Kerrin Mitchell:

Welcome to the Untapped Philanthropy Podcast.

Tim Sarrantonio:

We're your hosts, Fluxx's Co-founder Kerrin Mitchell and Neon One's Tim Sarrantonio. We've spent our career learning how to leverage technology and data in the social sector to better connect and serve our collective causes, constituents, and communities.

Kerrin Mitchell:

In this podcast series, we profile leaders, public figures, philanthropists, and industry experts to explore the fascinating intersection of funding, technology, and policy. We're here to analyze the most formative topics and trends that shape the present and future of philanthropy.

Tim Sarrantonio:

Welcome, welcome. Today we are honored to be joined by Eric Ressler of Cosmic. Now I got connected with Eric on good old LinkedIn, and that is a really good indicator of the types of directions that we're going to go, which is the power of digital connections. And so we're really excited to have Eric here today. Eric, welcome to the Untapped Philanthropy Podcast.

Eric Ressler:

Thank you. I'm excited for today.

Tim Sarrantonio:

Yeah, so Kerrin, I know this is a little bit more on my end of the spectrum, the messiness of individual playing and stuff like that.

Kerrin Mitchell:

I love when I get to play color commentary and I just get to learn. So that's what I'm doing today, Tim. But you my friend, have I know a bazillion questions and I actually did homework shockingly, so I actually did too. So...

Tim Sarrantonio:

Love it. Let's get into it now. Now we are going to turn things a little upside down, Eric, because historically we've gotten to know our guest through some questions and then we do a little rapid fire game, but we're going to flip it for you.

Eric Ressler:

Wonderful. Let's go.

Tim Sarrantonio:

So what I want to do, and this is actually inspired by the post that you had recently on a certain word that we might need to rethink.

Eric Ressler:

Oh, I think I know what this is.

Tim Sarrantonio:

And so we think that your answers to our word association game might be an excellent way for folks to get to know you and to also start our conversation today in a kind of cool way. So this is how it's going to work. I'm going to say a word related to your field, and you're going to have to respond with the first word or phrase. We'll give you a little rope here, that pops into your head relating to the things that you do. Are you ready for it?

Eric Ressler:

Let's do it.

Tim Sarrantonio:

Okay. We're going to go strong - nonprofit.

Eric Ressler:

Social impact.

Tim Sarrantonio:

We'll get into why he said that later. Brand.

Eric Ressler:

Narrative.

Tim Sarrantonio:

Digital.

Eric Ressler:

Activation.

Tim Sarrantonio:

Community.

Eric Ressler:

Building.

Tim Sarrantonio:

AI.

Eric Ressler:

Caution.

Tim Sarrantonio:

Did you want to elaborate on any of those?

Kerrin Mitchell:

Maybe all of them.

Eric Ressler:

So I think we have to do the nonprofit one.

Tim Sarrantonio:

Let's do the nonprofit one.

Eric Ressler:

This one surprisingly made the rounds on LinkedIn. I did not actually expect it.

Kerrin Mitchell:

I even saw it come through. And then Tim mentioned it and I went into the rabbit hole and I was like, wow, people are fired up about what this could mean. So yeah, let's dive in.

Tim Sarrantonio:

Explain this. This is relatively recent yet evergreen post that you made.

Eric Ressler:

Yeah, so I think the post was essentially just kind of making an argument that the word nonprofit and the term nonprofit is essentially a pretty big branding mistake around how we describe nonprofit organizations. And even just the misnomer about the social impact space in general and the nonprofit space being one and the same. And I think most people realize that there's a bigger ecosystem. The reason in short that I don't love nonprofit and have never loved nonprofit is that first of all, it's negative. It talks about what we're not for, and then it also just starts to perpetuate this narrative around nonprofits not needing money or heaven forbid even needing profit to run sustainable, healthy, thriving, growing organizations. And I think there's some debate around, there's obviously legal reasons around the term, and even if we want to get nerdier, we could do 501 C3 versus C4 and all of that.

Tim Sarrantonio:

Don't forget the C6, man. Everybody always forgets the C6.

