

Bob Gilbert (00:02):

Welcome to Tourism Heads and Their Tales. This is a podcast series that explores with travel and tourism leaders, their take on key issues of the day. My name is Bob Gilbert, general manager for the tourism and destination marketing practice at the award winning strategic marketing agency, Eddy Alexander, looking back, I've had the privilege to have worked with a number of iconic global brands. I'll be chatting with those that are helping shape the future travel and tourism industry all with their own unique tales to share. Today, we are joined by airline veteran, Travis Christ. For three decades, Travis, known for his transformational thinking, has been at the forefront of integrated marketing for some of the world's most iconic travel brands, including American and Continental airlines in his current role, Travis is head of marketing for Avelo airlines. America's first new airline in more than a decade hear

Bob Gilbert (01:03):

Travis, talk about the background to the Avelo launch during the pandemic, the selection process for new destinations marketing strategy, new routes, and how agility is a key to success. Now for three decades, Travis, Christ has been at the forefront of integrated marketing for companies large and small across the travel and airline landscape known for his transformational thinking. He has had success with some of the world's most iconic travel brands, including American airlines and Continental airlines. Although if my memory serves me correct, the first time we worked together was when you were with Phoenix based America West, um, which then became US Airways. And I was heading up sales and marketing at best west and international also based in Phoenix and in his current role as head of marketing for Avelo airlines, which by the way, is America's first new airline in more than a decade, Travis is establishing the Avelo brand across the country using a- I will call it whimsical and we can go into that, um, digital first approach to customer engagement and optimized profitability. So Travis, welcome to Tourism Heads and Their Tales.

Travis Christ (02:25):

Thank you. Great to be here. Uh it's it's funny. Yeah, we were both back in Phoenix in the David Kong era, uh, best Western, I think, uh, David was the glue that, uh, held us both together there.

Bob Gilbert (02:35):

I, I think you're absolutely right. So how did Avelo start? What was the Genesis of that?

Travis Christ (02:43):

Sure. It's really all the brainchild of Andrew Levy, who is our founder and CEO. Andrew was, uh, he spent a long time in the airline business. Uh, he was with AirTran, um, back in the very early days and then was one of the co-founders of Allegiant. And so we spent about 10 years there getting Allegiant going, which is just an amazing story. Allegiant, uh, you know, came really out of nowhere to become the most profitable airline in America for a very long time. Their business model was very unconventional at the time. You know, I was, I was at America, west, us airways, and when Allegiant came along and they would, and they, you know, did things like not flying on Tuesdays because, you know, there was just, they said, there's no demand on Tuesdays. So why would we fly and lose money on Tuesdays and for the traditional airlines that was really unheard of at the time you, you know, you had to run a schedule seven days a week.

Travis Christ (03:33):

And so they developed that hub in Las Vegas and they didn't just, you know, they put the packages together for, uh, vacations and they just did a lot of things print in pretty unconventional ways. They did their own distribution, they weren't part of the global distribution systems and they were just their own thing and they were happy to do that. And they just had great success. So Andrew, you know, being very entrepreneurial, you know, I don't know, 20 13, 14, 15 kind of period, you know, kind of got, you know, kind of the idea to, you know, create his own airline with many of the Allegiant kind of hallmarks, you know, very low cost flying to convenience, smaller airports out of the way of the major airlines. Uh, but adding, adding some, you know, twists that included really focusing on a, on a great passenger experience, which, which didn't have to mean luxurious, but was, you know, rather than the traditional ULCC bare bones experience more like maybe Southwest or jetBlue where, uh, where, you know, people can, you know, predict what they're gonna get and plan on, on friendly, smooth service.

Travis Christ ([04:35](#)):

And so Andrew started heading down that road, you know, that far back, you know, seven or eight years ago took kind of a pit stop as CFO of United. They kind of came calling to him, you know, finances is Andrew's, you know, background. And he did that for a couple years. And, and Andrew will tell you that he quickly was reminded that he is an entrepreneur at heart and not a big corporate guy. And that isn't really where he wanted to be for the long term. So, you know, he kind of came back to his idea of Avelo, and then, you know, really as the pandemic got started, um, you know, really got serious about putting the pieces together. And then of course, you know, you'd say, well, it's the pandemic. This is probably not a great time to start an airline. Right. And as often turns out to be the case, you got a Zig when everybody else's Zags and, uh, Andrew leaned right into it. And the fact that the airline business was in such turmoil and the networks were just thrown upside down, turned out to be, uh, just right, for timing of trying something new and kind of resetting things and, and, and the chance to fly where people had moved to during the pandemic in a lot of cases, and which was right at a lot of the small airports, uh, that, that we fly to today. So that's kind of how the stars all align for us to get started on April 28th, 2021.

