields that you're interested in who can inspire you and give you ideas for how you can start to disrupt the markets you work in.

A couple that I love that people know pretty well—I mean I think Whole Foods in the U.S. has been amazing. Tesla has been phenomenal in terms of changing the way the automotive market works. Etsy has been amazing on

really building this whole maker economy. WeWork has done a lot to really change the way we think about shared office space.

Across the board, I think in every industry there are some great examples of companies and organizations that are really changing what we think of as normal.

Travis: That's awesome. I love that you have that on your website that people can go and find more. That's perfect.

Aaron: Yeah, I think just with a concept like this it's so important to be able to give concrete examples that people can really get their head around it.

Travis: I think that jumps nicely into your new work with Imperative. I think you're now reaching out to everyone and saying, "Purpose is something that everybody can choose every day, no matter what you're doing." I think that's a really empowering idea. Can you explain what is Imperative and where did that idea come from?

Aaron: Yeah, so when I was at Taproot, what I heard over and over again from people was that pro bono work was the best part of their career. At first, I thought that was amazing and wonderful and inspiring, but then I realized that's the real problem. We have a problem. Our work is not fulfilling us. You see 70% of the workforce describes themselves as disengaged at work.

I left Taproot and started this journey because I firmly believe we need to make all work feel like pro bono work. We need to help everyone find purpose and meaning in their work. It's still vital for our experience since we spend so much of our time working.

I spent the last two to three years really researching what is purpose and how do you actually determine for each individual uniquely what drives purpose for them? We built the first ever purpose diagnostic tool that helps people really identify psychologically what are the things that would generate purpose for them so they can make better decisions about jobs. New jobs, but also how to optimize the job they currently have.

Imperative really is in its early days, but the goal for it is to create a career platform for folks to really optimize purpose, to help them really identify other people who share purpose, to help them modify their current jobs to maximize purpose, to look for new jobs that optimize purpose, and to help really build community in their local cities around purpose.

We see this as a sort of new organizing principle of work and of communities and really trying to build a platform that enables that to happen.

Travis: I notice one of the features that's coming soon is the community feature within Imperative so that people can join together and talk and learn from each other.

Aaron: Yeah, we found it's really powerful and people meet over the same purpose type. It's been incredibly powerful. We're trying to put up a large member base that we can start actually bringing people together for the same purpose type and having an offline to be able to get together for dinner or for drinks or coffee and start to really support each other in the process of maximizing purpose for each other.

Travis: So cool! I also noticed that Imperative is a certified B corporation. That is really cool! How did you decide to create a company this time and not a non-profit?

Aaron: Well, running a non-profit is really, really hard. It's honestly harder than running a for-profit organization. There are so many constraints on it. I think as an innovator and entrepreneur I just found that repeatedly frustrating at Taproot being constrained by being a non-profit.

For me, it was a question of only be a non-profit if you have to because what it does is really just create more restrictions than anything else. It was less around just economic return. I think a lot of it had to do with just the flexibility to be entrepreneurial and to try different things.

Then also looking at where are we likely to find revenue and our core revenue model, as we see it, is not a philanthropic one, so there's no reason to be a non-profit, basically. I think from a mission standpoint we could easily be a

non-profit, but being a B corp is a nice compromise to be able to do both at some level.

Travis: Yeah.

Aaron: Without the restrictions. They're sort of self-imposed restrictions instead of government imposed.

Travis: No, I think that's absolutely right. The neat thing about B corporations is that you have this opportunity to talk with all of your different stakeholders so that you're responsive not just to your donors, but to the communities you're trying to serve and so on. It's a really neat model. I was wondering if you could explain a little bit about why you chose to get on the B corp route specifically.

Aaron: Honestly, it wasn't my—I mean there was someone that seemed to really advocate for it. I just thought it was a great idea. I think it's a part of just being part of a community of other organizations that have a similar motivation. It's also something as we look for investment we wanted to be able to really make it clear to investors what our values were and to set it up in a way in which it didn't seem very flexible, because we'd heard too many stories of socially-oriented startups that then basically find money and give up their social mission and really wanted to basically force the discipline on ourselves of ensuring that whether it's employee, investor, what have you, that we see it as something that we can't change and that we are completely committed to and force it on ourselves. Sort of avoid temptation.

Travis: That sounds great! One thing that I really like and there are people out there who might be wondering how this works, but you talk about at Imperative that anybody can find purpose every day in their job and that purpose is a choice. It's a verb you talked about in your book, too. I think that's wonderful, but can you explain, especially to people who might be wondering how that works? What is that like?

Aaron: Yeah, so I think the first thing is to really understand what myths we carry about purpose. I think one of the challenges I saw in myself as well was that I really misunderstood what a purpose was all about. It was really causing me

to make not always the best decisions personally, but also giving a lot of bad advice.

What I've been really focused on for the last couple years is really trying to understand what is purpose and what is it really made by? How do we create it in our careers?

The first myth, which is a really prevalent one is that purpose is about a cause. That we find purpose and we have a cause. You find people saying, "I need more meaning in my work, but I just can't find the cause." It's absolutely not the case. There are plenty of people out there who have tremendous number of causes that they're involved in and have no purpose at work, and you see people who have no causes that are at all associated with they're working on, but have tremendous purpose in their work. Cause and purpose are not the same thing.

