Inside Data Centre Podcast.

WITH ANDY DAVIS

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Title

Zauner: The Evolution of Data Centre Construction

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Transcript

This is the Inside Data Centre podcast.

We talk to the people who power the data centre sector to give you insider info on everything happening in DC today. Here's your host, Andy Davis.

Andy Davis 0:29

Welcome to the inside data centre Podcast. Today I'm joined by Andreas Beck, Managing Director of Zauner. Good morning, Andreas.

Andreas Beck 0:30

Good morning, Andy. Great to be on your podcast. Thanks.

Andy Davis 0:42

Now, yeah, exactly. We've been planning it for a while. So it's good to finally get this one recorded, looking forward to hearing a bit about your career and how you established yourself in the industry, but also quite a key point, I think is talking about your experience in the construction aspects of data centres, but also your experience in other sectors and how we can learn from how we build in pharmaceutical and other mission critical sectors and bring that into the world of data centres. Before we go into all that, you just want to give a quick introduction of who you are and what your role is at Zauner.

Andreas Beck 1:23

Oh, absolutely. So my name is Andreas Beck. I'm the managing director of Zauner. So Zauner is a family owned business, we are in business for 25 years, it's still in sort of maturity is owned by the family. So I have a co-Managing Director, Roman Zauner is also in the business. And we have been ever since like an industrial M&E contractor. So I started to work 2003, after engineering school as a piping engineer, that was back then with another firm. I started probably was an unknown three days in the office. And then they sent me to some site in Germany, which was quite a good experience. I quickly learned how things going and I took a lot of lessons from that. So my first task was to measure pipe support. So they installed a lot of pipe supports in the building, probably, I don't know, 20,000 pipe supports. But somebody forgot in the process of installing all them support to measure them properly. So didn't have proper records. So my task was for the first six months, produced the records, getting ready for graduation, it was a great

experience. So I did a few years as a project engineer. And then I got promoted to project manager. And it was mainly in pharmaceutical. That was the it really first started off my career, and was now close to nine half years ago, when I joined Zauner, as joined them as head of project management. You know, time was was right, was a good opportunity. And also the business within Zauner, did a lot of work previously in power plant business energy sector, and was round about that time when basically did the industry they're devastated, there was no work there anymore, didn't build any new cars or coal fired power plants was just no longer a time. And then we were on the lookout for, you know, some new ideas and new industries, new businesses, and then I joined them. And since 2022, I'm not only managing director, I also have a minority shareholder. And I think it's a great company. I like the family run business. I think we're still quite flexible, or do we have grown quite a bit in size. It will keep it that way. I think that's a big advantage for the for our clients, they can always reach out to us directly. And that's, you know, still very much hands on in the business. I think that's a good, that's a good thing to describe it.

Andy Davis 3:55

Yeah, definitely. Always good to keep your hands hands dirty, as I always say, Well, absolutely.

Andreas Beck 3:57

I think you know, that's how you make a difference. That's how you can also continue conversations with clients. So for example, I've been in Denmark yesterday, visiting a client and I feel it's very important that you know, you know, what's going on the project and what are the issues? And are you getting on progress wise, why you roughly and follow the steps throughout the lifecycle of a project. So you can always you know, engage in a discussion, analyse the video, okay, you just here, you know, for a nice chat, and we're coffee and then you move on but you don't really care. I think it's all about caring and all their own people. I think the like that you care and listen to them. And then I mean, the everybody can, can do it when it's all going well. But you know, as projects continue, there are their issues and you listen to people and support them but fearing the issues then think that that was making a difference.

Andy Davis 4:51

Yeah, definitely. And when did you first get exposure to datacentres? You obviously touched on that your background was pharmaceutical renewal. So when did you first enter this crazy world?

