

**Taylor McKenzie**  
**Charming Hotels in Charleston, SC**  
**Interviewed on December 30, 2019**

JC: So what's your name?

TM: Taylor MacKenzie.

JC: What company do you work for? What your job title?

TM: Director of marketing and PR for Charming Inns in Charleston.

JC: What is Charming Inns?

TM: Charming Inns is a hotel group. We also have one restaurant, so hospitality group for historic inns, all in historic Charleston. And then circa 1886 as a fine dining restaurant on the lawn of the Wentworth Mansion.

JC: Is this your first job? No?

TM: Let's see, right out of college, I worked for a local marketing agency. So I worked with small- to medium-sized businesses. Anything from--Some my clients were salons, plumbers, restaurants, small restaurants-- Companies with small budgets that knew that they needed to be on social media, needed to be focusing on local search.

JC: Was it like mostly radio and social?

TM: It was mostly social media at that time and then local search. So meaning that all of our, all of their information on the internet is the exact same on every single platform. So if someone Googles Arby's right in downtown Charleston—

JC: And that was kind of before the maps had to plug in, right?

TM: Yeah so that was a big thing because you-- There were a few-- There's like three different platforms where if you update your address and contact information on one of them that it shoots out and updates everything.

JC: Like Yelp? Or before Yelp?

TM: Well, Yelp was still there. I'm not that old. It was there more like backend platforms that update Yelp and update, you know, like local restaurants dot com.

JC: Like through RSS or whatever?

TM: Yea, yes. And so we would spend a lot of time just making sure that their online presence was consistent. So a lot of searching, Google searching, making sure that there's no bad content online or no old content that has like an old phone number or because that's where a lot of local businesses get. They lose customers because they have any accurate information online.

JC: [...]

TM: You have to think of people that are doing local searches. So Charleston that was huge for that. If you're in Charleston and you're on King Street and you're searching on your phone, "Dog friendly restaurant near me." And [if] that restaurant doesn't have any information online about the fact that they're dog friendly or their hours or their specials for the day, that's losing traffic, and that's losing customers. So yes, it's very important now if it's like a big corporations, Volvo, local search probably isn't that important to them.

JC: So I don't know about local search is like you need the Facebook business page going to publish information. And then you build a website kind of duplicating that [information on Facebook] over there with some expansion. And then you plug all that into Google businesses. Is that about how?

TM: Yeah, I mean there's just so many options online now-- Like so many sites where people-- I mean there's like social media influencers who put your business information online, and if they have a ton of traffic and a ton of quality SEO on their page, but their information is wrong about their—Like if they're putting in accurate information on your Web site, I mean it can just—

JC: Do you do some of that? Like influencer contracts—

TM: We do. I haven't had a ton of luck with that personally. Here we get, I probably get about 10 requests a month of social media—

JC: Is it like like travel writers or lifestyle people?

TM: It's like Instagram influencers/bloggers who have 15000+ followers. And then, you know, looking at what type-- Who are their followers? Do they have any quality influence of purchase power? Like what I've noticed is that a lot of the people that we've had stay with us were lovely, and they took great photos, and they posted great content—

JC: But you didn't get that conversion experience?

TM: No. It's like the people that are following them are just like in that dream. It's like.

JC: They're consumers.

TM: They kind of they follow those people as inspiration anyway and not necessarily, *Oh because so and so stayed at the Wentworth mansion, I'm gonna go spend a hundred dollars a night to stay there.* There was a disconnect there. And so we haven't had a ton of success with that. Where we have had success is just when we're featured in certain lists like "Top Historic Hotels in Every State" or "The Best Rooftop Views in Charleston." Like those types of lists, those short reads that people really can focus on and read with little attention.

JC: So I want to come back to the job history, but what actions do you take to get on one of those lists for instance? Is it a matter of like writing copy and doing PR with those list writers?

TM: So a lot of it is making sure that we really publicize that on our on our own website take control of every piece of content that we control that's free in air quotes: our Web site, our social media, our blogs, things that we can control and that we're constantly pushing that narrative that you know we are the best rooftop view in Charleston or we are the best historic-  
- So really taking control of that narrative is important.

JC: When the writer searches his best room top hotels in the south, you're there.