Eric Ressler:

I always forget the C6. I'm certainly not the first person to bring this up or to say it, but it just kind of felt relevant again because I just keep having this feeling and it is tied into this bigger feeling and this line of thinking that frankly is pretty fresh for me. So it's a little untested, but I'm going to give it a shot here. Which is just that I see a future for this sector, this social impact sector that is significantly healthier for everyone because I think a bunch of people certainly way more qualified than me on this topic have brought up how unsustainable the current structures and systems are. And we see it every day in the work that we do with our clients. And in the short term, our strategy is essentially to work within these broken structures and systems and help our clients be as effective as they possibly can be within the brokenness there.

But I do think longer term, and I think not even so much our sector and the people in our sector, but in the larger sense of culture, we need to redefine how social impact organizations, including nonprofits show up and how people think about them and more importantly, how people value them. Because I do think that there's this cultural feeling or meme or narrative in the zeitgeist that somehow nonprofit organizations and social impact organizations are not as serious as B2B brands and B2C brands. They don't get the same amount of attention and respect in culture is at least what I've seen. And I think that's a shame because there's so many brilliant passionate people who have to make trade-offs to be in this space. And I think that's a shame.

Kerrin Mitchell:

And I think when we look at this as a unit, I agree these people are coming together for a mission-driven approach. And if anything, they've given so much sacrifice to push for what they care about. I think you're right. It's a really big part of where people identify in their self, the worth, what they're doing, how they give back. It's a shame to have that term any bit lessened than something extraordinary.

Tim Sarrantonio:

The only, not even issue Eric. But the thing that I always get hung up on in these conversations is that there is at least in my opinion, an inherent motivational difference on why the money's being moved around. And I'm not even saying nonprofit's the right word, brand to brand guys. I think we can have a fun conversation on that. But ultimately where I get concerned is when I see corporate social responsibility or brand marketing and things like that, cause marketing in particular, water down the message that it's like, we're just trying to help.

Eric Ressler:

You're preaching to the choir on this one, Tim.

Tim Sarrantonio:

Okay, alright. And I didn't think this was the problem, but I got to call it out where if we even look at Giving USA numbers, corporate money is not the thing. And this is not about beating up corporations. It's about what is the utility and focus and adherent point of what we are doing and the inherent point of what we are doing, which has been reflected in even conversations with even the Giving Institute changed its mission away from philanthropy toward generosity. And so I think that you're on the forefront of something much larger. I do agree it's going to take a while to get there and it cannot be co-opted to just simply be the next version of let's throw pink on everything for awareness basically.

Kerrin Mitchell:

And I think philanthropy, it's hard even when we're chatting, and again, so Eric, obviously I come from sort of the Grantmaker side, but the grant makers, they come in every form. It's not just corporate, it's not just private foundations, it's government. They're people that are looking at gaps in society, whether it's policy, procedural, whatever it be. And they're trying to augment what they can to basically bring support to the community. And I think to your point there, don't identify with the things. And actually using those terms oftentimes takes them out of the picture that they're like, that's not what we do and how we work. So it's actually omitting people that are a huge part of the puzzle, the trillion dollars that are coming from government that are all part of this ecosystem, social change. So it's a very interesting, you're right, the terminology is very misleading and it omits people that shouldn't be omitted.

Eric Ressler:

And I think when we were, because we started out as not fully focused on the social impact sector, we've been around for 13 years. We began serving a lot of startups in Silicon Valley, B2B and B2C brands. And when we chose to refocus our mission fully and authentically into this social impact space, this really comes from trying to solve our own problem. We knew we didn't only want to serve nonprofits because we'd already worked with government organizations with some funders, some social enterprises, and we saw that there are people who are making authentically impact driven decisions. And that is really to me, what defines the sector, not your tax structure or how you file your taxes. And I get that that's important too and has implications for how you operate. But what we care about is do you actually make decisions based on impact as the first principle?

And so we saw that nonprofit was not a word to describe that space. And at the time, social impact did not have very much traction, at least from what I could see. At the time, purpose was the buzzword and to some degree still is. But I think purpose has rightfully landed a little bit more on the corporate side around CSR campaigns or purpose marketing or cause marketing. And frankly, we have nothing against that necessarily as long as it's also done authentically. There's some really good work from some really good organizations, but that's not who we work with. We work with organizations that exist to create positive social change as their mission at their core. And so the terminology around this I think is important because we need to redefine how we think about this space that is emerging and changing, especially as there's more collaboration and partnerships between nonprofit organizations and other social impact organizations and funders and government. And the whole space is kind of shifting. So I think I'm open to other terms, but for me, social impact organizations, social impact brands is working. We're attracting nonprofits with that language. People are self-associating with that. And so open to suggestions, but I think it kind of works.

