VISIT DENVER
Board of Directors Retreat
August 24, 2023
Devil's Thumb Ranch
2016 TOURISM ROADMAP

01 Expand Meetings & Convention Business and Infrastructure

02 Attract Visitor-Driven Events

03 Create World-Class Attractions and Services

04 Enhance Connectivity and Mobility

05 Improve Downtown Visitor Experiences

06 Strengthen Destination Branding
Board Chose Top 10 Most Relevant Challenges

Data suggests that participants largely defined Sustainable Growth as Affordable Housing, Transportation, and Workforce Development combined as a collective challenge.
WORKFORCE DEVELOPMENT WAS CHOSEN AS THE SOCIAL IMPACT STRATEGY
Board decided against a social strategy for Homelessness and Affordable housing as they pose significant barriers for VISIT DENVER. Both have major systemic issues that require greater capital investment, challenging to measure and have greater potential for negative PR and social media ramifications.
LEVERAGING VISIT DENVER

WE ARE THE PERCEPTION CREATORS
Utilize Visit Denver’s marketing prowess

WE ARE THE COALITION BUILDERS
Utilize Visit Denver’s brand to create collaboration

WE ARE THE IMPACT AMPLIFIERS
Utilize Visit Denver’s unique communications platform
2019 SOCIAL IMPACT IN ACTION

**Working with Community Providers**
- Denver City Services
- Mile High United Way
- Denver Rescue Mission

**Testing Partnership Pilots**
- CareerWise
- Take Two + No Return
- Cross Purpose
- Urban Peak

**Onboarding Platform**
- CHLA U, ProStart & Job Board

**Amplified by PSA Campaign**
- Higher Education
  - Colorado Community College, MSU, DU, Johnson and Wales
- Industry Partners

**Secondary Investments**
- Junior Achievement
- Young Americans Bank
- Mile High United Way
- Denver Rescue Mission
PAST ACTIONS

SCHOLARSHIPS
Visit Denver Foundation provided scholarships for hospitality programs at Colorado universities and colleges

JUNIOR ACHIEVEMENT
Funded pilot program in high schools during academic year

EDUCATION & TRAINING
Funded Colorado Hotel & Lodging Association CHLA University: line level and supervisory skills courses, partnership with Denver Rescue Mission to provide Guest Service Gold at The Crossing

RESEARCH
Funded Colorado University research to inventory of training, certification and academic programs for the tourism and hospitality industry; focus groups to assess opportunities and challenges

DENVER DAY WORKS
Visit Denver helped fund Denver University pilot program for hospitality industry in partnership with Denver Rescue Mission
YESTERDAY & TODAY

2021 Board Retreat
Presenter, Mike Gamble “From Furlough to Famine”
• Current State of the workforce
• Industry specific challenges
• Discussion points around potential solutions

2022 Board Retreat
Angie Briggs, USTA
• Perceptions of Careers in the Travel and Tourism Industry
• Wants, needs and important factors of the attracting and retaining talent
VISIT DENVER Board of Directors Retreat

Workforce Development: Social Impact & Communication Plan

Kelly Pierson & Emily Lapham
Prosono
Project Overview

Process and Outcomes
Beginning in 2019, VISIT DENVER has strategically addressed workforce development challenges in the travel industry.

**Project Overview | Context**

**Workforce Development Coalitions**

**PSA Campaigns**

**Secondary Investments**

**Community Partners**

2019: Social Impact Strategy

> Perception Creator
> Coalition Builder
> Impact Amplifier

2020 – 2022: COVID

> Researched State & Federal Grants
> Industry Collaboration
> Workforce Plans Put on Hold

2023: Strategy Revisit

How should VISIT DENVER continue supporting workforce development?

Connect - Educate - Market

2023+: Pilot Initiative

Marketing campaign promoting opportunities to 18-20-year-olds

Workforce Development Strategy
As VISIT DENVER kickstarted the strategy revamp earlier this year, the org navigated a complex, evolving environment.

