Season 1
Episode 4: The Evolution of Esports Venues

TRANSCRIPT

Sherri Privitera:

Welcome to Drawing People Together. The new podcast from Populous where we'll bring you insights, expertise, and ideas from the people at the forefront of global venue and event design.

I'm Sherri Privitera, Senior Principal at Populous, and I'm excited to be joining you for season one. Across six episodes, I'll be introducing you to my colleagues from around the globe who will lead deep dive discussions into the big issues and innovations that are shaping the design of large-scale venues and events, from stadia and arenas, to airports and convention centers, to the Super Bowl and the Olympic Games.

Brian Mirakian:

Well, hey everyone. And welcome back to another episode of Drawing People Together, a Populous podcast. I'm Brian Mirakian, Senior Principal and Director of Esports for the Americas. And I'm pleased to be joined by my colleagues from around the world. Rhys Courtney, from our EMEA region, Luke Woolley out of APAC and Amber Luther. We are going to delve into esports in the way it continues to evolve in communities and retail and, essentially, every market sector today and into the future. Before we jump in and let each guest introduce themselves, I am super excited to have this conversation today. Populous, over the years, has really grown into the leader in esports venue design. And as many of you know, we were the first design practice in the world to create a dedicated esports project division. Proud to say that at the time we saw the future of fan experiences changing and a new wave of digital entertainment on the horizon. A little less than a decade later, we've since led the industry and the design of venues that bring esports to the masses, with over 20 projects around the world and clients that have entrusted us with over 1.5 billion in construction value. So, this is a really exciting conversation that we're about to embark on, and I'm really looking forward to hearing all of our guests bring their perspectives. With that being said, why don't we go around and do a round of introductions here and Rhys, why don't we start with you?

Rhys Courtney:

Thanks Brian, my name's Rhys Courtney. I'm a Senior Principal here in the London office working on a range of different projects, both inside esports and outside. You know, obviously we're working within a broad set of countries over here, from Europe

all the way through to the Middle East. And we're seeing lots of exciting developments around esports venues, but also the expansion of the ecosystem around esports and gaming, which we're really super excited about being involved in and really participating in that global conversation. And knowing all the different regions have their different flavors of esports and the way that it's been rolled out within the regions. And so, it's really about adaptation, from an EMEA perspective, on how the evolution of esports is going and also how we contribute to the global esports rollout.

Brian Mirakian:

That's great. Luke, why don't we pass it over to you?

Luke Woolley:

My name is Luke Woolley. I'm based out of Singapore as the APAC Esports Lead. My background is being kind of a technical director in events. So, I come from the view of looking at the spaces from how they're going be used in esports and gaming, and definitely for our region, there's a lot of movement, whether it's in Australia, New Zealand or the market in China and the developing countries like Indonesia and Thailand, and also Singapore. It's really exciting to see the movement and the growth, especially over the past two years. There's a lot of knowledge about the esports space. Now, it's really about capturing that market and giving people a home, which we've seen a lot of in recent times.

Brian Mirakian:

That's great. Thank you, Luke. And Amber?

Amber Luther:

Hey, my name's Amber Luther and I'm a Principal for Populous in our San Francisco office. I specialize in collegiate esports and also doing a few production facilities. And, I think it's been interesting working over the past five years in this space, especially on the west coast because we're starting to see a lot of movement and democratization of the gaming space. And I'm interested to see how that evolves and how people start to really see how big these networks are in the physical space as well as like the digital space.

Brian Mirakian:

Well, that's wonderful. Well, thank you all again for joining the conversation. You know, I thought today we could start the conversation by looking at a little bit of a broad view of the industry. And as we look at 2022 and beyond, I think what we all can provide insight around is the global economy is really embarking on a great reinvention, right? Everything is changing around us, whether it's the entertainment space or hospitality, retail, virtually every segment is reinventing itself in a pretty meaningful way. I'm curious to get your perspective on where esports fits into that equation and how we're bringing audiences together in unique ways, but also how we're affecting meaningful project work for our clients. So, I'd like to kind of get a broad perspective on what's changing around us and how we're kind of adapting for the future. So, Rhys, maybe start with you?