Tim Sarrantonio:

I think the etymology of everything is now up for debate. And here's the reality is that language is always a shifting landscape. That's the thing is that the way that we talk with each other, the way that we define everything is constantly under review. Whenever you go into a new room, people might not understand the words that you're using. I have been drawn toward terminology like the impact economy for instance. And I've heard about those types of things. But let's kind of step back and also tie this into your work, Eric, in a very practical way, which is brand. Maybe walk us through, how did you kind of get started with this and tell us a bit about your journey a little bit more.

Eric Ressler:

Yeah, sure. So I'll try and keep it short because it starts from a really young age, but since as long as I can remember early childhood even, I was always inspired by and drawn to acts of creativity. I'm a naturally creative person. I've determined that I'm actually only happy if I'm creating, and as soon as I'm not creating enough, my happiness index starts to decline and takes a nose dive. And this has been true for me since the beginning. And in the early days it was everything. It was traditional art, it was photography, it was videography. And there's still a lot of that in my personal life as well. But then when I was lucky enough to have access to a computer, things just kind of clicked because I'll be frank, I was never the greatest traditional artist that was not, I could see things in my mind's eye, but I couldn't articulate them practically in whatever medium I was working in until the computer allowed me to make up for my lack of foundational artistic skill.

And then I started to realize, wow, this is more than just art. Design is art and purpose. It's creativity for a reason, for an outcome. And that really started to click for me even at a young age. And now I get to

apply that to some of the smartest people doing some of the most important work in the world and ask the question, what place does design have in creating positive social impact and social change? And the answer is massive in my opinion from what I've seen and from what other really skilled people are doing out there. And I think we can kind of debate how important design is and where it's applicable and where it's not. But that's really kind of a very short version of my story. Out of college, art school dropout, started freelancing, started making money because I needed to pay bills and pay rent and started really just cutting my teeth that way.

And I'm not a structured learner. I did not do well as soon as I had to actually start studying in school, that was it for me. So I learned by doing and failing and iterating. And so the freelance life really just kind of clicked for me somewhat out of necessity, somewhat out of just how I work and how my brain functions. And so that led to all of a sudden running an 11 person agency at one point and not knowing quite how I did that or how I got there and having to figure out how do I do this sustainably and who do I want to do this for long term because it isn't B2B startups in Silicon Valley. No offense to that sector just wasn't for me long term. And so that's when we really started to look at who else might we serve and who's really going to fulfill us in terms of the work that we do, and where do we see a need in the market that we feel like we have an ability to really kind of elevate? And that led us into this space that we now call the social impact space.

Kerrin Mitchell:

Let me know if I get this right. So Cosmic, you guys assist with social impact leaders brands, they develop essentially strategies for how to communicate with this outside world that is absolutely bonkers. So one of the things that I look at in the world right now, you've been through many iterations of your journey up to today, but today's world is one of distraction and impulsivity and all the things that are pulling our attention elsewhere. I mean, how do you balance the two social impact org but navigating all the dynamics that our current world has sort of put forward?

Eric Ressler:

I mean, that's exactly the question that we're asking ourselves every day and core to our philosophy and our point of view on this work is this concept that we call the attention economy, which is driven by digital channels and tools and conversations happening primarily digitally today. Certainly there's still real world conversations and experiences happening, but the majority of our communication and our decision-making and our impact is funneled through these digital channels to some degree or another. And used skillfully, they are so amazing. We're having this podcast here today because we met digitally through LinkedIn back in the day, and maybe even still today, we would've met at a conference or whatever, but it's a true kind of equalizer at its best, at its worst, it's a booby, trap filled hellscape of lies and misinformation.

Kerrin Mitchell:

I want to use that term.

Eric Ressler:

Yeah, I mean we've all seen the worst of this attention economy too. So just like any new technology in this at some point maybe segues nicely into AI, there's best intentions and there's real implications. And where do we land? It kind of depends on how we all use the tools and modern culture, but at the end of the day, we basically help clients in the social impact space with strategic brand building out best in class digital experiences to power that brand and to activate it, and then content and campaign consulting to

actually capture attention and turn that attention into sustained action and then ultimately into community.