**External: Complex Workforce Challenges**
- Solutions required for both near- and long-term challenges
- COVID-19 pandemic exacerbated long-term issues
- Need to increase awareness of skills and opportunities across industries
- Gaps of needs and offerings

**Internal: VISIT DENVER’s Role Undetermined**
- Travel industry and subsectors need a workforce rebranding
- VISIT DENVER should consider targeted messaging tactics
- Other partners seek support in a variety of ways

**Outstanding: Where should VISIT DENVER start?**
- Diverse set of prospective workers
- Multiple possible tactics and strategies
VISIT DENVER considered a diverse set of workforce prospects to focus this work on:

- Youth
- College and University Hospitality Students
- Undecided 18-20-Year-Olds
- Historically Underserved
- Justice-Involved
- Leading Aged
- Military
While the scope of workforce priorities are broad, VISIT DENVER chose to initially focus on a specific area.

1. **Alignment**
   - On a marketing campaign for 18-20-year-olds to address near- and long-term priorities

2. **Research**
   - Understanding motivations of the target population, relevant industry opportunities, and VISIT DENVER’s role

3. **Creative**
   - Crafting actionable strategies and calls to action based on research

4. **Campaign Implementation**
   - Implementation of AOR-developed marketing campaign

5. **Future Planning**
   - Preparing for a second phase of this work
Research Insights
Over the past two months, we have learned from diverse stakeholders and resources about where we should focus.

- **11 Interviewees**: Connected with industry and education stakeholders.
- **320 Survey Respondents**: Surveyed 18-20-year-olds across the Denver Metro and other Colorado regions.
- **17 DMOs’ Workforce Dev Initiatives**: Explored best practices and lessons learned from DMOs globally.
- **Extensive Secondary Research**: Compiled research on young adults, industry challenges, and effective connection points.
We first investigated what other DMOs have accomplished in workforce development.

Key Findings

» DMOs employ a variety of workforce development strategies across Market, Educate, and Connect roles.

» Initiatives often align with the city or organization’s diversity, equity, and inclusion work.

» Distinct messaging themes are required to connect with individuals already interested in the industry versus those operating outside of it.

» While many DMOs identify workforce development as a key strategy or value, there are fewer full-scale marketing campaigns than expected.
Our research illuminated how we industry opportunities might resonate with our target audience

An emphasis on flexibility and wellness
While these concepts may differ in meaning to each individual, they resonate across the target demographic.

Authentic, real-life storytelling
Communicating clearer opportunities for career advancement with digestible, engaging ‘case studies’

Exciting career paths in nontraditional ways
There’s a decreased reliance on obtaining a four-year degree as a prerequisite for a rewarding, compelling career.

Evolving work-life preferences for all generations
In a world with diversifying options, there are more choices for how to ‘make work work for you’

‘Be anything’ in these industries
Transferable skills and the ability to try new things is both relevant to these industries and appealing to Gen Z

Meaningful work and social connection
Coming out of a period of ‘becoming an adult,’ this work brings opportunities to connect with one another and those the industry serves.
VISIT DENVER
Board of Directors Retreat

Workforce Development:
Social Impact & Communication Plan

Lauren Hutchinson
The Tarrance Group
Visit Denver Statewide Survey

Field Dates: July 12-26, 2023
Financial stability is the most important motive when pursuing a job.

More than half indicate working in the hospital, leisure, and/or outdoor recreation activities at some point. Respondents offer customer service, helping/understanding people and the community, as what they enjoyed or valued the most.

Fully 73% express they would consider a career in the hospitality, leisure, and outdoor recreation industries. This is a targetable audience.

The platform most used daily among these 18–20-year-olds is an audio streaming service, like Pandora or Spotify.

When it comes to trust, these respondents express the same skepticism felt throughout society, most platforms are not to be trusted.