Andreas Beck 4:56

Well, yeah, I think the when I started with Zauner we looked a bit you know what are other industries could there be because the industry was that said obviously pharmaceutical because background that's an area that we want to move in. And that's pretty much it straight away. And then the other one was said, Okay, so like in the pipeline business, one thing you do is you install large carbon steel pipe work. So below what could be another industry needing for having the need for large crowds, the pipe work and obviously that's data centre, sir, it never be seen, but it's obviously chilled, chilled water. And that's where we say, okay, we want to go into the industry, that was probably 2015. It took us another few months until we get really, you know, in contact with the right guys with the right GCs back in in the time, when I started getting some visits audits, some pre-qualification, so many pre-qualification at the beginning was very difficult to get into a new industry. They're all saying, you know, great guys, you know, what are your references? And we told them, okay, we know how to install a pipe. Yeah, then, obviously, they need somebody with data centre experience. And that was quite tough. So took us from 2016 until 2019, when we signed our first large project in the industry, fair enough, we have been busy with other stuff. So maybe you didn't put all the focus on it. I think it's a process because the clients, you know, the like, people who know the industry, that they have references, and all those things are going, I think time was just right and 2019 Client there was open for a new company, they were quite supportive. And obviously, that was the start into the data centre industry. And for us as a company, it's great that we did.

Andy Davis 6:38

Yeah, and it's interesting as well, because one thing I always say is that the data centre sector was a closed shop. So it was very difficult for anybody to get into this industry, whether it's a company looking to get into it, or an individual looking to get into it. But as the industry has got busier and busier, there comes a necessity, where they need to look outside and then and what they get when they look outside is actually fresh ideas and fresh organizations and ways to do things differently.

Andreas Beck 7:10

And I think to back around 2019 /2020, there was quite a boom of data centres. And that's when they opened up said, you know, we have this couple of contractors and couple of agencies and couple of you know, you're not going to be able to deliver all these projects in the same time. But that's what they were, what they say the first wave of newbies to the industry, which we were part of, which was a great time. And I think it's, you know, you look at it differently is the okay, we obviously did like this, but maybe there is another way to do it. And I think the you know, with the protection of workload, that's the only way to go. It's impossible just to keep the amount of work going. If you just stay the same. I think we also see that when we look for new talent. So let's say our main businesses is Life Sciences, data centres, and then battery factories. But if we, if you say no, okay, let's say we need a project manager. And if you say, Okay, we would only take a project manager from one of these three industries, then you know, that's, that's impossible. Yeah, you might find the guy but it takes very long, it's very difficult and the need to convince him to, because he most likely works for somebody else who's also very busy because these industries are very busy. So we look at other industries, for example, oil and gas, we have a lot of people work previously in oil and gas, oil and gas has high requirements for quality, safety, schedule. But it's just the fact that it's not a busier, so I'm gonna saying them. Okay, guys, maybe you don't, you're not the experts on data centres, but you're great experts on M&E skill set. And if you come to us you can you can learn the ins and outs of the industry, and then you will be a great asset to us. I think that's the way to go.

Andy Davis 8:55

Definitely, yeah, I totally agree. And again, I think it's out of necessity that we have to do that as well, because we all know that the industry is getting busier and busier, the talent pool is very much staying the same. And unless we start to look outside and bring people into the sector, and also so a lot of people want to get into the sector right now because they can see that it's busy. So now's the time to do it. But you do have to do what I'm sure you have done and that is invest time and invest money in and educate and train these people to bring them up to speed to the critical sectors.

Andreas Beck 9:28

You'll probably see that even more with the recruiting business, if you will just always look for people already in industry then that you won't be able to properly do the job just you know, lack of candidates, that's and I think it's all about as you say training, you know, getting them closer to you know, what's different in industry, what are requirements and then setting the projects up that obviously they should be in every project an expert in that field. So you can you know, train the buddies and they can learn from each other.

Andy Davis 10:02

Yeah, definitely. And from a construction aspect what have you seen and what have you been able to bring into the into the data centres that you may be utilized in other industries, and how have the customers been receptive to these new ideas?

Andreas Beck 10:08

So I think, for example, if you compare life science to data centre industry, so life science, the specifications are much more thorough and much more into the details on let's say, the likes of a pipe or a cable, it's, it's pretty much specified to the nuts and bolts, which obviously helps later on down the line to avoid any issues. So anything on data centres, it's a bit more, it was a bit more flexible. They said, maybe, okay, you need a carbon steel pipe shed. And that's, that's what we want. But on a pharmaceutical project

that will be you know, this is the pipe, this is the ball thickness. This is the paint code and zones, really all the details, but obviously, it helps that not, you know, eight months down the line, somebody comes along and says, "Okay, that's this is not the paint code I wanted there". I think what we brought to the table is that, with the knowledge, we tried to really specify these things properly, make sure that there are no different understandings. And if there's a difference in opinion, try to settle it at the beginning, get it right and avoid any larger issues later on down the line. What do you think if you compare it the probably the level of detail in construction and workshop drawings is always different in its in pharmaceutical, because they don't validation, and so on, it's much more important on the SPL drawings. I think that's also learning, on the other side, I think data centre industry is much more advanced on collaboration in design, and how different trades work together. That's still quite uncommon in life, and I think life science could participate quite a bit from the BIM coordination, done in data centres. I think that's a great advantage, no trades working together. And how could we construct this better? How can we optimize it?