Bob Gilbert ([05:59](#)):

So you mentioned the routes that you initially launched with that have tended, although not a hundred percent, but have tended to be smaller destinations where people had that pent up demand to go travel to because they were, um, more rural by nature and not major cities. And what was your selection process? Because you, you use, I think a hundred percent Boeing, 737, 700 or 800 series, which are, you know, twice as, from a capacity standpoint, twice as large as a regional jet. So how, what was that selection process? And by the way, I mentioned at the beginning, the whimsical nature of your marketing, and I, I saw that there was, I forget what it was, it was a, a digital ad. That was how you make a selection for a, a destination. And it was somebody holding a dart with their back to the dart board, throwing it into the dartboard, uh, as to, as to how, I mean, that to me is fun and engaging. But on the business perspective, how did you come up with the initial destinations that you served from Burbank?

Travis Christ ([07:12](#)):

Sure. Network planning is, uh, is truly art and science. So the scientific portion is that there is a fair amount of data to be had to help inform the analysis of where any airline is gonna take its airplanes and what the schedules are gonna be like. So, and some of that is an artifact of airline deregulation and regulation at the time where the airline industry is kind of unique in that the federal government requires airlines to provide the government with data every quarter on how many people it flies between any given city payer and how much those people pay among a lot of other data, but then that

data becomes public. And so every airline has all the same information. We all know how many people flew every day between JFK and LAX in the fourth quarter of 2021. And we know on average how much they paid on each airline.

Travis Christ (08:13):

And there's a lot of nuances underneath that, about people that are connecting or local passengers or this or that, but there's a large data set out there, so that, so there's good data to get started with, but of course it's historical and it changes. And the, the, the pandemic through all the data out the window, uh, at least for a period of time. So you start with that, but then it, it quickly moves around in terms of where things are going within the country, what the economy is like, you know, not all the data is really current in terms of, you know, someplace like Redding, California, that has become a great, and there's a bunch of places like this, or become great destinations for people to move now that they can kind of work from anywhere. You know, Montana is famous right now for taking in so many people from the coast.

Travis Christ (08:59):

Uh, you know, we know what happens to real estate prices there. So we try to track those trends and monitor those things. The airports help us a lot. The airports want service, uh, really all of them do. And so we have conversations with airports all over the country all the time, and they they'll make a pitch about, you know, why things are, are, are really doing well in, in this particular city and why they think they need new service, whether it be to Burbank or new Haven or somewhere else. And so we'll listen to them and we do a lot of Q and a with those people and, uh, you know, trade a lot of information with them. And that's where a lot of the art kind of comes in because airplanes, uh, scheduling airplanes is, is pretty complicated. Um, you know, on the surface, it fears pretty straightforward.

Travis Christ (09:42):

You know, we're gonna fly the, to these cities at these times of day with this particular airplane type. But as soon as you start flying it, you know, then all kinds of constraints start to come in. You know, the plane leaves at 7:00 AM and it gets to Redding at 9:00 AM. Or if you wanna fly it from there to Vegas, or if it comes back and we need to, you know, now we need to fly it from Burbank to Ogden. And, and what happens when the plane goes there and there's all these cascade implications and, and the expenses and the forecast revenue, the estimates of how many people are gonna fly. And then how much are they gonna pay is a big unknown. And, and particularly in some of these smaller cities where the big airlines don't fly nonstop, and our fares are going to be lower than what these consumers have had to pay over the years.