Online job boards prove to be the top source this demographic group uses when seeking out employment opportunities.
JOB SEARCH MOTIVES I

Financial Stability (paying rent and bills)
- 68% Extremely Important
- 20% Very Important
- 8% Somewhat Important
- 3% Not At All Important

Developing skills
- 41% Extremely Important
- 42% Very Important
- 15% Somewhat Important
- 3% Not At All Important

Building professional and personal connections
- 32% Extremely Important
- 40% Very Important
- 20% Somewhat Important
- 7% Not At All Important
JOB SEARCH MOTIVES II

Employee benefits (employee discounts, health insurance, etc)
- 33% Extremely Important
- 37% Very Important
- 22% Somewhat Important
- 7% Not At All Important

Experiencing new places and environments
- 27% Extremely Important
- 31% Very Important
- 27% Somewhat Important
- 14% Not At All Important

Advancing my own professional growth and career opportunities
- 44% Extremely Important
- 38% Very Important
- 14% Somewhat Important
- 4% Not At All Important
JOB SEARCH MOTIVES III

Diversity in the industry and/or company
- Extremely Important: 28%
- Very Important: 27%
- Somewhat Important: 26%
- Not At All Important: 19%

Passion/interest in the industry or issue
- Extremely Important: 35%
- Very Important: 36%
- Somewhat Important: 23%
- Not At All Important: 6%

Making a positive impact on society
- Extremely Important: 38%
- Very Important: 33%
- Somewhat Important: 23%
- Not At All Important: 6%

July 12-26, 2023/ N = 300 voters statewide/ ±5.8% M.O.E.
Do you have any job experience in hospitality, leisure, and/or outdoor recreation industries?

Yes: 53%
No: 47%
And, being as specific as you can, what did you enjoy about or value most in that job(s)?
(If Value=1 (“Yes”) in Q11, Asked of N=128 Respondents, or 54.2% of Sample)

<table>
<thead>
<tr>
<th>Q12A Open-Ended Responses</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service (helping people &amp; community/understanding people)</td>
<td>43%</td>
</tr>
<tr>
<td>Good pay/stability</td>
<td>13%</td>
</tr>
<tr>
<td>Ability to be outdoors</td>
<td>12%</td>
</tr>
<tr>
<td>Learning new skills</td>
<td>9%</td>
</tr>
<tr>
<td>Coworkers</td>
<td>9%</td>
</tr>
<tr>
<td>Treatment of employees</td>
<td>6%</td>
</tr>
<tr>
<td>General positive experience</td>
<td>4%</td>
</tr>
<tr>
<td>Unsure/refused</td>
<td>4%</td>
</tr>
</tbody>
</table>
And, being as specific as you can, what did you enjoy about or value most in that job(s)?

(If Value=1 ("Yes") in Q11, Asked of N=128 Respondents, or 54.2% of Sample)

- “Working with good people, coworkers and management. Hopefully being able to use those connections later and also learning from them how to grow.” – Female, 18 Years, Denver Metro

- “Being outdoors and introducing new people to recreation activities they may not have tried before.”– Male, 20 Years, Denver Metro

- “I enjoy the work environment which fosters an enjoyment of the outdoors, which aligns with my own values.”- Male, 18 Years, Denver Metro

- “I value human interaction and connections.”- Male, 19 Years, Denver Metro

- “Gained many social skills, learned how to communicate professionally, learned to value people.”– Female, 18 Years, Rest of state

- “Making a positive difference in peoples lives.” – Female, 18 Years, El Paso/Pueblo

- “I love that I’m making the outdoors more accessible for others.”- Non-binary, 19 Years, El Paso/Pueblo
And, being as specific as you can, what, if anything, has prevented you from pursuing a job in these industries?
(If Value=2 (“No”) in Q11, Asked of N=108 Respondents, or 45.8% of Sample)

