



PROJECT SPOTIVERSE

Benedict Au - Peter Eusebio - Lola Johnston
Julian Kleindiek - Sylvie Pan - Jerry Sha



Agenda

- Company
- Market Overview
- Strategic Alignment
- Analytics Project
 - Scope
 - Project timeline
 - Cost Benefit Analysis
 - Financials
 - Risk
- Summary



Company



Spotify seeks to unlock the potential of human creativity.

Our Mission.

Unlock the potential of human creativity—by giving a million creative artists the opportunity to live off their art and billions of fans the opportunity to enjoy and be inspired by it.

Our Vision.

We envision a cultural platform where professional creators can break free of their medium's constraints and where everyone can enjoy an immersive artistic experience that enables us to empathize with each other and to feel part of a greater whole.”

Our Values.

**Innovative
Collaborative
Sincere
Passionate
Playful**

Spotify transformed music listening forever when it launched in Sweden in 2008.



Fast Facts

Total Subscribers

113M

Paid to Shareholders

\$1.4B+

Number of Tracks

50M

Monthly Active Users

248M

Markets

79

Podcasts Titles

500k

CEO: Daniel Ek

Founders: Daniel Ek, Martin Lorentzon

HQ: Stockholm, Sweden

Number of Employees: 4K+

Type: Public

Spotify has grown rapidly since its founding, but at a cost.



2006
Founded in Stockholm, Sweden by Daniel Ek and Martin Lorentzon

2008/2011
International launch in the UK/US

2013
24+
million active users (6 million paid subs)

2014
Began acquisitions of various data science, audio recognition, AI, and blockchain startups

2017
Mutual investment with Tencent Music

2018
Recognized €1.4B of gross profit on **€5.3B of revenue**, and a €43M net operating loss

2018 IPO on the NYSE

2019
Trending towards positive annual operating income

248 million monthly active user and **113 million** premium subscribers worldwide as of September 2019

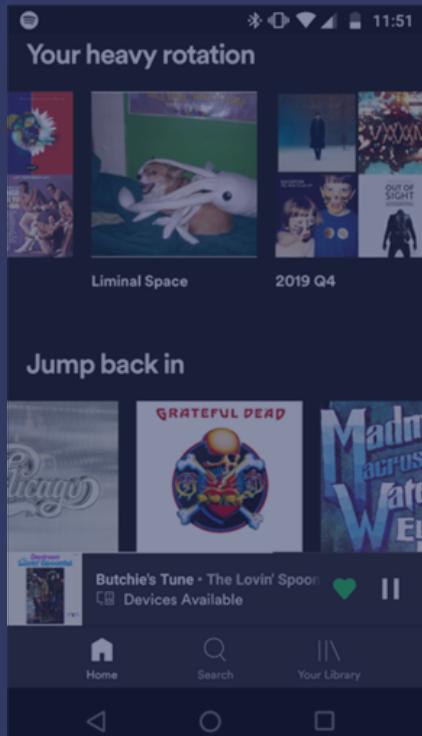
2006

2020



Industry

Music streaming dominates the market with feature-rich platforms.



Streaming makes up 80 percent of the music industry's revenue

The two largest sources of revenue are subscription services and ad-supported streams

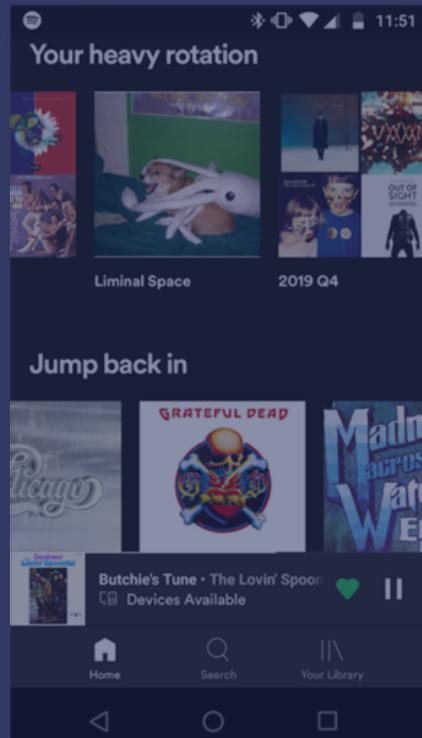
Most major platforms enable users to organize their libraries, integrate social media into listening and sharing, and recommend new music

Music streaming services tend to offer greater content availability than do video streaming services



Market Analysis

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Spotify faces tough competition in the US.