Travis Christ (10:23):

It's, you know, there's a lot of estimating that goes on and okay, is, are, you know, as you said, we've got these larger 737s. If we've got 189 seats on a 737-800 flying to Redding at 10:00 AM on Wednesday, it's gonna make a big difference. If we're gonna carry 120 people or 180 people at \$80 or \$120, those are gigantic differences which will make or break profitability for a market. So there's certainly trial and error involved in that. And one of the things that we've been able to do, we're very fortunate as a startup is our constraints are less so in some cases than some of the larger airlines. And so we're not afraid to move outta markets if they're not working. Uh, if the customers, you know, are not demonstrating that the demand is there and we miscalculated, then we will pull out. We've had several cities that we've either flown for brief period of time or not even flown at all. And then, uh, just took it

off the books, uh, which on the surface think, oh gosh, that, that sounds terrible, but it's really, it's very liberating to be able to do that kind of thing. You know, when we're not, you don't even wanna disrupt people, but we're disrupting very few people because the people didn't show up. Right. Because we were, we were wrong. Yeah. So,

Bob Gilbert ([11:32](#)):

So with the fleet that you have and your mindset, you have become from an operational standpoint, more agile, and you're able to read the tea leaves and, and make, make those changes, you know, when necessary, but to do it with speed, um, which is something that if you're a, a large carrier, that that is, that is almost impossible.

Travis Christ ([11:58](#)):

It, it's very difficult. You've got between labor and maintenance. It it's, uh, and, and systems challenges. It can be very difficult as a larger airline, but, you know, on the other hand, larger airlines also have more wherewithal to withstand losses in some cases to maybe see how things will turn out. And if you're a, you know, if you're a startup, you've gotta be much more careful with your resources. And so we don't necessarily have as much slack as somebody else. And, and frankly, maybe some of those other guys shouldn't assume they have so much slack because, you know, they may end up wasting resources by waiting things out. Yeah. So it's kind of a balance, you know, it depends on your situation.

Bob Gilbert ([12:35](#)):

So you, you mentioned before an acronym that, um, some people might be unfamiliar with, which was ULCC, so ultra low cost carrier, right. Um, when, when you started those that were not those airlines that were not in that category, try to match what you were doing in terms of the well from pricing and, and routes. Did that help you, or did that hurt you?

Travis Christ ([13:01](#)):

Um, we've our network for the most part to date has avoided head to head competition with other airlines, except in a couple there's, a couple of exceptions, um, Burbank, Santa Rosa, uh, Alaska also flies that. And, um, and yeah, our, our they've matched our pricing. In some cases, in some cases they've got a bit of a premium on it. Um, and it's been fine. It there's a couple of things. I think that we've found as the industry has evolved. It used to be, you know, a couple of decades ago, you know, everybody matched everybody all the time and, you know, often time this town wasn't big enough for the two of us, you know, kind of thing. And what what's kind of turned into is particularly when you're an airline, you know, like us and some of the other smaller airlines, you know, we're not, we're not really trying to compete necessarily head to head with those guys.

Travis Christ ([13:51](#)):

In all cases, we are a leisure oriented airline, for sure. We do a lot of customer surveys. You know, we know that the vast majority of our customers are, are on leisure trips and, and, you know, we'll fly to places three or four times a week and, you know, somebody like Alaska or United or whatever, you know, they're flying multiple times a day, obviously they're carrying leisure passengers for sure, but they're, they're, you know, they're built, you know, largely for business people and that's who they're taking. So, um, when we're only flying a few times a week, it's kind of hard to squish us as it were. And we've also are finding more and more kind of like the restaurant business. I think it's a pretty well known Axiom in the restaurant industry that restaurants do better when they're kind of together with other

restaurants in a lot of cases, because people will eat at this place today and then other place tomorrow and the kind of the rising tide lifts all boats. So in a lot of cases, we find that, you know, if there's multiple airlines, that's fine because there's a lot of customers that wanna travel and there's a room for everybody. And, um, and so, you know, we can all kind of, of do well as, as it were. So we certainly compete very fiercely, but you know, there's, there's some nuances like that.

Bob Gilbert ([14:56](#)):

Yeah. That, that same axiom is true in hospitality as well. When a hotel company is doing its due diligence and you know, they, they decide to build a hotel in one particular cross section, then low and behold, few months later, one of their competitive flags put a property. Right. Opposite. Yep. Yep. Thanks. And I, I remember speaking to somebody from hospitality development, I said, so, you know, why do you do that? And they said, well, you know, the rising, the rising tide. Um, and we let them put all the money in investment in choosing a particular location. And if <laugh>, and we'll just copycat, but it does, it does drive business for all. But then when you have significant advantages, then that's going to help. Now you mentioned that you are primarily a leisure carrier. You are very hard hitting in digital marketing in, in a fun content way, free ticket Tuesday as an example. Um, what demographic are you focusing on is that I see tweets from a, a broad cross section of travelers, gen Z to boomers. And those with pets, you know, you seem to have taken the, those traveling with pets. Under your wing. Um, no pun intended. And so what is your, your demographic? Does it change by destination?