Andy Davis 11:58

Yeah, definitely. And I know over the time you've been in the sector, obviously, we've seen a, we all thought 2019 was busy, like we said earlier, but then 2020, 2021, 2022, 2023. And now we're in 2024. And we, we just don't know where this is ending, but how is the kind of the scale of the industry changed how you work and your opportunities, really?

Andreas Beck 12:20

Yeah, I think the SEC, that there was quite a big boom, around 2019 and 2020, then it got a bit. So I think the hyperscalers didn't build as much in the last two years. But now we can see now is there's a massive boom coming. Or it's already on its way. Obviously, fuelled by all the AI systems and all the technology. And what we are seeing is the projects have the tendency to get bigger and bigger. We talked about it the other day in the company. So 2018, we did sign a contract of around 40 million euros, and was back then the biggest contract we signed ever, we celebrated in the companies. And you know, this is, this is a great achievement. And not reasonably two weeks ago, we signed a new contract for export, actually a data centre in Germany near Frankfurt, and was just shy of 35 million. So really close to number one couple of years ago, our biggest contract ever, and it's now it's a standard project, because the projects are just growing in size. They're getting faster. So the trend certainly is projects are getting bigger and bigger. And the so as I said, 2018, our biggest project we have completed was around 40, or sign was 40 million. And now we're doing a project in Switzerland, it's around 150 million. So things are changing. Obviously, the company changed quite a lot in the last couple of years. That's sad as well, but also projects across all industries, but especially in data centres. It's just going faster, bigger. I mean, it's a positive trend, it's great. There are obviously there will always be great if you know they could align that they do they don't do all the projects at the same time.

Andy Davis 14:16

Exactly yeah. And you touched on speed and scale. And it's always what I talked about when people asked me like how, how has the industry evolved? It is all speed and scale and obviously capital, but capital comes with the speed and the scale really, how have you had to adapt as scales and speed has increased? And are you able to again, are you able to bring learnings from the other sectors you worked in that obviously you have that scale and already you're operating a significant scale and pharmaceutical? Is it similar to data centres?

Andreas Beck 14:50

I think the one you always had in pharmaceutical was the criticality for time to market because that's always you want to get the medicine to the patient as soon as possible. That's where it comes in. Sometimes you know pharma companies have patent and maximize the use of the patent. So it's all about schedule. I think the experience was there. And the other element is certainly whatever can be done pre-construction and off-site fabrication. They are success elements on fast speed construction projects. So I think the difference now is a couple of years ago, everybody talked about, you know, how can we do with modularized offsite fabrication, but it was more talk than actual happening. While it's now that it did the clients, they're really on board, they're really

pushing for it. They are really allowing all the time and the investment into a proper pre-construction proper design. I think that's the way to go. And you can, you can do so much off site. Yeah. So we have a couple of big workshop facilities spread across Europe, where we do large modules for different industries. And that's the way to go you so much time. That's, I think, what needs to happen in any case, for projects of that speed.

Andy Davis 16:08

Yeah, yeah, definitely. And you seen it more and more that were in my conversations, and I'm sure in your conversations and some of the listeners with, with those cloud hyperscale organizations, it's all about modularity now. And they're looking at it themselves there. They've got the manufacturing facilities coming online and in the states that are going to produce modular components for their own facilities. So it's always been talked about, and I'm sure you agree, and if I listened back to it, but listen back to podcasts, probably three and a half years ago, people were talking about it, but not doing it, And doing it, that's the difference.

Andreas Beck 16:41

Yeah, it was, it was a lot of intention, but not actually happening. But I think now they're also they're eager to keep certain designs frozen, you want to clone a project and not just reinvent the wheel every time again, that's the pinnacle.

Andy Davis 17:00

Now, definitely. Another point I want to touch is technology and how technologies come into construction. So it's a really big, it's a really big opportunity to attract talent. I think when you start talking about virtual reality and stuff like that, where you know, it's not, it's not just builders on site anymore, construction is an amazing technological industry. So what have you seen? What have you seen come in? And do you think there's other aspects that will come in over the next few years?