<table>
<thead>
<tr>
<th>Q12B Open-Ended Responses</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of interest</td>
<td>26%</td>
</tr>
<tr>
<td>Lack of opportunity</td>
<td>13%</td>
</tr>
<tr>
<td>Working in another industry</td>
<td>13%</td>
</tr>
<tr>
<td>Lack of pay</td>
<td>11%</td>
</tr>
<tr>
<td>Lack of experience</td>
<td>9%</td>
</tr>
<tr>
<td>Currently a student</td>
<td>6%</td>
</tr>
<tr>
<td>Customer interaction</td>
<td>2%</td>
</tr>
<tr>
<td>Previous industry experience</td>
<td>2%</td>
</tr>
<tr>
<td>Unsure/refused</td>
<td>13%</td>
</tr>
</tbody>
</table>
And, being as specific as you can, what, if anything, has prevented you from pursuing a job in these industries?
(If Value=2 (“No”) in Q11, Asked of N=108 Respondents, or 45.8% of Sample)

- “They do not pay a living wage.”- Male, 19 Years, El Paso/Pueblo

- “It hasn’t really been a point of interest for me.”- Male, 20 Years, El Paso/Pueblo

- “Lack of opportunity.” – Male, 19 Years, Denver Metro

- “Lack of experience, I would love to work with outdoor recreation if I had experience.”- Female, 19 Years, El Paso/Pueblo

- “I have trouble finding jobs that are looking for people or paying enough.”- Female, 20 Years, Denver Metro

- “Lack of personal interest.”- Non-binary, 18 Years, Denver Metro

- “I feel that there would be a lack of financial stability and business stability. This means that I don’t think I’d be making enough money year round to support myself.”- Female, 19 Years, El Paso/Pueblo
How strongly would you consider a career in the hospitality, leisure, and outdoor recreation industries? Would you say that you would strongly consider, somewhat consider, or would not at all consider a career in these industries?

- Strongly consider: 21%
- Somewhat consider: 52%
- Not at all consider: 27%
How strongly would you consider a career in the hospitality, leisure, and outdoor recreation industries? Would you say that you would strongly consider, somewhat consider, or would not at all consider a career in these industries?

21% Strongly consider

Who are they? Smaller Universe
- Colorado Springs DMA (27%)
- Women (24%)
- Age 20 (24%)
- Those who have previous industry experience (27%)
- Use Facebook daily (26%)
- Use Reddit daily (27%)
- Watch tv/cable daily (31%)
- Use company websites for career information (25%)
- Took the survey online (29%)
- Trust TikTok the most (27%)
How strongly would you consider a career in the hospitality, leisure, and outdoor recreation industries? Would you say that you would strongly consider, somewhat consider, or would not at all consider a career in these industries?

![Pie Chart: 52% Somewhat consider]

**Who are they? Wider Universe**
- Outside the CO Springs DMA
  - 18 years old (54%)
  - Hispanic (59%)
  - No previous industry experience (55%)
  - Use TikTok daily (57%)
  - Use Instagram daily (55%)
  - Use Snapchat daily (57%)
  - Online job boards (57%)
  - High level of trust in LinkedIn (58%)
  - High level of trust audio streaming (54%)
  - High level of trust Snapchat (57%)
  - High level of trust Reddit (58%)
  - High level of trust websites (58%)
  - High level of trust Podcasts (60%)
  - High level of trust tv/cable (63%)
  - High level of trust Twitter (63%)
Being as specific as you can, what makes you say you would strongly or somewhat consider a career in these industries?

(If Value=1-2 in Q13, Asked of N=161 Respondents, or 68.2% of Sample)

<table>
<thead>
<tr>
<th>Q14A Open-Ended Responses</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>21%</td>
</tr>
<tr>
<td>General interest</td>
<td>17%</td>
</tr>
<tr>
<td>Pay/benefits</td>
<td>16%</td>
</tr>
<tr>
<td>Working outdoors</td>
<td>14%</td>
</tr>
<tr>
<td>Good opportunity</td>
<td>11%</td>
</tr>
<tr>
<td>New Skills</td>
<td>9%</td>
</tr>
<tr>
<td>Unsure/refused</td>
<td>6%</td>
</tr>
</tbody>
</table>
Being as specific as you can, what makes you say you would strongly or somewhat consider a career in these industries?