TM: And that's that goes back to just having quality SEO that holds up over time. Just because we write one blog that says we have the best rooftop view in Charleston, that does not—this is years. I've only been with Charming Inns for about a year and a half, and Charming Inns has been around for 30 plus years, so they have a lot of history in this town. It's a family owned business. They work closely-- We work closely with the CVB, the local visitors bureau. So I mean I think just overall having good relationships, too, really helps with getting on those lists and getting on those voting lists. Like making sure that we're a part of the Travel and Leisure's Best voting list every year, and that just goes along back to the PR side of it. And that's just quality relationships. Anything-- Anytime something goes on within the hotels or we have new photos to share, just making sure that we're constantly pushing that out there, and so we're kind of top of mind.

JC: So that first job was for that small marketing firm?

TM: Well they're not small anymore, but they were when I started. So they're all over now, and it's great. They're all over the country. Then I worked for Coldwell Banker which is a real estate agency, and I traveled and did training sessions to real estate agents and taught them how to use social media for their business. So really focusing on techniques that they could use on Facebook and Instagram and then also making sure that all of their listings and how they were promoting their presence online was being fully taken advantage of. So they there's a lot that you can do within Zillow and Trulia from a real estate agent's perspective.

JC: What were the two biggest things you would emphasize for them?

TM: Video was a big one that that we talked about. And I think for like making quick videos, not necessarily-- I think a lot of real estate agents back then when I was doing that, they wanted to turn the camera and have the camera on them talking about the listing.

JC: I don't see that anymore. It's mostly drone and interior, maybe forty-five seconds tops.

TM: Yeah. So quality video, quality images was something that we really talked about.

JC: Did you struggle with that? Did you get a lot of low res?

TM: Yes because it costs money to pay for those images. A lot of them did not-- But the ones that did saw they saw their return. And the consistency of pushing that content, you know not just posting when you have a big listing but certainly sharing tips or sharing. Like keeping your audience—

JC: Kind of that non-commercial stuff?

TM: Yeah.

JC: I think about my friend, JJ. He's a realtor. He does-- He's good-- He does drone videos and stuff. But he also, like when he's doing stuff, he'll do pictures of his dog as 'Realtor of the Month' or top three coffeehouses.

TM: Making it-- Like really selling the destination that you are a part of, so if there's any big there's a new restaurant that opens in the city that you are selling it and like making sure that you're kind of being a voice of the city [and] of the community too. And so pushing that content was big too.

JC: Maybe to draw like an analogy, like if I had like a sports store, I'd want to keep a blog about particular teams or something not related the business.

TM: Yeah making sure that it's not like super promotional all the time. So we would have to remind them. That. Every now and then. Then I moved to Charleston, and I worked for Wyndham Vacation Rental. So I did corporate marketing out on Kiawah Island. So we did everything from email marketing, social media, print, and online for vacation rentals just on the islands. And then I had Hilton Head and then Gatlinburg, TN was another market that I grew to have. So that was fun. That's just totally different than Charleston. If you've ever been there.

JC: My folks have.

TM: It's cool. And so yeah I did that for about five years, and it was great. I mean I got a lot of good experience; it was just very corporate.

JC: You missed kind of a smaller—

TM: Yeah, I mean, there were good things and bad things about it, but when I made the switch to the hotel industry specifically downtown. It's such a different market. The seasonality is different. The price point is different. The guest is different. Like the events that bring in traffic are different. You know like—

JC: Like Spoleto and Food and Wine?

TM: Yeah, like, we don't see a lot of food and wine. I mean you do, but not as much as downtown. People that drive an hour from Kiawah to go to Food and Wine. You know, I don't necessarily see that. So it was important to just understand the new market and. I never worked for hotels before, so that was—It's been great. I worked really closely with our revenue manager here. So that's been helpful just to understand. Price points and the dynamic pricing right that we do.

JC: So what are the primary responsibilities of your current position?

TM: We do work with a few marketing agencies, so we have a marketing agency that does our website, and they do all major updates to the website. But as far as content updates or things like that go, I will do that on the back end.

JC: So what's a content update look like?

TM: So let's see, for example, anything from a blog post would be a content update or anything from our restaurant circuit. 1886 is preparing to celebrate their 20th anniversary in January, and in Charleston to have a restaurant open for 20 years is a huge success. So we really want to get that out on the Web site. So that would be a content update. And then we also do content updates that are a little more technical on the SEO side. That will be something like where we go in and look at our Google Analytics and we look at our top keywords

JC: So some keyword swapping?