Andreas Beck 17:24

Yeah, I think it's, it's an interesting development, I remember a few years back, you know, that there was a discussion, you know, simple stuff, like a welder or gas should be a paper or to be put in a system I have so much work on putting into the system. But I think luckily, COVID contributed to that. This discussion is now part of the past. So it's not all about you know, you have your watch your project you have a big dashboard, and that's where you need to have all your stats, you need to control the project from the dashboard. In addition to that, always use virtual reality. So we have a guy here he's doing, you know, laser scans of Projects live progress data of the projects, you see actually in the model, that's the design, that's the installation percentage complete. And that's the way to go. That's the issues hindrances. You can do live team sessions with clients or with the engineering team. And not everybody needs to go to site, I think the what happened a few years ago is there was so much traveling for unnecessary traveling, which now can be avoided there, we need to use the modern things of technology. The probably not two years ago, we started up the unknown department, we call it digital construction. So obviously, we started with a guy, but not so this department has grown quite significantly. And we actually know the words of new transformation, again, in the company just to make a big digital hub, because that's the way to go. All is about data. So there's so much data, obviously, you need to work with the data. And you can only work with data if it's controlled if it's properly visualized, and if somebody can analyse the data, because you don't, again, have great dashboards, but if nobody's working on it, to analyse them, then what's the point there? And I think that's, that's certainly the way to go. I can see that. The we're looking at some few other things right now in terms of how can we use the data, for example, to incentivize our workforce, we have all the data before the hours we have the progress we can see you know, who is working, who gets more progress than gets less progress than, Well, quality and so on, they will not transfer into workforce incentive. So, you know, guys who are performing well should see that there is difference to lower performance. And I think around AI, I mean, you overnight, we have, you know, tried out ChatGPT or copilot at Microsoft. I think they are tools now on the market already. And we are in trial phase at the moment, which is really construction application focused. You can really, you know, take out your phone and just ask your copilot, then, you know, on this drawing on this submittal, you know, look for details, or is there a change order relating the subject? And then he actually comes up with the message. So it's much faster. And I think the it just is helps on one hand

unnecessary time. And on the other hand, I think it's also sometimes you have you have a million documents and you just can't find it. It's impossible, you don't know how to build a third string, which actually gets your right answer. With AI, I think that's possible. And then he another interesting aspect is the copilot from Microsoft. So it is the new applications. If you go on a team's call, and you transcribe the team's call. After the team's call, you get a full set of minutes of meeting. Any notes you could take it references and you on which time of the meeting? Who said what and what was the conclusion? What are the tasks? What are the action items? And is anything open or outstanding? So I think it's fantastic, because, you know, we can be you know, we've all been in meetings, scribbling down some notes, and then afterwards painful on your writing of the minutes and what it is exactly, and how did you mean that? And that's just, I think that's a game changer. That's advantage for everybody. Because then, quite often, you know, you're in a meeting and it gets a note and then Jesus, no, I didn't say that.

Andy Davis 21:33

Exactly. Or if you're like me, you can't read your notes anyway. So yeah.

Andreas Beck 21:38

Exactly. Yeah. So I think that's, that's a big help. And I people shouldn't be afraid of a I think it's just the support for the work. We still have to do all the hard works on site, they don't go away. Sometimes, you know, useless senseless work can be substituted, and you can look at something else. And projects need to they need to be done quicker, faster, more efficient. And that's, that's a big help.

Andy Davis 22:10

No, I totally agree on AI. I think AI replaces the tasks that we don't want to do as well. There's a lot of tasks, administrative tasks we don't want to do. And also we're not, it's not the best use of our time. So it gives you the opportunity to put your time you use that example that you've given you write up the notes of a team's call, it saves you say 10-15 minutes, whatever it is, but it's, it's 10-15 minutes times however many teams calls you have that week. And what time that gives you is the opportunity to do probably what you're good at and what you enjoy. And that's what we're all here for, you know, we all want to enjoy ourselves and admins not one of those tasks we want.

Andreas Beck 22:50

Yeah. And then you know, you, you know, you push it down to the end of the week, and then end of the week, you have a long list of works to go and then you want to do it before Monday. So you know, these things can be can be a word.