Rhys Courtney:

Yeah, for sure. I mean, I think from a European perspective, we're seeing that the industry is maturing very rapidly and it's in ways that we hadn't really anticipated before. So, I think in terms of partnerships and the way that esports venues are being embraced by other industries, we're seeing lots of different and new innovative partnerships with people like TV, film. I suppose it's the birthplace of all of it. You know, esports has sort come out of that world and come into a more entertainment perspective to play in-venue to the masses. So, we're seeing lots of great partnerships with those guys and the venues being used for a different way, in a different perspective. Not only is it for entertainment, but it's also for lots of other pathways in terms of usage, whether it's filming for Netflix series or whether it's live broadcasts for television shows. I think that really boils down to the way in which the venues are developed and knowing that they are different to anything that we've ever done before, or in terms of arena development in particular, that they are technologically more advanced. The way people are actually using them is far, far different than what we're normally seeing in more traditional arena or stadium setups. And I suppose that's obviously one flavor of what we're talking about today.

Obviously, the ecosystem around training and development of youth, also education around media, we're seeing lots of different growth segments within the esports sector that allows us to expand and really take a good hold of the industry and provide services not only in the high end, which is sort of more arena venue type applications, but all the way down to training spaces, offices, office fit out, all the way down to retail and knowing that esports teams are expanding quite rapidly into merchandise and retail. So, a broad snapshot of the ecosystem of esports and gaming, which I think Populous are absolutely on top of, in terms of offering our services across a wide range of different applications.

Brian Mirakian:

Luke, Rhys just touched on retail and I have to say it was really exciting to see the work with Fortress come to life in Melbourne, really at the onset of the pandemic in 2020. You know, I think that facility opened in April of 2020 - perfect timing, right? But it was really such an awesome project because of the way that it opened a door into a retail space in a new and dynamic way with all sorts of blend of competition, streaming spaces, places for people to socially gather, food and beverage. I wonder if you could touch a little bit on what you're seeing in Asia at the moment, and, certainly, in Australia. In the region in general, because there's so much activity and, in many respects, it was the birthplace of esports and gaming as we know it. So, we'd love to get your perspective on that.

Luke Woolley:

Going back to what Rhys said about how it's constantly evolving, it's the same with what we've seen at something like Fortress, who have done a great model for what Melbourne needed to be. And it also allowed itself to be digital because, of course, COVID hit just as it opened, but they made sure that they had digital engagement with the fans that couldn't actually enable themselves to go to the space, which is actually what that gaming and esports world does. And that's what they've done a lot better than the traditional sports at the moment, which there's a lot to learn from.

The great thing about the retail space, and that's what we're starting to see a lot more of around APAC, is it's giving a new market for people to come into the space. They're staying there longer, they're actually able to try the equipment before they purchase it, and as you say, there's places for people to do their kind of content creation, which is a massive part of that ecosystem. And another layer that comes into it, is we're seeing developers that are making a new game, have a space where they can try it out. They've got a testing bed for that. There's a team in Singapore that have just developed a new keyboard that you can move around with your palm. They're able to have a testing bed because they've got a space to really test that out. And so, I think what we're really seeing is just that constant evolution of partners and more brands coming into the space because there's so much more that you can do with it.

Brian Mirakian:

Amber, I think it's interesting that we see esports and gaming playing out differently. I think in every region of the world, certainly in North America, we've seen a lot of activity even in the last year and a half or so with a couple of our projects opening. The G4 studio project that you were heavily involved with that just opened Los Angeles in November. The Block in Philly, which is North America's first esports campus opened up this past fall as well. You're leading the charge for us with the Butler Esports Park, which is an esports project on a college campus. I wonder if you could talk a little bit about what's happening here in North America and some of the key differences that we're seeing.