TM: Yeah. Or we'll just say, okay, so here's an example. We have packages hotel packages on our website, and let's say we have a we have a "Girl's Getaway Package." That's the name of it. That's what it's been named for seven years. I'll go on and I'm looking in our top keywords and I'm like no one's searching "girl's getaway." Everyone's searching "bachelorette party." So let's rename that package because they're searching "girl's getaway," but they're not landing on something that really speaks to what they search for even though it's very similar.

It's just [that] people like easy. They like consistency. They like to see exactly what they searched for. So that's important. So we just did a big package revamp, and that was really just looking at a lot of our keywords. And we do that quite often. And actually this year I budgeted to--I'm going to be hiring local content writers. I'm not a content writer. So I wanted to invest in their skill set and build content on our web sites based off top searches based off where we are already showing up in searches but not necessarily getting the click through rate. So we have a huge-- We're showing up for pet friendly but for some reason, people aren't really clicking through to that. So we can see how many times we show up in a search for a keyword and then we can also see how many times people don't click on us even though we came up on this search. Or we or vice versa out. Bounce rate so important, and so we've seen an increase in that lately. And the competition in Charleston is huge, so I mean that's definitely-- I'm not blaming everything on the competition, but I think that we have an opportunity because we are not a new hotel. We do have the longevity of the Web. And so we will be investing-- Each hotel has budgeted for content writers throughout the year, so I'll be working with them in January.

JC: Other responsibilities?

TM: Email marketing is huge. Writing on the content for the emails coming up with the promotions that will run if they are promotional. We don't do it a ton of promotions here which is great. We don't want to discount, ever. So that's good. And they work closely with our revenue management manager to do that. We do all the email, social media. We have a marketing assistant here. She runs all of our social media. She also-- Another big part is the online reputation. So making sure that reviews are responded to, that we're doing everything on our end to get people to write reviews. We have-- We use something called Revinat that collects all of their reviews on any small, not any, but like 60 plus platforms where anyone can write a review and puts them all in one place. Ashley, the marketing assistant, can go in there and just respond to them like one place, and that makes it easy. And then also just making sure again that we are doing everything that we can to get more reviews. In this past year we've kind of shifted where we're asking people to give reviews to Google. Before, we really focused on TripAdvisor. So now I mean Google's—[TripAdvisor] is not, like ,irrelevant but. But we have a lot of reviews on there already. So why not just try to shift it into Google? And then print marketing, so any type of magazine ads. PR, the PR side of it too. I work closely with our V.P. here who has helped me. She used to be the director of PR here, and so we're in the same-- And working closely with her and leveraging those relationships that she's built over the last 20 plus years with Southern Living, Travel and Leisure, and Conde Nast. And so that's important too.

JC: What of these responsibilities involve writing? Is it fair to say all your responsibilities involve writing?

TM: Yes. I would say. I mean even when even when I pull Google Analytic reports which is pretty analytical, there's still writing involved because I need to take that those analytics that

data and put it in a format where I can present it to a team that might not be comfortable with that type of data or familiar with it. So I think that that's important to, just to have that skill set of how to turn how to write in a way that, you know, can kind of translate that analytical data into something that's more like digestible.

JC: I look at that stuff as data about writing. It's data that calls me to make choices about words.

TM: Yeah. And we do-- I didn't I didn't really talk about this yet but we do a ton of paid search marketing. So we work with another agency. They run all the ads, but I'm very in tune with what's going on. We're not really set it and forget it type company. So we I feel like we really are in Google Analytics every day constantly looking at how our ads are performing. Constantly questioning or wanting to change things out before seeing an ad perform well. We do a lot of a-b testing with our ad copy, and we're very in tune with with what's going on with our paid ads because a big part of that is we spend a lot of money doing that. So we don't we just want to set it and forget it.

JC? And those are paid ads on Google?

TM: Google and Bing and another type of paid search that we're doing is metasearch. There's not a ton of copy involved or content involved in that, but basically if you did a search on Google for "Wentworth Mansion Charleston," and if you went on Google—You could do it now—You'll see booking.com, TripAdvisor, all of these third parties that essentially we pay 18% to every time they make a reservation. If you are paying for metasearch, it allows you to compete in that space as the direct direct. So it, you know, you'll see booking.com, but you'll also see Wentworth Mansion Direct. Which then we don't pay. I mean we're paying to compete in that space, but we're not

JC: You get to keep most of your 18%

TM: We keep all of it. So I mean the only thing we're paying for is the metasearch. So and we've seen a big return on that. And we do get a small-- So this is something to think about too. We get about 15 characters or 20 characters—not very much.