The second one is that purpose is a revelation. It's something you just discover, find. It sort of runs into you on the street. A lot of people are waiting to have that revelation, when in reality, purpose is really about a journey. It's about the day-to-day of how you approach your work.

The third is that purpose is a luxury, that it's only for those who are well off, further along in their careers, so there will probably be a paying their dues. You have to earn it. The reality is that people can have purpose in any job. People can have purpose and do have purpose at any socioeconomic level. Purpose is not a luxury. It's something that you actively choose.

The key to finding purpose at work is three things. One is relationships. Relationships matter a lot and helping build connections with people that are actually meaningful and not just transactional. The second is doing something greater than yourself, which is not the same thing as a cause. It just means that you're doing work that's not just about yourself. You're doing stuff that you feel like is helping your colleagues, helping a customer. How do you do things that matter to other people? How do you do something that's just about meeting your own needs?

The third is through personal growth, when you're stretching and trying to do things that are outside your comfort zone, building mastery of something, really sort of growing as a person. Those are really the ways to generate purpose in your career. You can do that in any job. I mean certain jobs make it easier than others, but recognizing it's really a choice on your end and then learning how to optimize them.

Travis: I love that. It reminds me of one of Martin Luther King Jr.'s most famous speeches, but one of his last speeches, when he talks about serve to be great and anyone can be great because anyone can serve. I think that's a very powerful message and he was speaking, at that point, to sanitation workers. If they can be convinced by that, then I think anybody could be because that's there. Every day you have that chance.

Aaron: No, that's exactly right. I think too often we think it's only about positives. It's only about some elite piece or it's like, "I have to work at a non-profit," but a lot of people I know in non-profits have no sense of purpose in their work either. It really has to do with a choice. It's choose to be great. Choose to have purpose!

Travis: I think that, to me, connects this idea of being an everyday humanitarian, that for the longest time I dreamed of being a humanitarian. The Peace Corps, I think, was a wonderful experience for me that was close to that. It touched on that a little bit, but this idea of a luxury, like you said, I think we attach luxury to humanitarianism or humanitarian work that you have to either have a lot of money to go do it or you just have to give up your worldly life and just disappear and go off to some other place.

But I think, what I hope, is that the idea of everyday humanitarians touches on what you're saying here with purpose, that anybody can choose to find that in their work. It's about the little things you do.

Aaron: They have to find it in themselves first, right? I think that's the—it's recognizing first that you're a human and that purpose isn't something that exists somewhere else. It exists right in front of your nose and inside you. People who are constantly chasing it around the world or trying to find it as some kind of external force are never going to find it because they don't

realize that purpose is wherever you go, that it comes from inside you, not outside and that being an everyday humanitarian starts with first being able to love yourself, being able to believe that the work you're doing and that you matter, and being able to really just appreciate the little moments because life is, as the cliché goes, life really down to the day is only just a series of little moments. The big stuff actually comes and goes. The little moments are the continuity and the things that fuel us.

Travis: That's wonderful. I agree. I was wondering if you could tell us a little bit about what excites you. What are the next steps for Imperative?

Aaron: Yeah, I mean I think we're still very early on. I think the things that I'm most excited about and we're really building out this whole platform, so people can really start in the next month or so, really starting to take active roles in changing their work. People that are currently employed and have a job, but want to figure out how to really optimize that job to maximize purpose. We'll start having the tools for them to really do that.

To me, that's so powerful, because we spend so much of our time at work. Why not craft it to actually meet our needs as human beings? That's sort of the thing I'm most excited about right now. Then being able to really—and with that, connect people to other folks with similar purpose and starting to build communities around purpose instead of around just race, gender, functional skill, company, these more superficial things. We're going to start to actually build community around what matters to us. I think we're going to start to see some real fundamental changes in society.

Travis: Yeah. I think that's amazing. One of the last questions I want to ask you here is how we can help you. I think you're so inspiring. The work you're doing is so great and it's been for a really long time. I was wondering all these people that see you and are inspired by the work you're doing, how can we get involved? What's the best way that we can jump in and help you in your journey?

Aaron: Thanks for asking that. It's very generous. Yeah, I mean, to me, this is not my journey. It's our journey and I think the few things that really make a big difference and one is just to help build awareness around the idea of the

purpose economy. The more people who are adopting that language and thinking this way, the more likely it is that we can achieve this collective goal of building a new economy that's actually built for us, not just for companies and machines. That's sort of the first piece is just to really help find ways to use purpose economy language in everything that you're doing.

I think the second is just to also really begin with yourself, which is take advantage of our diagnostic tool and really start to model maximizing purpose in your own work and telling others about that experience so that we can get as many people as possible starting to really take ownership of their work and make this change.

Those are the two things that, to me, are most powerful right now. Sort of building the overall movement and then also sort of building the movement within yourself and then helping to tell that story.

Travis: I think that's wonderful. I really hope everybody goes out and gets your book. I have it right here with me. It's wonderful. It's a great guide as well as, like you said, highlighting these incredible people and organizations out there that are being a huge part of the change. I wanted to thank you, Aaron, for taking the time to be with us and for being a huge leader in this new movement. I think you're helping create the purpose economy and it's really been a pleasure to talk with you today.

Aaron: Likewise, Travis. It really was a treat and I really look forward to working with you and your listeners to really create this change so we can make sure the next generation has a radically different reality than the one we have today.

Travis: Thank you so much.