Amber Luther:

Yeah, I mean, I think people are really realizing, especially on college campuses, how big the gaming community really is. And I think what we're starting to see proliferate throughout the United States is really just, you know, almost a physical version of discord kind of happening all over the country. So, you used to have, or, I mean, you still have these very strong virtual networks, online gaming networks, mobile gaming networks, that are starting to manifest themselves in a physical form. And then what was so great about pro sports or collegiate sports is that they could generate revenue through broadcast dollars, right? So now we're seeing networks like G4 pop up. For the people that are old enough will understand that it's just a rebirth. But I think one of the things that's really interesting about that is there's a heavy investment in that, right? And a new model for generating revenue, not through broadcast, but through streaming and other channels. And now, I think what's really cool about this happening on college campuses is you now have a new way to engage a whole demographic of students that was formerly maybe disengaged, didn't feel a sense of belonging, didn't have a place to go on campus. So, now we're starting to see these spaces sort of pop up and, probably unexpectedly, become one of the more popular places on campus, especially post-pandemic. So, I think it'll be interesting to see how these spaces evolve and grow. I think they will, but it'll also be really cool to see how that virtual network starts to manifest itself in the physical world in different ways. I think that's kind of what you're seeing with Nerd Street and The Block. And I hope that grows across the world, in the country, and that each place has this unique sense of belonging to it and an identity to it that'll make people come there for different reasons.

Brian Mirakian:

I think one of the things that's been interesting to observe over the last couple years during the pandemic is when traditional sports stopped and everybody went indoors, what did they do? They played games together, right? And they socialized together through games. There was a tremendous amount of innovation that occurred just through gaming and artists reaching new audiences through virtual concerts and the games themselves adapting to create open world platforms for people to socially gather. People went online to have enjoyment and fun. And the networks like Twitch, YouTube, these platforms just have grown at an exponential rate. I'm really curious to get your perspective on these continued blurred boundaries between the physical, the virtual space, the important role of content and the way in which Populous can take a meaningful role in building out these worlds and bringing people together, not only in our physical venues, but also in these virtual spaces. The word metaverse is used a lot these days, but I think it's really an opportunity for us to reach audiences in a new way. And Rhys, I'd love to hear your thoughts, maybe start with you in terms of how we're thinking about innovation in this kind of new territory.

Rhys Courtney:

Absolutely. I think it's a really exciting period of time to be involved in not only esports, but also architecture and design. And, as you mentioned, the real versus virtual, the idea that is absolutely applied to esports, but also across our entire business, working with NFL or APL clubs. But the idea around esports is blurring that boundary between the real and virtual. And I think the work which the teams are doing inside Populous is very much getting towards the idea that not only are we building real representations of these venues, but also we have the capability of providing and inputting into the metaverse for endless possibilities that could span from that. And already, we are starting to think about what those possibilities are, whether they're virtual stadiums, virtual arenas, or other sorts of ways of interacting with a much bigger online community that could participate with the people that are actually real in the venue. And I think that's really exciting and we're seeing that all over the world with other partners and other clients that are really being engaged by that idea about drawing more people into venues when they're not actually present. And I think that's really exciting, and I think Populous are definitely on the front foot in terms of catering for that and being able to adapt to whatever comes next. Super exciting.

Brian Mirakian:

I agree with that. Luke, I wonder maybe if you could touch on a little bit of what you're seeing as well. I think that what Rhys was speaking about there allows us to unlock a lot of new doors in terms of consumerism, just in general, right? And the way people experience events, but also the way that they unlock new consumer experiences alongside the event. Obviously, we've seen a completely new world emerging through the NFT space and ways in which people are purchasing virtual goods inside games, outside of games, but there's an entirely new marketplace that's emerging. And I wonder if you could talk maybe a little bit about that in the way that esports and gaming has played a role in terms of what you're seeing in the Asia Pacific region and how we might be able to impart a little bit of insight for our guests in terms of where Populous could fit into that as we move forward.