JC: Oh. In the meta description?

TM: Yeah. So we, I mean, and if you don't pay for that, you don't get that. So you know what do we want to say in 15 characters? So you it really--

JC: And the default is always like first half of the first sentence. So you got to tweak the title

TM: And you could drive yourself crazy trying to think about-- Or if you get it, and it's like 16 characters, you know, it's like it's something that that we want to take advantage of. But we

also want to update and make it relevant. When Wine and Food is going on, like maybe we say, "Perfect Wine and Food location" or you know like something like that. So it's not just again, you never women like set it and forget it when it comes to your content because then it's irrelevant, and it's not valuable.

JC: You mentioned A-B testing. Would you give a quick little [description]?

TM: So we just ran a Black Friday special, and in the past we haven't really changed our Google ads to talk about the Black Friday special during that time frame. We kind of just left on stat-- Like what they would be normally. So this year we changed all of our Google ads to-- Well not all of them, 50 percent of them, two hotels changed the ad copy, and two of them didn't. So they were-- For example it would be just like "Wentworth Mansion, luxury hotel in Charleston" or "Wentworth Mansion, Black Friday special rates you will love." And so we tested that and unfortunately we didn't see a huge difference either way. One hotel that did the-- There was only one hotel that really saw a dramatic increase based off of the Black Friday content that we put in there. I mean they like-- They killed it. And it's tough because they were the only one and there was another hotel that also had it but didn't see that result. But I think it's worth testing again. And so that's what we'll do, and we don't run a ton of sales like that. But I think where we can test it again is on the more like seasonal content based off of events coming into town and see if like that's more if that helps.

JC:What does effective writing look like in your job.

TM: Well for me I would say effective writing would come down to. There's a couple different ways where you can look at it: a return on your content. Meaning if I send an email with this content, I want to see a return. I want to see revenue from that writing that I did it. We need to see reservations. We want to see a transaction. So I think that's a big one. The same thing with ads. If we are-- I mean Google ads are all about ad copy too. They're just short. They're just short and sweet. So we want to make sure that our ad copy, that our site link extensions, making sure that those are accurate and that those are appealing to our searchers. And so seeing their return on your content is huge in my position.

JC: So writing is only effective if it results in this action?

TM: Oh not only but I would say I mean that that's a part of it. The other part of it is just having the SEO quality over time. I mean those those would be at the top two: having quality content that results in-- I mean all of it results in people transacting on your site. That is the number one, but the other side to it that we talked about earlier was like the SEO part. That is the part that takes the most time and that people kind of push under the rug because it's expensive because you want quality writers. So you have to pay for quality writers, and you also just have to kind of sit back and let that content seep into the Internet and seep into people searching for it and making sure that you know-- It's good content, and it's not just a repeat article that 50 other hotels have on their web site.



JC: Site link descriptions?

TM: So when you do a Google search and you have your the top result would be the Google ad that shows up, there are four separate links that are display underneath the main business link. And so ours really showcase our amenities. We offer a lot of complimentary amenities. So you have prime real estate; you're the first listing on Google. You have all of this content so you really want to push that, and we're actually able to see which site link extension people are clicking the most. So those are those four links underneath there—

JC: And those typically correspond to pages?

TM: Yeah. Yeah they do. And you can control all of that. So really, again, we focus-- We take advantage of that to really push our amenities. So we have complimentary wine and cheese, evening hors d'oeuvres, complimentary parking. And so all of those things we really push to the "Rooms and Suites" page because it's transactional. But you know you wouldn't want to say "evening wine and cheese" and then send them to our pet friendly blog. You know you want to make sure that everything makes sense. So we're trying to keep that simple but-- And that's something that you can change to like if we like-- It was actually kind of surprising to me. We had a site link that was "Specials and Offers." That was the title of it and it was for Wentworth mansion. I don't think people that at that price point really were would be interested in a discount.

JC: If I clicked on a special and saw that price point, I would think that's not a special.

TM: That's what we would think. But it's actually we see a ton of clicks on that. But I think again it is people looking for steep discount, so we see a ton of clicks from it but then the bounce rate's huge because we don't really have a big discount or special offer. So maybe it's time that we like change that you know.

JC: What did you go to school for?

TM: PR. I was a communications major, and I minored in marketing. First I was a marketing major then I had to take too many accounting classes like that. It's like why-- I'm not an accountant. So I ended up switching, but then it was great. I loved all my communications courses. I almost minored in public speaking too. I took a lot of public speaking courses. But I went to Capital University in Bexley, Ohio.