Sources: [WSJ, 2019](#); [Statista, 2019](#); [Midia, 2019](#), [Business of Apps, 2019](#)

Snapshot of the US Market

Current Market Value: \$4.3B

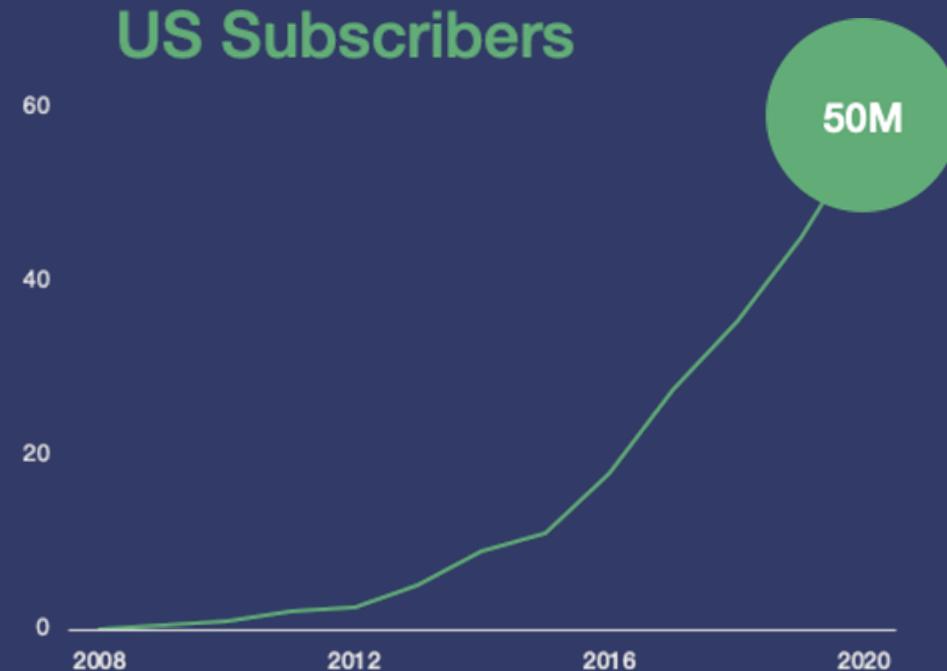
Projected growth rate: 3.9% (CAGR 4yrs)

2024 Estimated Value: \$5.3B



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Snapshot of the US Market

Current Market Value: \$4.3B

Projected growth rate: 3.9% (CAGR 4yrs)