Luke Woolley:

Yeah, and look, we've got a few projects in the pipeline that lead to the metaverse that we can't quite announce just yet, but you look at what someone like Epic Games is doing, where they've got their gaming space, whether it's Fortnite or Rocket League that's in that esport space. But on the content creation side of things, actually making it really easy for someone to create themselves within that space, create their own avatar, create themselves in it and have that real ownership. And that's a big part of what the metaverse is supposed to do, is that you can have some ownership of that space.

For a lot of clients looking to do new venues, I think before too long, there will be venues that we launch first in a metaverse before they're actually built on site. And you can have an arena where you can actually hold a real Rocket League competition and have that activation because people like Epic Games or Unity and all those developers, they see the potential in it. They're so connected to that gaming audience. As a non-architect in the room, being in some of those spaces, architects are needed. And one of the projects that we're recently involved with, you can see the importance of looking at space, how you use it, how someone's going to move through a space. Yes, it's digital, but you've really got to go through those steps that you architects go through to make sure that it's a real, positive fan experience. And the ownership that someone can have through things like NFTs, it's really exciting. You've just got to make sure you're doing all those steps correctly. Something I push all the time is in the metaverse space, get architects involved. And especially when you're trying to make that engagement and that kind of experience, that's where Populous sits at the forefront to make that a great experience for people and a memorable one.

Rhys Courtney:

Yeah, I think it's amazing. I mean, architects without gravity. Yeah. You know, it's like the holy grail,

Brian Mirakian:

So great conversation around Populous in the metaverse, I mean, the virtual space. I want to switch gears a bit and talk about work that's happening in the physical space - our built venues. And we've seen a lot of change, really, over the course of the last five years, a real diversification into building types themselves. You know, our first foray was an adaptive reuse project in Arlington, Texas. And since then, it's been really awesome to see the spectrum continue to widen in the building types themselves. You know, when I look at it, it starts to see a small, medium, large, extra-large type of scenario unfolding. And I mentioned the G4 Studios project that just opened in Los Angeles, which is a 24/7 esports network. I mentioned The Block in Philly, which is an adaptive reuse project, candidly, in a large historic building in a downtown or urban area. The Butler esports project is right on a college campus. And, certainly, we're seeing the work come to fruition in Toronto with Overactive Media and a 7,000-seat venue that will be home to the Toronto Defiant Overwatch team and the Toronto Ultra Call of Duty team that will also be home to live music and comedy shows and TED Talks and everything in between. And, certainly, the Sphere in Las Vegas, which is under construction at the moment, which will be one of the most dynamic esports venues in the world and an 18,000-seat venue. And a lot of

other things that some of us can't talk about at the moment on the podcast, but we're seeing an incredible range of projects that are unfolding.

I'd like to take a little bit of time and have each of us speak a little bit to what we're seeing, not only today, but what's going to happen in the next five years. With that being said, Amber, why don't you jump in and give us a little bit of insight in terms of what you're seeing here in the States and what we can look forward to in terms of continued diversification of the venues.

Amber Luther:

I mean, I think the most popular term you're hearing right now is the metaverse, but it's not because it's not completely impactful. I think we're seeing each year over 3 billion dollars of revenue generated in the metaverse platforms for gaming and a real push to get mobile games incorporated into the metaverse. I think we'll see a lot of that come out this year. There's so much opportunity around how we create unique, physical places and unique digital places for people to participate in mixed reality experiences. I mean, you mentioned the Sphere, I think that's a perfect opportunity for something like that when it opens, right? I think that we'll see a lot of really cool, happy accidents and collisions between the physical and digital world and places like that.