(If Value=1-2 in Q13, Asked of N=161 Respondents, or 68.2% of Sample)

- “I get to help people out in this kind of job. For hospitality types of jobs, I can fix people. I care for people and take care of people.”- Male, 18 Years, Denver

- “Hospitality is a foundational aspect of business. Its impact is highly effective and much needed.” – Male, 19 Years, El Paso/Pueblo

- “Good pay and benefits.”- Male, 20 Years, Denver Metro

- “Interacting with people and good pay.”- Male, 20 Years, Rest of state

- “I love interacting with customers and learning ways to grow in customer service”- Female, 19 Years, El Paso/Pueblo

- “It’s some of the most rewarding work you can do if you’re properly backed by a company who respects you and your time.”- Female, 20 Years, El Paso/Pueblo
Being as specific as you can, what makes you say you would not at all consider a career in these industries?  
(If Value=3 in Q13, Asked of N=75 Respondents, or 31.8% of Sample)

<table>
<thead>
<tr>
<th>Q14B Open-Ended Responses</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with current employment/other industry</td>
<td>27%</td>
</tr>
<tr>
<td>Lack of interest</td>
<td>21%</td>
</tr>
<tr>
<td>Customer interaction</td>
<td>19%</td>
</tr>
<tr>
<td>Pay</td>
<td>17%</td>
</tr>
<tr>
<td>General negative</td>
<td>13%</td>
</tr>
<tr>
<td>Unsure/refused</td>
<td>3%</td>
</tr>
</tbody>
</table>
Being as specific as you can, what makes you say you would not at all consider a career in these industries?
(If Value=3 in Q13, Asked of N=75 Respondents, or 31.8% of Sample)

- “Working with difficult clients in high stress environments with low pay.”- Male, 18 Years, Rest of state
- “The stress of a customer facing job is too much.”- Male, 19 Years, Denver Metro
- “I have a better job or I am more interested in other fields.”- Male, 19 Years, Denver Metro
- “Low wages.”- Male, 20 Years, El Paso/Pueblo
- “Money, wanting to make a bigger impact.”- Female, 18 Years, Denver Metro
- “Customer service jobs like the one I experienced often come with poor or subpar treatment in one way or another, where it be from management or customers or coworkers.”- Female, 19 Years, Denver Metro
I’m going to read the names of various platforms. Please indicate, for each one, how frequently you use or experience each platform is it--daily, weekly, monthly, or never?

<table>
<thead>
<tr>
<th>Platform (Ranked)</th>
<th>Daily</th>
<th>Weekly</th>
<th>Monthly</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q15F. Spotify/Pandora</td>
<td>81%</td>
<td>9%</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>Q15J. Websites</td>
<td>67%</td>
<td>22%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>Q15E. Video Streaming</td>
<td>59%</td>
<td>26%</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>Q15B. Instagram</td>
<td>58%</td>
<td>19%</td>
<td>9%</td>
<td>14%</td>
</tr>
<tr>
<td>Q15G. Snapchat</td>
<td>58%</td>
<td>15%</td>
<td>7%</td>
<td>19%</td>
</tr>
<tr>
<td>Q15A. TikTok</td>
<td>51%</td>
<td>9%</td>
<td>7%</td>
<td>33%</td>
</tr>
<tr>
<td>Q15I. Other Social Media</td>
<td>48%</td>
<td>25%</td>
<td>7%</td>
<td>19%</td>
</tr>
<tr>
<td>Q15C. Facebook</td>
<td>18%</td>
<td>17%</td>
<td>17%</td>
<td>48%</td>
</tr>
<tr>
<td>Q15K. Podcasts</td>
<td>15%</td>
<td>20%</td>
<td>28%</td>
<td>37%</td>
</tr>
<tr>
<td>Q15M. Twitter/Threads</td>
<td>13%</td>
<td>16%</td>
<td>15%</td>
<td>57%</td>
</tr>
<tr>
<td>Q15H. Reddit</td>
<td>11%</td>
<td>22%</td>
<td>21%</td>
<td>46%</td>
</tr>
<tr>
<td>Q15L. Traditional TV/Cable</td>
<td>9%</td>
<td>16%</td>
<td>18%</td>
<td>57%</td>
</tr>
<tr>
<td>Q15D. LinkedIn</td>
<td>3%</td>
<td>8%</td>
<td>22%</td>
<td>67%</td>
</tr>
</tbody>
</table>
Please rate the following platforms on a zero to ten scale, with zero meaning you strongly distrust the platform and ten meaning you strongly trust the platform.