Andy Davis 23:06

Yeah, definitely. And it always, it's always ironic, I think, whenever I talk to podcasts, and we talk about using data in the data centre industry, it's like, the product of what we're doing is can change everything. And if we use the data, use the data you've got to make you better. But all that data that's coming in is stored in a data centre. And when you think about it, every business is having the same conversation, how can we store them? How can we get more data to use to make it more efficient? Yeah, it's a win-win for us.

Andreas Beck 23:30

Oh, absolutely. Yeah, I think the you know, the, we have seen that now, in the last year or so that development, it's fascinating, it will be quite interesting to see where it goes. Obviously, we can see already that there are a lot of trends, and it's hard to follow all the trends. And even if you have, let's say, quite a good year, maybe one guy is, you know, it gets up with the idea and tries to you know, how could it be implemented it but then the next step is to how to roll it out in the business. But how can I extend that use it and benefit from the technology so that I think that's that will be the biggest changes? How can we get our teams to work with the tools? And how can we train the tools and how can we make the work because the greatest tool if you don't know how to handle it

and if it's of no use so these will be the challenges you know, the it will be key to have good people who can roll out new tools, new programs, work with data and you know, get people on board and show them how to use it and how to work with it.

Andy Davis 24:30

Yeah, definitely. And before we move on to some sort of more industry-related questions, what's the future look like for Zauner then what's on the horizon? Any is it more of the same or have you got have you got other stuff to come?

Andreas Beck 24:46

Yeah, I think the we are in quite interesting industries. Yeah, they are all the trends of the future. So obviously we want to stick to the pharmaceutical life science industry. That's a great industry. We're in and we can at the end help to get medicine to patients faster. That's always on to keep there, the data centre is our second biggest industry, it will probably the percentage of share on the overall turnover will grow over the next few years. That's just the trend you're seeing. And obviously, think we have a certain flexibility in the business that, you know, we can move on to the shares, percentages and turnover to whatever industry has more demand and more need those words, as I said, battery factories that will continue, EVs, there will always be a need, but it will be less of importance to the business, compared to other industries, we want a bit of work in semiconductor. There are some blockbuster projects on the rise, and they're across Europe. But it will also be similar like battery, manufacturing, and more niche industry. I was doing some interesting stuff like the direct air capture project in Iceland, totally different. They're great in terms of sustainability aspect. So they suck CO2 from air and pump it into the ground, basically with a long process. And it gets to the granular version later on. And the build a plant, like it's a fantastic industry. Obviously, I don't know what the future will bring the idea of a few big projects now in in America. And we'll see how the development is in Europe. But certainly interesting. I think that you know, if they if they can develop the technology on a larger scale that could benefit everybody. So exciting times ahead. Now, as a company, we try to stay focused on new opportunities, new industries. That's always important to see what else is going on and keep an eye open. I think what we learn from when I when I joined the company, and there was a pure focus on these power plants, we want to get into the same situation again, we want to have, you know, multiple industries, and well positioned for this brings us in the near future.

Andy Davis 27:16

Yeah, definitely. Oh, I always say, It's kind of part of my role in in our company, is that sort of market scanning, future scanning, what's coming, what's happening, and whether that's related specifically to data centres, or like you say, or similar industries, you can find it out. If you're listening, you can find this stuff out, you know, do some digging, and you can always see what what's probably coming in the future.

Andreas Beck 27:40

If you see the web, say, you see the trends, and it's important to follow them. And it's not, you don't need to take on every new trend, but it's important to know about them, I fully agree, definitely makes a difference.

Andy Davis 27:47

Yeah, definitely. And before I let you go and get on with your day, just some sort of more quickfire questions on the industry. And just to get to get your views, number of challenges in the sector at the moment, there always is, it's always a different one every time I talk to someone, but what do you think are the key challenges we face as we head through 2024?

Andreas Beck 28:06

Yeah, so I would say it's a combination, probably of three challenges. One is the large amount of projects at the same time, then the limited amount of companies able to work in the in these industries. And then the third challenge is, as a result of that is just a shortage in workforce, which one is driven by just the amount of work out there. And then what you can also see is that I think

construction is an exciting industry, but it somehow seems that it's very difficult to motivate the new generation for the construction industry. Because at the end, quite often, you have to travel because the projects are never, you know, in front of the company. So there's somewhere across Europe, in our case, then they are demanding, there is a lot of pressure from the client, and at the end and there is a lot of hours. I think the it's a challenge to motivate enough of the new generation, but I think it's you know, once you're in the industry, I think it's amazing how you can you can really see that whatever you're doing in engineering or in procurement or on project management, it's actually it's being built, and you can see something great is happening. So I try obviously, to encourage we have a lot of students here and trainees and get them close to do the work and hope that, you know, they will be part of the journey.