JC When you studied COM was there much—Did you get the opportunity to practice or was it a lot of play mass media kind of stuff?

TM: Yeah, we didn't. I didn't have a ton of-- I mean I did internships. So. I worked for a non-profit. And that was a lot of community outreach, so getting comfortable on the phone asking

for donations. I worked for the Cystic Fibrosis Foundation, and that type of communication was just like-- I mean the non-profit side of communication is-- I mean you're just constantly-- You do not stop. You are always like have that narrative of donations, donations, donations. So it was an event marketing or event planning internship. And then I did it was an internship for a small business that opened a gluten free bakery. So I mean and I did they were they had never had anything. Starting their social media from scratch was really cool. Being there for the ribbon cutting-- I mean it was like a pretty diverse, so I would say at the university, like the experience wasn't-- I didn't really practice it, but I did in my internships.

JC: Because I sit in English but all of my content--all of the program's content--is much closer to COMM. But we have a practice piece. So we have a lot of class projects that mirror all the things you just talked about.

TM: And that's in Communications?

JC: In English. Yeah.

TM: Interesting.

JC: So I just get on teaching and grading an SEO project.

TM: For English?

JC: Yeah.

TM: Cool.

JC: How did what you learned in school prepare you for this position? Or how did what you learned in school prepare you for your first job?

TM: My first job-- I think a lot of what I learned from my PR professor-- I had this awesome PR professor who he retired that year, so I got the last little bit of him. And he was awesome. I mean it was a lot of storytelling. I'm sure he told you would just show up and here and tell you his experiences.

JC: Had he been a professional before? and I think so.

TM: Yes. Yeah. He was this big PR guy. His-- I mean he was just the coolest. And we did-- We did a few projects, but again it was really just like you'd show up and you'd be like What's Mr. Lenningham him going to tell us about what happened in this crazy life?

JC: So you got a lot of like organizational information?

TM: Yeah. A lot of like hands on experiences that that he experienced in every phase of his career. And I think that something that that I learned just in college was like, you know, in this position your content-- your what you're putting out there--reflects other people. It reflects other businesses. It's not like Taylor McKenzie Inc. You know I work for Charming Inns, and so when I write content, I have to constantly make sure that it's reflective of the company. That it's reflective of our consumer, what we stand for as a company. And so just not like being selfish with your content and understanding that it is-- There is a bigger purpose for it instead of just yourself. And so even if I have to you know write something that isn't necessary-- It doesn't feel super what I would say. That might be something that you can give the world at a later time but understanding who you work for, what industry you're in. And then if it gets to a point where this isn't the type of content that you love, then there's other positions out there. So I think that that's something that he focused on and I really took that with me.

JC: It's like you're always writing on behalf of—

TM: Yeah. In marketing and PR. You know you're not like, well, this is what I think, but this is what the company thinks. You know it's like you have to really be mindful of that. And actually my dream job in college was that I wanted to be a crisis manager. I'm like a crisis management manager. So I wanted to work for big corporations that experienced like media crises: "Oh what did our CEOs say?" And I wanted to like the fixer, and then he did that for a little bit. And I'm like I could have never like-- You kind of just have to understand-- It's like you could be defending something that you don't

JC: You could be defending a nightmare like [VW] lying to the public.

and be defending a and you all were lying to the public. I mean you could be having to put yourself in and TM: Like if I was Kevin Hart's crisis manager, I'd be like: "Sorry dude. You cheated on your wife."

JC: It's interesting. I had a technical writing professor, and he used to write for a lot of hardware and software companies like HP and he would do software documentation stuff. And it was kind of the same as you. It was illuminating to hear him say I can't legally claim anything he wrote because all it was all under the employment of Hewlett-Packard or Dell or whatever. So they own that content. I can only like put technical writer in my resume and I can name specific reports because I don't hold the copyright on any of it. I was like, "Oh." So at that level ownership stuff is a tricky area.

TM: Actually I ran into that with Wyndham. Like when I was putting together my portfolio, I had my web site, and I was putting ads that I had created in my portfolio. Yeah. I couldn't do any of that. But anyways I'd say that's probably what I took the most, and I think that that's something that I'm good at now is like really being in tune with who I'm speaking to and who I'm speaking for.

JC: So you're kind of like an intermediary between an audience and an author.