Tim Sarrantonio:

I'm a huge fan of Marty Neumeier's definition of brand itself. I think a lot of times what I've learned getting into my role as brand director is a lot of people don't even understand what brand is. And they go, well, it's the logo or it's the programs that we do, or it's these other types of things. I know that you understand that it's ensuring that people are reflecting their core values, their principles, things like that. How do you help your clients navigate this and that type of way to think about the world when it comes to brand development?

Eric Ressler:

Yeah, it's a really good point, and this is one of the reasons why lately I've been really leaning into brand building as the term that we use instead of just brand. Because I think there is this misconception around brand being logo and colors and fonts, and of course it's partly that that represents your brand, but it is not your brand. This has been talked about to death, but the way that I really think about brand, at the end of the day, it's what are you promising your community and are you coming through on that promise? If you can answer that, then you have a brand. And if you can live that and embody that, then you are building a brand and your brand is being built every single day. You do not build your brand and then check it off the to-do list. It is something that is happening as you navigate the real world and make actual decisions day to day.

I think that when it comes to how we help clients understand their brand, it's a process. And what I would say is that it starts with investigation from our side because when we bring on a new client, we don't know nearly as much as they do about their space and their community, and we never will. And that's actually not our goal. Our goal is to come in and look at that with a fresh perspective and to apply some of our learnings and our expertise and our tools and our frameworks to help facilitate them through brand transformation. And so some of the things that we're looking at there are things like your theory of change, helping them define and own a niche, which is something that I think is especially underserved in the social impact space. Looking at, yes, of course, things like their visuals and their messaging and how do they craft an impact story for different audiences that actually resonates and actually drives action. But it really starts more strategically. So it's something that often we like to have woven into a strategic planning process because what we really need to understand is where are you actually today? Not where do you want to be today, but where are you actually today? What is your desired future state and what are the three to five main bets you're going to place in order to try and get to that place? And that's really the foundation of how we build brands.

Kerrin Mitchell:

So when you look at all of those examples of people coming to you getting support, are there places where you see common success points or common failure points that you would want to share with today? Maybe for people just getting started, things they should be aware of.

Eric Ressler:

Sure, yeah. So I think this may be a little reductionist, but I want to frame this in this new way we're describing this. Around kind of the old playbook versus the playbook for the attention economy. The first point is actually around brand building, this kind of long game approach versus transactional marketing, which is much more of a short game approach, trying to get conversions or signups or

donations on any one micro campaign. And certainly we use those tools. We look at evaluation and attribution reporting and some of these more metrics based approaches to marketing, but we also want to make sure we're not losing sight of the larger view of brand building, of creating a reputation of building community these things that really today stand out because so few people are actually executing on them authentically. So that's one piece of it where we see failure. Similarly, information centered communications being kind of this old playbook way of doing things where we're putting out content to just inform instead of more human-centered messaging and storytelling, which a lot of people talk about, but not very many people actually execute well.

So how can we not just inform, but how can we do that in a way that is compelling, that taps into our innate desire for story and human connection? The other thing I would say that's honestly huge is kind of old school static brochure style websites versus these more active, modern, best in class digital experiences that we all expect today because we don't really draw a distinction between, oh, well, this is a nonprofit website now, so I'll cut them a little slack on the user experience not being so great, or the page load time being bad or, oh, the donate form doesn't work today. Oops, we'll come back in a week. Right? That's not how we work today. So that's a huge bit of it as well. And then I would say similarly, how do we create content in a way that is not just content for content's sake, but actually conversation starting, scroll stopping content, content that actually promotes dialogue and creates debate even that actually moves people.

And that is certainly part format, part creativity, but it really starts with meaningful distinct ideas and sharing those authentically. And then the last thing, which is a bigger thing, is this kind of focus on attracting donors or building out customers versus nurturing community that actually inspires action. And there's a lot of overlap between those two things, but it's really, how do you think about it? Is it transactional? Again, with regards to, well, how many donations did this email net for us? Or is it, how many conversations, how many replies did we get to this email as just one little example. So those are some of the key things that we're helping clients to navigate when we're trying to give them this new playbook that's more appropriate for where I think the sector is going.

Tim Sarrantonio:

So I'm going to throw you a curve ball,

Eric Ressler:

Go for it.