And then at the smaller scale, in Butler University in Indianapolis, I think they're going to really try and do things a little bit differently in that they're letting the community into this space. So, it's not like a locked-up space that only the team can use. I think we're going to see a lot of community involvement. And at that point, we'll probably see the diversity of the esports community come out and people will probably be surprised by that. And then the question will be, how do we plan for this new generation of gamers? It's no longer the kids who are sitting in their gaming chairs at home playing Fortnite, it's going to be a whole other thing that involves all of these things like mixed reality, the physical place, music and entertainment. I think there's a lot of potential there for a lot of those things to collide and create happy accidents and the sort of magic that the future holds for the industry.

Brian Mirakian:

Rhys, as an Architect, I'd love to get your perspective as well in terms of some innovations that you see in these venues as they continue to adapt and evolve as you look at the next five years into the future, but some of the things that we should be thinking about as we not only design these venues of today, but where we think this is headed.

Rhys Courtney:

I think the real driver is coming from client requirements and client briefs, and what we're really seeing from our clients, and which obviously filters down from what's expected by the users of these buildings, is a lot more flexibility and morphing between different typologies. And we're seeing a lot of our venues being not only are they arenas for tournaments, but they're also COEX buildings for things like cosplay and brand activation. And, also, the hospitality space has been reinvented on top of that to provide for a market that is diverse. That isn't what we're used to seeing within the normal sort of arena markets. And I think all of that is super exciting and the way

in which we come across all of that. Amber is spot on in terms of mixing that digital pathway for people to enjoy those spaces, as well as the people that are there. But I think what binds it all together is the idea that people want to come and spectate together. And it's providing those experiences that allows for not only these exciting moments, but also across the length of a tournament, those different types of activities and things to do whilst you're actually in one of these venues.

I think the evolution of the esports market is happening very quickly. What we're seeing is that we have to be flexible in the way in the which we are designing these spaces. Not only are tournaments different, games are different, esports teams are different, regions are different, client demands are different. And I think it's really about creating flexible venues that can cater for not only the needs of today, but also what's going to happen in five years' time, which we have some idea about what's going to happen, but we need to be building that flexibility into our venues to cater for whatever happens next. And I think that's the real key takeaway of all the work that we've done, I suppose, globally understanding that these things are adapted very quickly and often in ways that we're not expecting. So, I think that's the kind of, for me as an Architect, it's about providing that extra space and opportunity to create whatever's going to happen next. And that's sort of what we are seeing here and what we're trying to build into our projects.

Brian Mirakian:

Yeah, Rhys, I think you touched on really the key there, which is adaptability. And I think that that's one of the things that we've seen throughout this process is that the venues need to evolve as the industry evolves. You know, esports still is a very, it's very immature in many ways, right? It's very formational, right? And the esports and gaming community and culture of today is going to be very different than it is five, 10 years from now. The games, the publishers, the content will continue to evolve and adapt. One of the most popular games in the world didn't even exist two years ago. I mean, you have games like League of Legends that have had some staying power for the last 20 years, but I don't know that we can truly predict where we're going to be in three or four years with esports and gaming and the titles themselves. We certainly see trends with mobile gaming continuing to proliferate. We see the spectrum widening with the audiences. There are more gamers now over 55 than any time in history. More people are engaged in gameplay and esports than in any time in history. I think that our venues have to evolve and adapt for that. But I also think that what we've found, certainly, is that the venues need to be able to support a lot of different types of content to be successful. And a great venue, certainly, like what we're designing in Toronto with Overactive Media, is going to be home to esports, but it's also going to be home to a lot of other forms of entertainment. And so, as we look at that programming calendar, that 365 programming calendar, and thinking about ways that we can host esports events, but we can also host award shows and live music and everything in between to fill a robust calendar of event dates is super important, right? And bringing that expertise in terms of how to flex a venue and be able to reach different audiences, whether they're different game audiences or different entertainment audiences. I think we've learned a lot from that, but that's really sort of the view that I think we'll have to continue to take. As you said, I mean, the hyper flexibility is just like, that's where the science, but also the magic happens.