TM: Yeah. Like what. What do we want to say but what will our audience be receptive to? Sure we might want to say we have this fabulous package that's only \$5000. Looking for it. If I can report on that through data and through analytics that people aren't searching for a \$5000 package, it kind of like we don't need. But even that to us it sounds like a great piece, so being in tune.

JC: Just a couple more. So what learning did you need to do on the job? You know for this job or your first job?

TM: In this job, I think just being really familiar with the properties themselves. I mean it's-- I can't really-- You can't ever really promote anything unless you have touched it, have seen it, have experienced it. So that was huge, like making sure that I go on these tours. We'll do like PR tours with travel writers that come into town and give them tours of their properties, so I made sure that any time someone did one of those that I was tagging along because I wanted to be able to give that tour, you know, myself and my way but making sure that I know the history of the properties, the stories of the properties, which I'm definitely still still learning. But that's huge. Like you can't write about something if you haven't-- Or if you haven't done the research about it. I mean that's like-- Maybe I haven't experienced eating at Circa. I have. It's delicious. But even if I hadn't, I would make sure that I did enough research to know what's on the menu. So I think that's probably the biggest thing.

JC: If you're hiring someone for a position similar to one of your or one of those content writers you mentioned, what would you look for in a candidate?

TM: Stellar communication skills. I think all around is just the most important thing that someone in this position has to have. Whether that's writing or whether it's email, inter-company email or outer-company email, interpersonal communication--like that's huge.

JC: And so if you had like a packet in front of you, how would you be looking in that package for communications skills?

TM: I think I think the biggest-- The biggest characteristic that I find important is just bringing people around you like bringing them comfort and making them feel like-- This is from more on the PR side. But like, you know, it's just making sure that everyone feels comfortable and on the same level. And knowing how to communicate to all different types of people and understanding their communication. I mean it sounds like very basic-level like what do what would you look for in a communications director. But it's like, no, they need to be able to communicate, and they need to be able to speak, to be empathetic. And I think writing quality emails, being concise, taking notes. Like all of that and organizing the mass that goes on. There are a lot of things that go on in marketing and PR. So being able to take that and

like slice it down into like bullet points and things like that. But I think really it just comes down to being a good communicator.

JC: I mean it sounds obvious, but I don't think that it is. Because it speaks to like, "It's not about what I want to say. It's about what you need to hear." And that's kind of a hard threshold to cross if you haven't written for people a lot.

TM: Yeah. And you have to-- Like I was saying about taking the data and say putting it in a format that is like digestible and easy to understand, and I think that you know, in previous positions companies I worked for, there were people that were really high up that were really good at manipulating data and making it and telling a total different story than like what's really going on. And so I think that's something that we--you have to be careful about is like tell this story. Like be truthful. If we're not like if all of the stuff that you're doing in marketing and PR--If your content is not producing anything or it's not working, don't try to manipulate it to make it seem like it is. Because over time like you'll, it'll be exposed that it's not quality.

JC: What do effective writers know and know how to do in a position like yours?

TM: I think they know how to look at what you need first. Being aware of like what is missing from the current communications plan. If we already have tons of content about pet friendly hotels, and that's performing well, we don't need that. So I think that a good writer would be able to identify the holes and the opportunities. So being able to look back at the data and say, "OK. You're seeing a huge bounce rate on this page. Let me optimize it. Let me do this. Let's change it. Or this one's working great; don't touch it. So I think that that that would probably be the biggest thing.

JC: If you could do anything different before starting this position, what would you do differently?

TM: Well, we do have a restaurant. I've never worked in food and bev. I live in Charleston; I've never worked in like hands-- In the operations side of hospitality, and I think that that would have been-- I mean it just would have been interesting to have that experience like I'd never worked-- I worked retail in college, but I definitely have that type of hospitality experience-- Especially in Charleston, I think is like what an experience is to have it. Yeah. And so I think that that I constantly have to just ask the questions because I don't I don't have that experience so that would have been. And maybe do a little more-- I mean I think sometimes you let the Google's constant updates, like you just kind of hear about them. And as I go because I'm doing a million other things, I think just being more in tune with, "Oh that's changed." Especially with hotels, they are really controlling all of that space. So like ten years ago, you could do a search for Wentworth Mansion and 80% of the screen was organic listings. Now it's like 10% Everything else is paid. So just I mean I'm obviously aware of that, but I think just being like don't let Google updates get away from you. Staying current.

JC: All right. I think that's the last one.

TM: Sorry. I talk a lot.

JC: No, that was great.: awesome, awesome, awesome.