Andy Davis 29:41

Yeah, it's a really good point. And I think and you're an example as well, I always say to people, you know, get the young generation close to the projects, give them that exposure on site, because anybody that has had that exposure early in their career tends to do well. Whereas if they whereas if they are sat in a design office or estimating or whatever it is or in finance and they never actually see the project, they can quickly lose interest in the sector would go and do the same role somewhere else. But there's not many industries where you do get to sort of live and breathe the product at the end of it.

Andreas Beck 30:10

Yeah. I mean, every project is different, every site is different. So it's not that, like, you know, if you're in a machine factory, car manufacturers, its probably a standard product, even if the same project is being built in a different location, you know, people are different, its all about how people are getting on, locations, it's totally a different project. It's always interesting, every project has its own challenges, you never know about the environment, political aspects, it can all influence our projects.

Andy Davis 30:41

Yeah, definitely, like we talked about, you get to use the latest and greatest tech which is a big game changer for young people.

Andreas Beck 30:54

Absolutely and I think that's the they want to go and to go to university and engineering school and we show them that's what you can do when you come to us. It's our responsibility for the industry to promote even thought he industry is somewhat of a competition but its still important for the industry.

Andy Davis 31:15

Totally agree, it's an industry challenge not an industry challenge and that's how you have to look at it. A couple more questions. If you could ask everyone in the sector to start or stop doing one thing, what would it be?

Andreas Beck 31:30

Here I think as before it would be ideal if the sequence the workload was better, not everybody is building at the same time but obviously that's impossible because demand scales up at the same time for similar reasons. That would be ideal.

Andy Davis 31:47

I don't think people will consider that as well, because I see it because part of our job is to work with different organizations who are all at the same point of a project but I don't see people see that they just see growth, growth, more projects coming. But it's, like you said, its not an endless amount of companies that can deliver these projects and companies like yourself can't take on endless amount of project, you only have so much you can deliver.

Andreas Beck 31:16

We only want to sign up for work that we are confident we can deliver. One bad project can damage the reputation of ten great projects,. Easily. It's important to focus on what we're capable of delivering. The challenge is that everybody believes that data centres are more important or it won't be possible to sequence it but that certainly would be a wish for me.

Andy Davis 32:44

Absolutely and final question, if you could give one piece of advice to anyone looking to work in the sector what would it be?

Andreas Beck 32:55

Yeah I think if you want to be part of something exciting, very demanding but also equally interesting and unique then this is the want to go. If you work in another industry or you haven't had any experience, I think companies like us we are open to people from other industries, we give good training, and its very exciting. Obviously you're building this large hyperscale data centre for us if and you can't talk about it but at home you can share amongst your friends that you're sharing a great data centre. It's companies who everybody knows.

Andy Davis 33:41

Yeah definitely and I think on a positive to you guys really you're a great example of company that does bring people in from other sectors and I have to have this conversation with some organisations when they say "I need someone with 5 years data centre experience," and I say, "you don't, you just need the right person, and you need to put the time and investment into getting them in the sector". So well done to you guys for doing it because it is really important, we do need more people from other industries to build these things.

Andreas Beck 34:11

That's great feedback, I appreciate it. And I think everybody would like to have people with a lot of experience in the industry but it's just hard work.

Andy Davis 34:30

No, definitely. Thanks for your time, I've really enjoyed the conversation. You're a good organisation. How can someone get hold of you if they want to learn more about Zauner or get in touch with yourself?

Andreas Beck 34:33

You know, through LinkedIn is always an option and on our website we have all our open positions and even if the specific position might not be on our website, we hire throughout the year on most of the positions which is positions are open to any individual position and you always get feedback from our hiring partners.

Andy Davis 34:55

Yeah we'll put your website in the show notes so they can see it there. Thanks for your time, we'll catch up again soon. I'm sure we'll see each other around the world.

Andreas Beck 35:00

Yes thanks for your time. Absolutely, bye.