Rhys Courtney:

Absolutely. And I think it's also about the expansion of emerging markets. So, we're starting to see obviously Asia, the birthplace of esports, and then how America has really sort of got into the industry. But now we're starting to see places like the Middle East, for instance, starting to enter the market and obviously bringing another dimension in terms of the way in which content and experiences need to be delivered within our venues. And I think that's really exciting, what we're seeing at the moment, with Saudi Arabia entering the market with the acquisition of ESL and buying into publishers like EA Sports, but there will be another gear shift in terms of the way in which these buildings will need to be adaptable, but also the way in which content is actually absorbed by the people that use them. So, we need to understand that. And I think, as we start to develop and grow our expertise within this field, really sort of work that into the designs that will be used five, 10 years into the future.

Brian Mirakian:

Yeah, you know, content is king, right? And I think that's one of the unique aspects of Populous is that we have learned a lot from the broadcast side of this. We've learned how essential that is. But I think we've also learned how important the event itself is. And that's one of the unique aspects of Populous, obviously, is the events side of our practice. This is kind of hot off the press, but we were just selected by the NBA2K league to design and manage their season five NBA2K league season, which is going to be held in Indianapolis. And that's a really awesome project because it's going to be a fantastic physical build and the design is going to be credible, but it's also exactly to the point that you're making in that it goes beyond the walls of the venue and designing the places that this content can reach new audiences. And if there's a live audience, that's fantastic. But if we're creating an environment where dynamic content can be produced and can reach new audiences globally, in many different forms, I think that's one of the unique aspects that esports brings. And, certainly, all of our traditional clients in the sporting world are trying to find ways to bring that dimension to life as well. But I think that's something that certainly we've learned a lot from.

So, Luke, maybe I pose that question to you as well. There's a lot of innovation happening in your region, China, South Korea, and across the region. In terms of how you are seeing new forms of content, new forms of reaching new audiences in that way, maybe could shed a little bit of light on that.

Luke Woolley:

Look, I think it's definitely around that kind of virtual event/hybrid events that are going to be coming, especially with not everyone going to be able to do those big trips that they were talking about doing previously. Esports has been doing that for a long time already - being able to fill out a stadium, capture that audience there, but then have 10 million, 20 million people viewing in another place. You look at what Korea did just a few years ago, they kind of set the platform for it to show all the events that this is possible, there's revenue for it, there's drive for it. And I think a lot of the venues out there that are already built, they're also asking us, 'How can we cater for esports?' It's good to understand it, that an esports event is like having a massive sporting event, but then it's also having a massive concert at the same time.

And understanding that the overlay that goes into it is different and just how you cater for it.

So, I think, especially in APAC, it's about that virtual space, capturing that audience. As you say, the content creation is a big part of that, whether you've got streaming booths all the way along, how you're going to do different overlays. There's a lot of usage around UE4 to kind of filter in effects so someone's actually part of the game when they're being viewed on stage. That sort of development we're seeing currently in smaller areas, but once we start to open up and we can get people back into stadiums and arenas, we're really going to see a new type of content created, that's not filtered and done the next day, it's all purely live. And the important thing is they can be making that to be perfected for different people all around the world. So, it's not one sent out, it's collections for different languages, different adaptions, different advertisers. The esports and gaming is very smart in how it can adapt for the different audiences, whether it's going through Twitch or any other program, with its different revenue sources that traditional sports, not all of which has caught up yet, but they're starting to see how you can really manage that well.

Brian Mirakian:

Well guys, this has been an awesome conversation. Before we wrap it up, I'd like to go around the room and have each of us look into the crystal ball a little bit in terms of what we see on the horizon. It's always one of the things that I've loved about this market segment is that it's been so much about looking into the possibilities of the future. And so, with that being said, Amber, why don't you give us a little bit of insight in terms of where you see things headed?