2024 Estimated Value: \$5.3B

Share lead in total subscribers

Strong monthly active user base

US 50M | Globally 248M

Largest Competitor



Apple leads share in paid subscribers

Apple 28M | Spotify 26M

Pre-installed streaming app on 200M US devices

No free streaming services



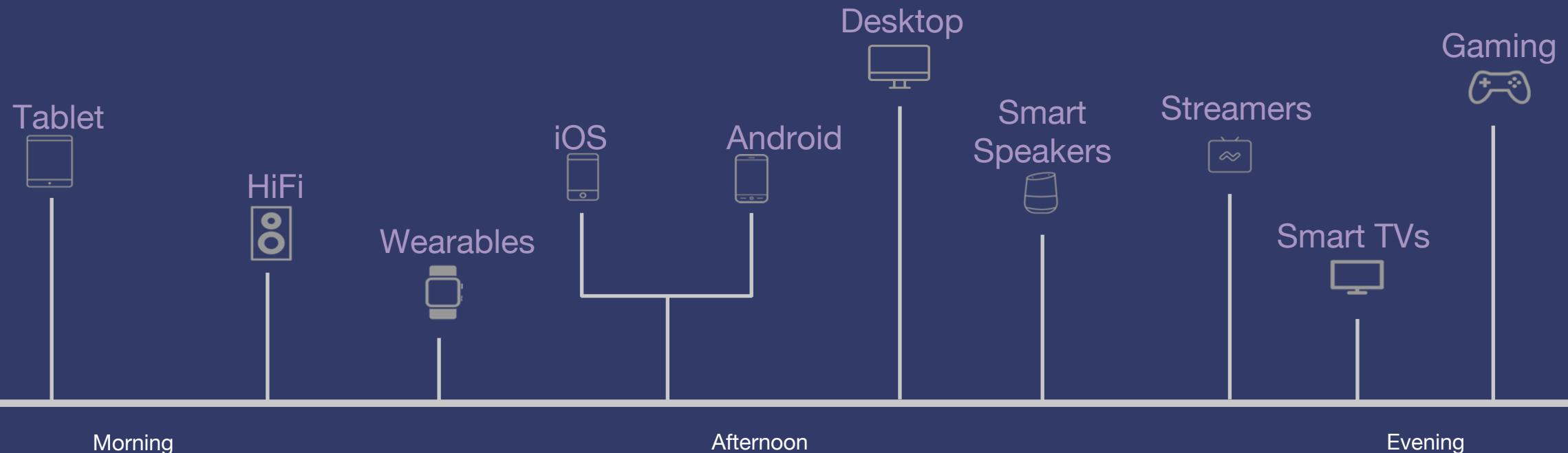
Consumers

Our Fans put Spotify at the center of their lives.



>75% Premium Subscribers
Listen across multiple devices
Listening over **2 hours** per day

~30% of US music listening happens in the car
>80M use Spotify in the car



Our Fans are intergenerational.



Segmented by Demographic life stage/lifestyle profiles | GlobalWebIndex

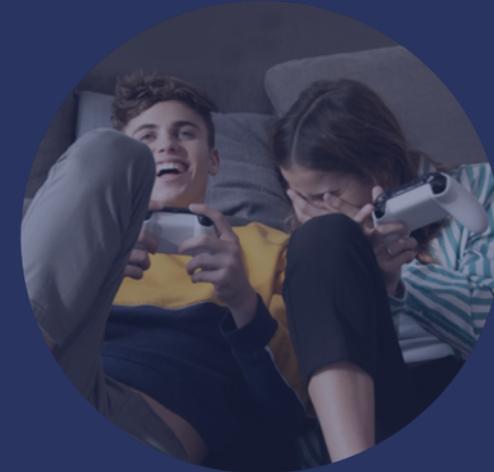


Millennials (Gen Y)

68% of streams on mobile devices.

Top listening moment is “chill” (14%).

Love music that feels cool.



Early Tech Adopters (Gen Z)

900% more likely to stream on gaming console.

30% more likely to listen while in a “moody” moment.

41% more likely to listen to music that feels defiant.



Moms (Gen X & Gen Y)

25% more likely to be listening in the early morning (5am).

44% more likely to listen in the sleep moment.

28% more likely to listen to music that feels empowering.

Summary.

We have a lot to be proud of.



Highest number of active listeners globally

Significant investments of acquisitions in data and AI have given us the competitive advantage

Going forward we must...