Tim Sarrantonio:

Which is a lot of the organizations out there are lower revenue. The bandwidth for experimentation is very low. The bandwidth for nuanced understanding of even things like the definition of brand are very low. They have boards that are pretty much just meeting maybe quarterly and then demanding updates on their metrics. What would we say to an organization to make them prioritize this type of thing over the more immediate transactional kind of that rat race element there? How do you get people to prioritize this work?

Eric Ressler:

The unfortunate answer is they try the old way and fail over and over and over again until they just can't anymore. And they start to, at least that's our experience. I mean, certainly sometimes people are coming to us and just saying like, Hey, we love what you did for this org. We love your approach. How can you help us? That happens too. The unfortunate truth though, is that almost all the time people

come to us and they've tried to do this on their own, or if they've tried to do it in a more transactional approach, even with an outside agency, and they're just not getting the results that they're looking for. Because as much as I love to preach brand building and brand building is an art and a science. At the end of the day, design should be delivering results. If it's not delivering results, it's art, it's not design. And so I think..

Tim Sarrantonio:

I love that. By the way, I want to frame that actually, thank you.

Eric Ressler:

And by the way, I love art for art's sake, don't get me wrong. It's one of my favorite things in the world, but that's just not design anymore. So I think that's the kind of short, unfortunate truth. But what I'll also say a little bit more optimistically is that I do think there is more cultural understanding, especially within the sector, that this is important, meaningful investment to be done, and that has the potential for true ROI if done correctly. And I think we're all starting to get tired of the transactional experience of being online or engaging with organizations. I can't tell you how many amazing organizations I've unsubscribed from because their marketing is so urgent, transactional, and inauthentic. Organizations that I love, and I will not name any names, so don't ask me to because I don't want to do that, but organizations that I really want to support, but the experience of being a supporter is so transactional and extractive that I don't want to actually be part of following them anymore. And so I think we're starting to see how this short game is actually a failure in strategy.

Kerrin Mitchell:

And I'm wondering, when you think through the fact that it's evolving quickly, the world's evolving quickly. As mentioned earlier, things like AI and other aspects, there are trends that will inform or potentially even change the way people interact with the art and the design and the structures and the brand. How do you look and adjust for those? Or which ones are you most excited about, maybe is a better question?

Eric Ressler:

Yeah, I mean, I think what I'm personally excited about is that I do see, and maybe I'm a little biased here because this is what I've been spending a lot of time thinking about. I do see a cultural yearning for a new version of the internet. We are all tired of how it works today. And you can see this with some of the shifts in platforms where for the last decade or so, and even the decade before that in a different way, the distribution of content has shaped the approach to content creation. So as an example, when you think about the tweet being 140 characters fundamentally changes the experience of Twitter and the content that you produce for Twitter. Instagram Reels, TikTok, you look at these distribution, these closed distribution platforms, LinkedIn being one of them as well. And when we do this kind of algorithm focused content work, it has implications for how we create what we create, what ideas we share, what ideas we don't share.

Because we're always thinking about, well, what's going to actually create engagement? And now we're starting to see this hopefully positive shift into more open distribution platforms like podcasts, like a resurgence of email being a more sacred place, SMS to some degree, although I have my own personal perspectives on when SMS is and isn't appropriate. So I think that there's this shift happening that I'm personally excited about because I think it will enable us to become better creators, to be more authentic creators, and hopefully be able to produce content and experiences and stories and

engagements with our community in a more meaningful, authentic way instead of what's going to actually get attention on the algorithms.

Tim Sarrantonio:

Who's doing it well?

Eric Ressler:

I would say there's a few brands who are doing it really well, and forgive me because Patagonia is the most commonly cited brand building example, but there's a good reason for that. And there's one campaign in particular that I think is the quintessential example of that, which is the Don't Buy This Jacket campaign. Are you all familiar with that one? If there were...

Tim Sarrantonio:

But educate our listeners just in case.

Eric Ressler:

Okay, so I think it was 2011 and Patagonia took out a full page ad in the New York Times on Black Friday, and it was a picture of one of their jackets. And crowned above it was the headline, Don't Buy This Jacket. Which is the most counterintuitive marketing headline probably ever written. But it's so brilliant because it's such a perfect example of brand building. They're just defiant of transactional marketing, just so purely defiant of it. And instead, and you can argue, oh, well, this is just a good PR move for Patagonia. And it was a really good PR move for Patagonia, by all means. They ended up selling, I think 30% more that month than their standard. But because they were backed by authentic actions and proof of impact and a tried and true commitment to what they do, it was authentic marketing. It wasn't just cause marketing. And I think that is just the perfect example of what a brand building approach looks like compared to a standard Black Friday fire sale transactional marketing approach.