Amber Luther:

Yeah, I mean, I'm really interested to see how we can cater to a new audience. I think that as this starts to become more proliferated across the globe and as our conversation has gone, it really has. That we need to not just be thinking about the traditional experiences that we're designing for now in esports, but providing premium experiences, catering to a new generation of gamers, and can those be democratized in some way? I think we're seeing Microsoft step into that space, we're seeing Meta step into that space, but I think there's a ton of other underlying groups that don't have that big name recognition right now that are doing really cool things. And I hope that we can look at all of those different experiences. I mean, obviously selfishly, I hope that we can help shape what those are, because I think there's a ton of potential for the older generation of gamers and the up-and-coming generation of gamers who want a premium experience like you would at a regular venue, but maybe it's a place-based thing. Maybe it's a regional place thing and they're willing to travel for it. And that, to me, is a whole piece of the revenue equation that we could be working on and figuring out as we move into the next decade.

Brian Mirakian:

That's great. Rhys?

Rhys Courtney:

Looking into the crystal ball and what I think would happen in the next sort of five, 10 years. I'm not entirely sure, but I think what would be exciting to see is some of the venues that we're creating being connected. You know, the idea that not only are you getting a singular venue being connected to online with viewers back in their own homes, but also having multi venues all participating together within a tournament or within an event. And I think esports is the leader in that, absolutely. There's no way of denying that. And I think that really guides the way for other potential pathways for people within the entertainment industry, music, for instance, on how content and how experiences can be consumed both online and also within our venues. I think that's going to be the next big development, I feel.

Knowing that as this evolves, as I mentioned before, that we have to provide those pathways within our venues to allow this to really happen. And I think that's probably going to be the most exciting. I think also as esports comes more into the mainstream, we're going to see publishers, but also more traditional forms of media becoming more involved and obviously bringing with them some of the experience from other places within the media industry, but also how that can influence those media outlets to really evolve the esports market. We're already starting to see that with people like ESPN and BT Sport over in the UK, how people are actually consuming that and having the online and also the more traditional forms of media, and understanding that there will be a market for it as more people are moving through the esports and gaming markets. Probably at the top end in terms of people that consume esports, but that market will just expand and grow. I think that's a really exciting thing, that there will be more opportunities for people to consume both in the physical, but also in the virtual.

Brian Mirakian:

That's wonderful. Luke, you've got the last word.

Luke Woolley:

Yeah, look, I think we're going to see the ecosystem become a professional platform. All the training, all the teams become more professional. We're going to see real characters come out of that. That's going to really set a positive trend for the actual space to grow, but in five to 10 years I think people are going to see shows that they've never envisioned before. Some of the venues that we've talked about, we've seen ideating the potential that's been growing out of definitely esports and how they're doing content with AR coming into play, VR coming to play, 5G really establishing itself. All those opportunities are going to grow. And I think, definitely in some of our venues, we're going to see shows that people have never been able to see before,

Brian Mirakian:

Well, listen guys, thank you all for joining the conversation today. I feel really fortunate to have the conversation with so many bright minds. It's a really great time, not only for our practice, but for the industry. And as we look at 2022 and beyond, certainly, there's going to be a lot of great announcements here in the near-term future, just around esports and projects that we will be embarking on. But I think a lot of what we discussed was really a changing dynamic in the industry itself, right? And how our

clients are facing and tackling new challenges, how we're reaching new audiences, how communities are evolving and how the venue types are changing, not only physically, but in a virtual world. And so that's really exciting to have the conversation. I look forward to having many more, hopefully down the road, but I want to say thanks Rhys, again, Luke, Amber, your time is wonderful to have the conversation. Thank you all. And look forward again to another great discussion in the next Populous podcast. We're just on the horizon. So, thank you all. And, and we'll talk again soon.