Continue focus on increasing operational revenue

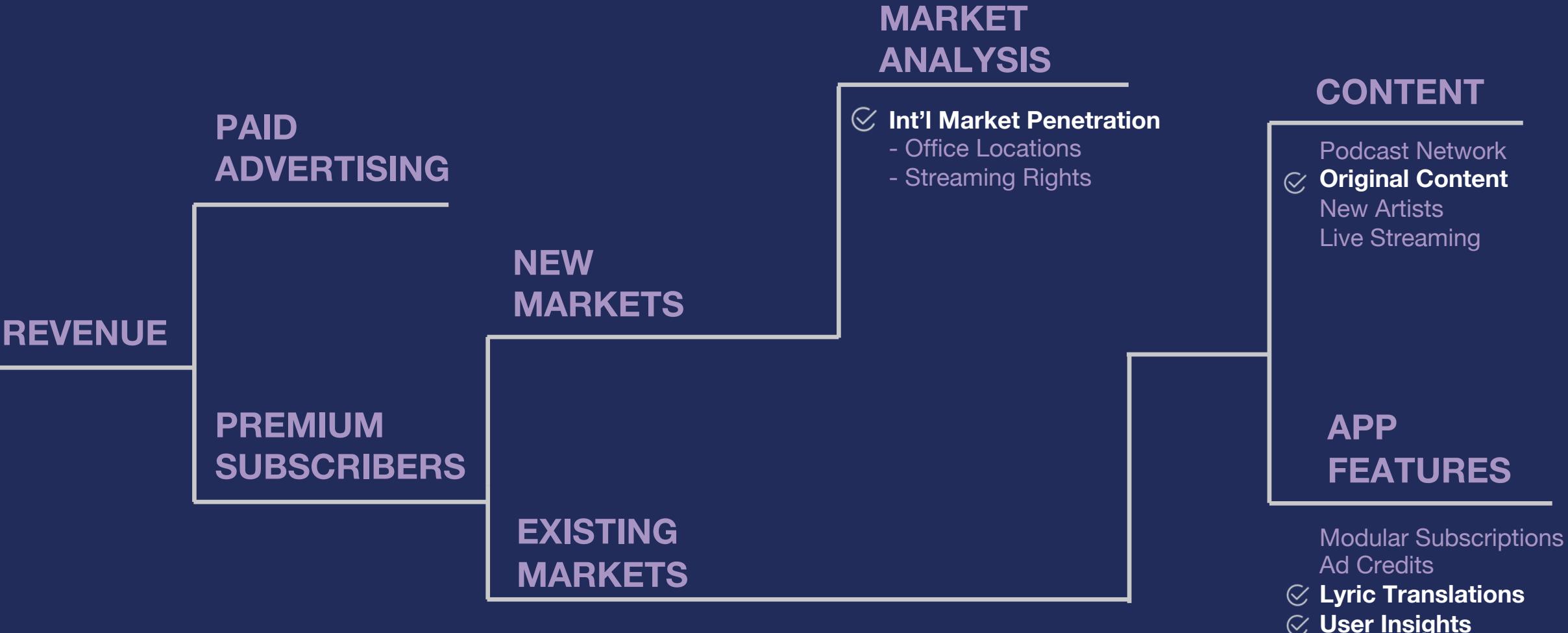
Ensure successful Launch of original record label service new artists

Increase paid subscriptions through new customer acquisitions and Freemium customer upgrades



Strategic Alignment

There are several revenue streams of focus.