Travis Christ ([16:20](#)):

Sure. Um, I mean, overall, the demographic for an airline is everyone. You know, every, it didn't used to be that way, but for quite a while, particularly as fares have just come down, down down, most Americans fly from every age. So from an overarching basis that that's what we're, we're after that being said, we know that our average age of our average age travelers, you know, kinda late thirties or so, which is gonna be pretty similar across the industry, but we do segment out certain markets and how we adapt our marketing mix, you know, the, the Northeast to, to Florida, uh, you know, there's, there's always gonna be, um, a segment in there that's older and, and retiree. There's a lot of second home people who are in the older demo. So we're sensitive to that. And, and we engage with those people in a certain way.

Travis Christ ([17:11](#)):

But on social, obviously you've got the TikTok generation is in the youngest cohort. Facebook is in the older cohort. Twitter is kind of in a class by itself. That's kind of a different platform. You know, we're not advertising on Twitter, we're active on Twitter, but, um, it's not that big for us quite yet. But the, the biggest one is Instagram that, you know, we measure the, the age groups and the demographic of our Instagram followers. And they really do kind of run the gamut. It's a little bit older on the bottom end. It's a little older than TikTok, but then it's got a nice big juicy center from, you know, the twenties through the forties. And then, you know, once you get into kind of the forties, it kind of trails off a little bit into Facebook, but that, that kind of that big center right there is where, you know, we see a lot of activity, uh, on Instagram in particular.

Bob Gilbert ([18:02](#)):

So is that where you get an increase level of engagement? I mean, there's two, two metrics, right. One is followers and the other is engagement and, uh, I guess you're looking for engagement. Um, right. And that's what you are seeing from, uh, from Instagram.

Travis Christ (18:17):

Yeah, it's true. I mean, engagement is, uh, we, we do look at both of those. I mean, followers are important too, because you know, you, you wanna have as many people engage with as you can, but yeah, once you get 'em in the boat, uh, you certainly wanna have them active. And so, so we watch all that, you know, pretty closely.

Bob Gilbert (18:33):

You, you mentioned before and I'd love to get into the process. Um, you know, once you've made a tentative decision to look at a new destination, so who are the key players in that process, airport authorities, do they come under economic development? DMOs have say? Um, you know, what, what, what is that process? Who do you mostly work with when you are in that due diligence?

Travis Christ (19:00):

Yeah, it kind of depends on the airline. I mean, for us, you know, like any airline, we have a network planning department and those guys, uh, spend, and I, and I, I spent a number of years in, in network planning also. And you know, you spend your whole day going through large amounts of data, studying, learning, getting to really pretty intimate with where people are flying, you know, what volumes and how they're getting there. You know, there's a lot of, you know, fun stories in the industry just amongst, you know, some of the stalwarts who've been in network planning in this industry for a long time and how they do it. And, and there is, there is a lot of art to it. I mean, you, you literally have some individuals who are just aficionados at network planning. They're just, they're just like an artist.

Travis Christ (19:46):

It's, it's really amazing how they have a feel for how the network should be laid out to be optimized for profitability. And so, uh, the network planning team takes the lead on all of that in terms of how the airports get involved. They're more involved in it now, I think than ever. There are more, uh, engagements with airports. The airports themselves have become more sophisticated in knowing their own data and being able to present on the value of their markets and the components that make up their markets, the, the demographics and the geographies. And they've gotten more sophisticated in being able to explain themselves and really resonate with the network planning teams. And so there's conferences around the country where these guys all get together and it's just a big information sharing and all of that data, uh, you know, it's kinda like the NFL draft or something.

Travis Christ (20:42):

<laugh> where there's just gobs of data that come together to provide a, a lot of guidance. But then ultimately, again like the NFL draft and, you know, Tom Brady going in the sixth round, nobody knows for sure, you know, you're gonna have a first round draft, that's a bust. You can take all the data you want. Um, but that's why, you know, Belichick or, or take your pick, uh, somebody who seems extremely gifted at seeing through all that and, and having the best chance at picking the right players. It's, it's very similar in network planning. And so they will have gotten all that data. Those relationships are super helpful from all the different sources. And then ultimately it is the network guys. And depending on the airline, like at our airline, Andrew Levy is heavily involved in the final decisions about where we fly and, you know, a lot goes in a lot of other pieces and parts go into it.