Kerrin Mitchell:

What do you wish we had asked you that we hadn't? Is there anything else that you feel like you would like to share because we have this great platform and listeners who are super intrigued to learn more about what you guys are up to?

Eric Ressler:

Well, I'd certainly love to promote that we have a new podcast dropping as of right now, tomorrow. I don't know when this episode will go, I think a week later. So it'll be on March 26th called Designing Tomorrow, where we kind of outline this playbook in a lot more detail. It'll be free. It's a video podcast. It'll be on all your favorite podcasts, but also on YouTube. And we're really trying to create a transparent way of sharing some of these ideas in a lot more depth that you can take and actually make actionable. I love so many podcasts in this space. I listen to so many podcasts in this space, but I also sometimes listen to podcasts and I get the big idea, I get the concept, but then I'm like, how do I actually action that? And so our hope in how we've structured our podcast is to make that really clear and to provide specific examples like this Patagonia example, do some dissections on social impact brands that are doing a really good job with these different parts of the playbook and then deliver that in a way that's hopefully educational and engaging and fun and interesting.

And so that's our goal. The audience will let us know whether or not we succeed with that, but it's been a really fun project. I do have one question that's a little bit of a curve ball right back for you, Tim. And this one is not fully developed, but maybe it'll go somewhere worthwhile. And it's this kind of tension. I've been following you on LinkedIn and looking at your point of view around generosity, experience, design. And I have this kind of tension between how our sector is powered by generosity and how that is a very critical and important part of our sector. But then also how do we balance that against the true value that these organizations actually provide that is not based only on generosity for generosity's sake, but actually makes meaningful impact on the world and provides value that people should be proud to support beyond just being generous, but because it actually makes an impact. So I'd love to riff on that if you're open to it.

Tim Sarrantonio:

Yeah, I think that's a really deep question. The generosity experience is not the donor's journey or any of the steps that people take to actually be generous as an action, but is the overall layer of trust that an individual has in the organization upholding its mission. And it's those engagement touch points and logistical elements in marketing and revenue and impact and that kind of cyclical element there that is important. And underneath the surface in philanthropic psychology, it's important that philanthropic motivation is driven not solely by the need to do good and not solely driven by the need to do good in a way that doesn't guilt somebody about that, but it is one that is connected into a larger collaborative and connected experience. That community.

Eric Ressler:

Awesome.

Tim Sarrantonio:

So that's how I would do it and say it is that it's redefining what we mean by a generosity experience, and that ultimately is a collaborative and communal one in my opinion.

But I think that generosity, look, Darren Walker wrote a whole book just recently from Generosity to Justice, and so there's much larger conversations. I don't think that you just want simply generous people alone. Nathan Chappell, whose of Fundraising AI, even has talked about, we need to go beyond responsible AI. We need benevolent AI as well. You can be ethical and still not make a collective impact on things. So Eric, we have had such a fantastic conversation. We can keep talking for a very long time. But as you know, when it comes to art and design and all that, you got to know when you get off the stage, right? So today we're going to thank you for joining.

Eric Ressler:

Thanks so much for having me. I had a great time.

Tim Sarrantonio:

So grateful that you were able to share more about yourself and your work. Where can listeners learn more about you and the work of Cosmic

Kerrin Mitchell:

And your fun podcast?

Tim Sarrantonio:

And your new podcast?

Eric Ressler:

Yes. Okay, I'll do it in that order. So for me, LinkedIn is my zone. I'm not anywhere else. Find me there, Eric Ressler, and just DM me, follow me. I'd love to follow back. And I love having conversations on LinkedIn. It's become my favorite place of the internet. For Cosmic, designbycosmic.com is the URL. We have a bunch of free resources we published there, manifesto Insights, white papers, et cetera. But the thing I'm most excited about right now, of course, is the launch of the new podcast, Designing Tomorrow. That will be everywhere you get your favorite podcasts. And also on our YouTube channel.