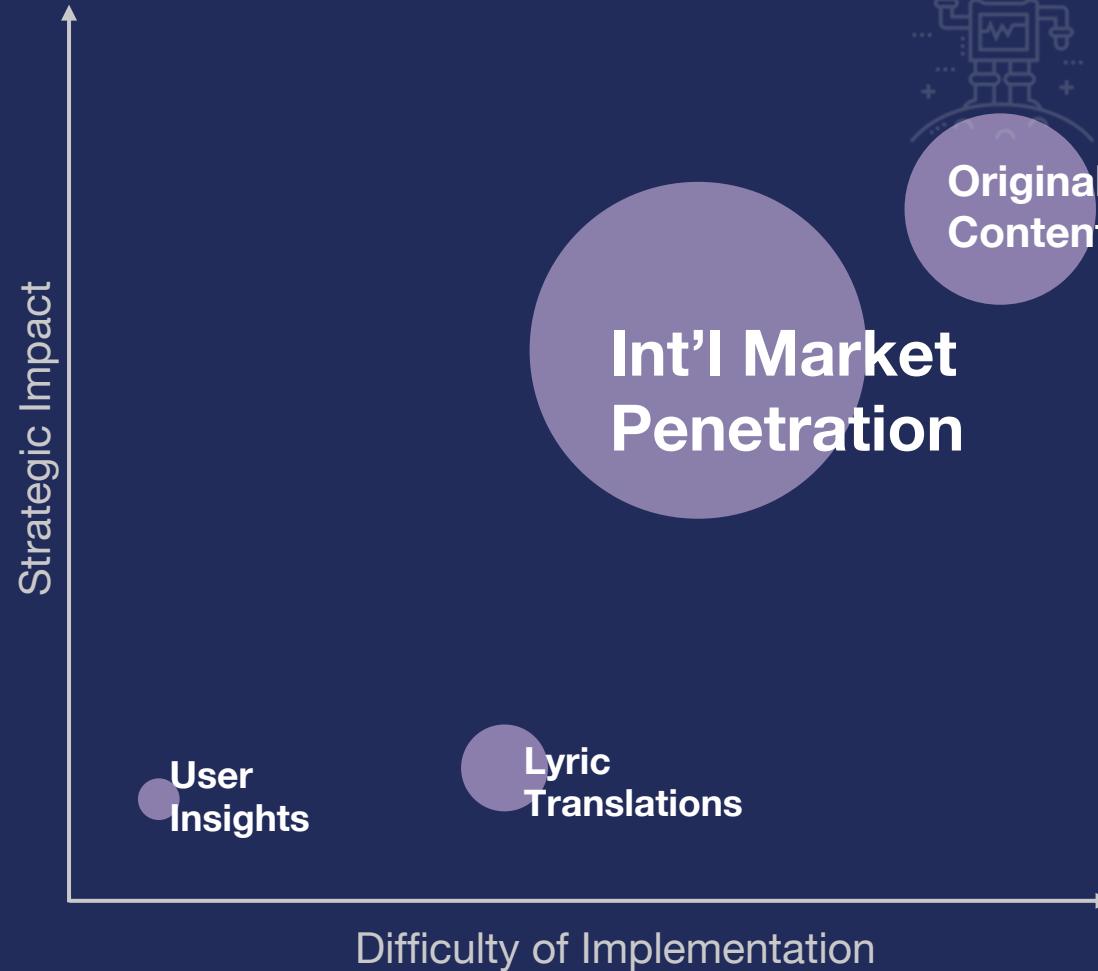


Original content changes the game.

We want to grow our current market segments and branch into new territories

Original content production means we choose the music and the listeners

We are uniquely positioned to learn what our fans want to hear





Market Expansion

Entering new markets will grow our monthly active user base.

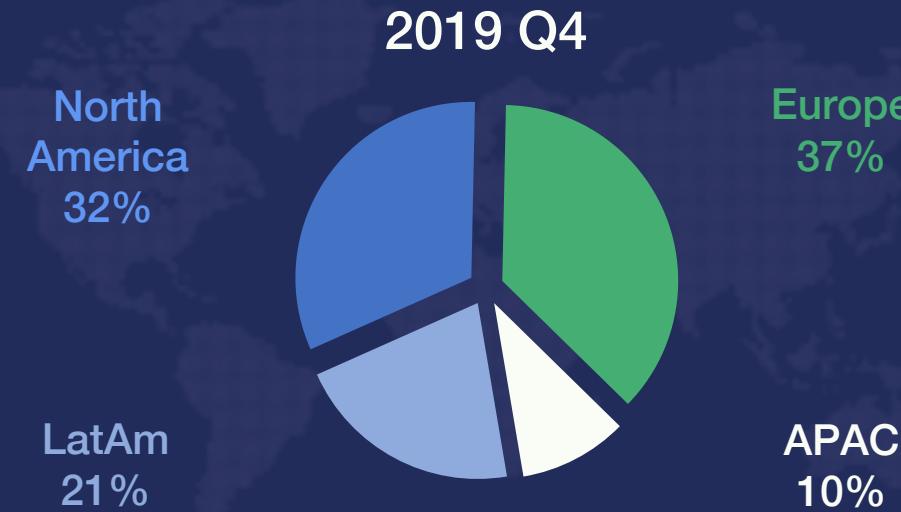
MARKET ANALYSIS

Identify opportunity markets/regions/countries

Evaluate
Market Size / Growth potential
Barriers to Entry
Competitive Environment
Consumer needs & behavior