Travis Christ (21:28):

You know, marketing has, has a, has a role to play operations. Certainly if there are constraints at certain places with regard to, you know, runway links or altitudes or things like that, we have, you know, corporate real estate department. Um, those guys, uh, engage closely with the airports on facilities. There's times when you might wanna fly somewhere and they don't have the ground equipment, they don't have deicing equipment, they would have to go buy, you know, certain things that they may or may not be prepared to buy. So it's a bit of an orchestra pulling all of those pieces together, but those are the kind of the groups and the individuals that are involved in, in all those kinds of decisions.

Bob Gilbert ([22:04](#)):

So wi with your website, now that it's also evolved since it was first launched and you have the ability now to book hotels and car rentals as well. Um, how is that working? How do are folks coming on board to book all three of the above or, uh, I guess that depends upon the mix of VFR, uh, visiting friends and relatives versus the true 100% vacation and I'll need somewhere to stay and, and I'll need a car,

Travis Christ ([22:37](#)):

Right? So we're all of our distribution today is direct through our website. We're not on the GDS systems or anything like that, uh, which is, you know, very economical for us. Uh, you know, we, we work hard to promote the site and in terms of, of our ability to book those other, um, services, we're really excited about that. The way we have it set today, it's kind of version 1.0 of selling hotels and cars, because we do have a tab there on the home homepage and we've had some, you know, modest sales of those products to really get into that at scale. Uh, you've really gotta have more of an in path experience where somebody's saying, I want a book from New Haven to Orlando. And then through that booking process, be able to present them with some compelling offers. Um, while you're going down to Orlando, while- before you buy your ticket

Travis Christ ([23:27](#)):

Well, you know, look, we can give you a deal if we pair it up with, you know, the Hyatt Regency and a National rent-a-car. So we're looking into, uh, our abilities to do those kinds of things, which we would love to do that is it's quite a bit of development work to get there. Those things, there's a, there's a lot of bits and pieces to that. So, um, we're, we're doing an analysis on, on how far down the road we want to go with that. We, we could leave it as it is and, and sell those products at a modest level, or we could try to build them into the process and, and sell quite a bit more, but we just kind of got to balance out the resources it would take to make that happen.

Bob Gilbert ([24:01](#)):

And, uh, it's all or nothing. Right? I mean, you, you can't just have it for certain destinations?

Travis Christ ([24:08](#)):

You're right. So, no, you're right. It is, it is all, it'd be, yeah. In theory, if we could spend fewer resources, and just have it be effective in the, the markets that we know it would do well, that would be fine. But unfortunately it is all or nothing. If you're gonna sell 'em to Orlando, you've, you've built it out to sell 'em to, you know, Ogden Utah also. Mm. So, uh, so that, so, you know, that, that's how it goes.

Bob Gilbert ([24:33](#)):

So at least in my experience, what I have seen that triggers a leisure trip, other than the purpose driven leisure trip, going to a wedding or, you know, right. Something similar, uh, graduation, it is the

experience. It is the, the things to see and do. And so once a decision has been made, it's normally driven by the experience of things I want to see and do in that particular destination, which begs the question, the missing piece to the puzzle would be things to see and do in a bookable on, on your site. Is, is that under consideration?

Travis Christ ([25:10](#)):

Yeah. We, we would love to add activities. Uh, you see TripAdvisor and Airbnb and those guys and Expedia, of course. Um, you know, they've, everybody has tried to put a focus on that. I think in the industry, it's been a, a little bit of a struggle to get to the scale of activity sales, as some of these companies are hoping to do, because it's, it's so fragmented. Yes. You know, you go to, I mean, Airbnb activities, I think are wonderful. If you remember to look at 'em when you go on the trip. I mean, it's everything from a nature walk with Susie, to hang gliding with Joe, to, you know, sheep shearing with Martha. And it's great. I think what they've done is amazing, but you can imagine what it's like for them to curate all that in all of, you know, an unlimited number of cities around the world and how you're gonna keep track of all those things.

Travis Christ ([26:01](#)):

That is an enormous undertaking that takes a ton of time and money and program development that they've done a wonderful job with. So for us, uh, the good news is we don't have to, to do all, we don't have to find Martha sheep shearing. We could partner with somebody like that, uh, like an Airbnb or, or Expedia or whoever any of these providers and potentially resell some of their activities. And so we may get into those kinds of things. Uh, but in terms of our, our resources that we have now, that's probably a little lower on the, on the priority list, but someday it would be nice to do.