<table>
<thead>
<tr>
<th>Platform ( Ranked)</th>
<th>Distrust</th>
<th>Neutral</th>
<th>Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>16C. Facebook</td>
<td>63%</td>
<td>26%</td>
<td>11%</td>
</tr>
<tr>
<td>16M. Twitter/Threads</td>
<td>52%</td>
<td>32%</td>
<td>16%</td>
</tr>
<tr>
<td>16A. TikTok</td>
<td>50%</td>
<td>22%</td>
<td>27%</td>
</tr>
<tr>
<td>16G. Snapchat</td>
<td>42%</td>
<td>28%</td>
<td>29%</td>
</tr>
<tr>
<td>16B. Instagram</td>
<td>41%</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>16H. Reddit</td>
<td>38%</td>
<td>39%</td>
<td>24%</td>
</tr>
<tr>
<td>16I. Other Social Media</td>
<td>32%</td>
<td>53%</td>
<td>15%</td>
</tr>
<tr>
<td>16I. Traditional TV/Cable</td>
<td>29%</td>
<td>42%</td>
<td>28%</td>
</tr>
<tr>
<td>16J. Websites</td>
<td>23%</td>
<td>50%</td>
<td>27%</td>
</tr>
<tr>
<td>16D. LinkedIn</td>
<td>19%</td>
<td>54%</td>
<td>27%</td>
</tr>
<tr>
<td>16E. Video Streaming</td>
<td>17%</td>
<td>40%</td>
<td>43%</td>
</tr>
<tr>
<td>16K. Podcasts</td>
<td>14%</td>
<td>45%</td>
<td>40%</td>
</tr>
<tr>
<td>16F. Spotify/Pandora</td>
<td>8%</td>
<td>27%</td>
<td>64%</td>
</tr>
</tbody>
</table>
Now here is a list of places to seek out job and career information. Please tell me the top source you use to seek out job and career information?

<table>
<thead>
<tr>
<th>Platform (Ranked)</th>
<th>Top Source</th>
<th>Next Source</th>
<th>Next Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Job Boards</td>
<td>37%</td>
<td>17%</td>
<td>8%</td>
</tr>
<tr>
<td>Company Websites</td>
<td>12%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>School’s Career Resources</td>
<td>13%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>In-Person at Businesses</td>
<td>12%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>LinkedIn/Other Networking Platform</td>
<td>12%</td>
<td>8%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Now here is a list of places to seek out job and career information. Please tell me the top source you use to seek out job and career information?

<table>
<thead>
<tr>
<th>Source</th>
<th>%</th>
<th>%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online job boards (Indeed, Monster, etc)</td>
<td>37%</td>
<td>16%</td>
<td>8%</td>
</tr>
<tr>
<td>Company Websites</td>
<td>12%</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>My school’s career resources</td>
<td>13%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>In-person at businesses</td>
<td>12%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Workforce development centers</td>
<td>3%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>LinkedIn/other professional networking platform</td>
<td>12%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Career fairs and job expos</td>
<td>%</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>Professional associations/industry-specific sites</td>
<td>4%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Company or industry newsletters or mailing lists</td>
<td>4%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Other social media sites/online forums</td>
<td>5%</td>
<td>11%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Q 17
Thank You