Build market entry strategies for top markets

Execute go-to-market plans



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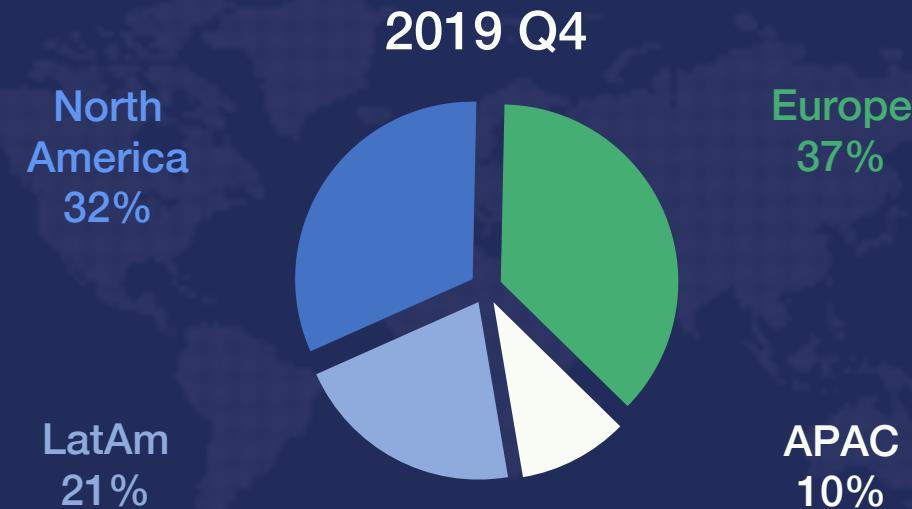
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Market Size / Growth potential
Barriers to Entry
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Execute go-to-market plans



RESULT

Grow user base

Attract new artists, genres, cultures

Add unique content to overall platform

Strengthen position as global market leader



Lyric Translation

서정시 번역

Provide lyric translations to enhance user experience for global fans.



Fans have diverse multilingual music tastes

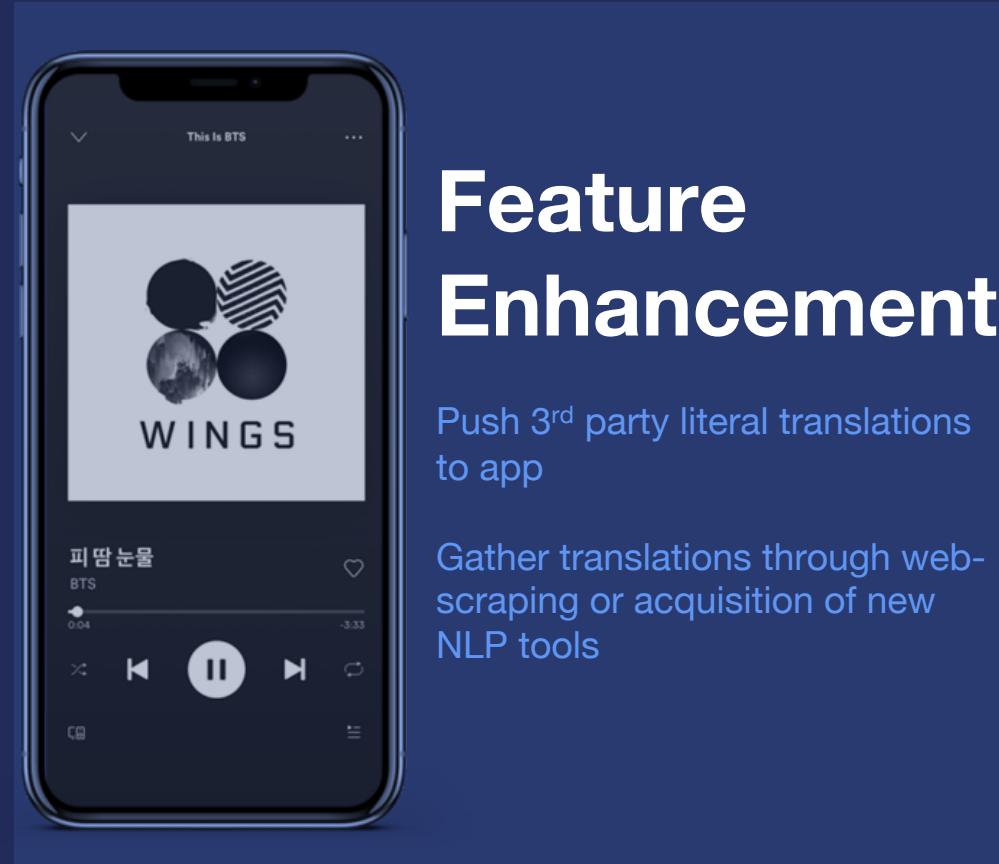
Must separately Shazam/Google for the lyrics, translation, and meaning