Bob Gilbert ([26:35](#)):

Yeah. And you're right. It is very fragmented. There's really not one source that you can get as close to the, um, operator, uh, because you know, you've got too many middle men in between that, you know, clip the coupon all the way along and then that right. Diminishes the, uh, the return. But I, you know, I think slowly that industry is getting there, but it is, um, it's at its walk phase in a crawl walk run.

Travis Christ ([27:05](#)):

Right. I would, I would agree with that, but it's a great time to be either, you know, where we are or as a consumer, the ability to, to do those things is, is really terrific where we, we couldn't have done that 10 or 20 years ago had these opportunities. So, so it's great as it develops, I agree with you where it is in the development stage.

Bob Gilbert ([27:22](#)):

The, uh, so let me ask you this question about some of your competitors, and I'm gonna quote USA today, and their quote was, "A bizarre love triangle." And their reference was Frontier, Spirit, merger, and jetBlue takeover, or any one of those three. So, um, any comments on how that may end up if you looked into your crystal ball?

Travis Christ ([27:50](#)):

You know, I, I truly don't have any sense where that could go. I mean, I, I just, I know what everybody else knows that Spirit and Frontier, you know, or kind of relatives within, you know, kind of the, you know, Bill Franke kind of organization. And so everybody kind of expected that someday they would get

together and then, you know, jetBlue very surprisingly, threw their little grenade in there. You know, I think there's a lot of opinions on, on what's rational or not in that combination. And I, I, I have, no, I, I, your guess is as good as mine where any of that is gonna go, uh, just for, in terms of Avelo, those airlines are very busy now engaged in, in, and it's very distracting probably for all of them to deal with all that and, you know, uncertainty about what their future's gonna be. And we, we just, you know, stick to our knitting and do our thing we've got, we're just barely getting started. We've got so much more to do. So it really doesn't impact us. You know, we don't think one way or another, so, uh, but you know, it's entertaining, you know, to watch we watch it just like,

Bob Gilbert ([28:50](#)):

It, it is, I think entertaining from, you know, when USA, as I say, I quote them "A bizarre love triangle." Yeah. Um, and with all the, the, the feds, you know, obviously taking an eye on it and what that's gonna look like and right,

Travis Christ ([29:05](#)):

Right. Who knows what their view will be. Yeah. That's always a wild card in these things too.

Bob Gilbert ([29:09](#)):

So any thoughts on you expanding internationally? I mean, I know that your CEO, you know, has got some South American links and he's fluent in Spanish, and probably Portuguese as well. Um, any, any thoughts to, um, cross border?

Travis Christ ([29:25](#)):

We certainly have the capability to do that. Our airplanes can do it. We'd have to upgrade some, you know, modestly upgrade some systems, things like life rafts and all for over water flying and stuff. Um, it's certainly possible. Um, I would, I would guess if we did anything, it would, it would be modest to begin with. So anything's possible down the road, but we, we do have quite a bit to do, I think, uh, you know, domestically. Um, but, but you know, over time, if things go well, I, I could see us reaching out here and there. So there's nothing really preventing us from doing that other than, uh, you know, we, we think we still have a lot of opportunities domestically, maybe that we need to run down probably before we get there, but it could happen.

Bob Gilbert ([30:05](#)):

Yeah. Well, Travis, I wish you continuous success with your knitting. I, you know, you've done such a great job. Avelo has done such a great job in getting the awareness out there into the marketplace and doing it with fun and engagement with your customers and prospective customers. And I just wanna thank you for your time. It's been entertaining. It's been very interesting and educational again, continuous success and appreciate you being on the show today.

Travis Christ ([30:38](#)):

Thank you. I I've enjoyed talking with you and I, I appreciate what you're doing and, and thanks a lot for having me.

Bob Gilbert ([30:43](#)):

Thank you, Travis. We hope you enjoyed today's episode, please like thumbs up, subscribe and leave a review. You can also visit Eddyalexander.com to learn more about our tourism marketing and destination management services and read some of our recent case studies. Finally, if you'd like to suggest future guests or podcast discussion topics, or to sign up, to get an email alert, when we drop new episodes, please do so at eddyalexander.com/thatt.