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Feature Enhancement

Push 3rd party literal translations to app

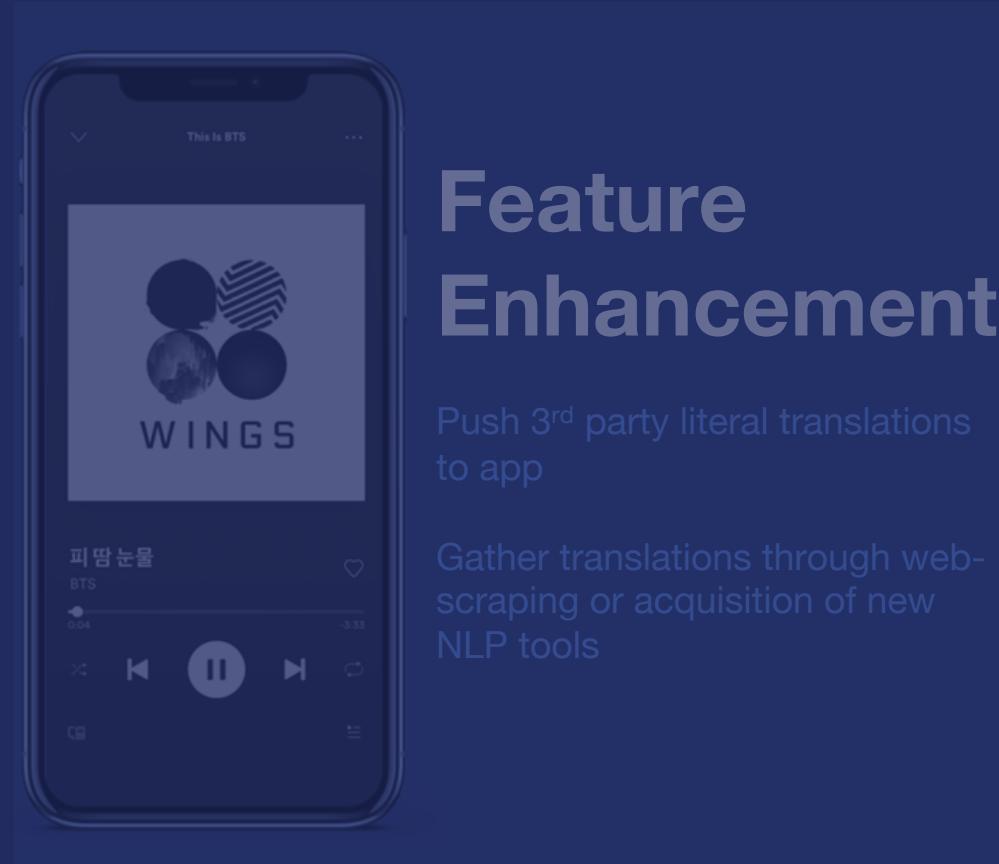
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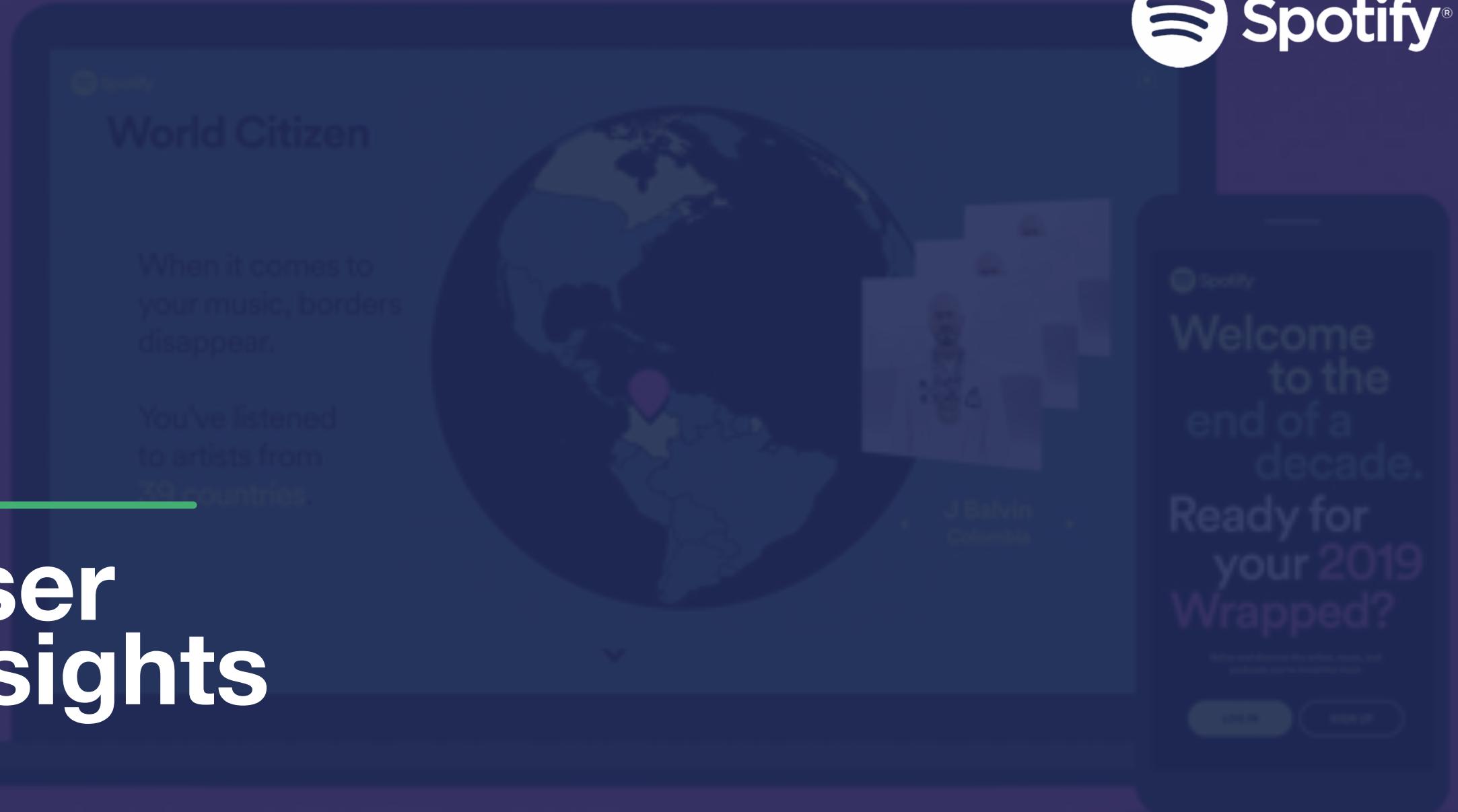
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RESULT

Streamlines and enriches user experience

Expand fan base for global artists

Supports our commitment to diversity and inclusivity



User Insights

The Wrapped feature excited our users by analyzing their listening habits over the year.



We've spent
some time
together

Get to know our users

Help our users uncover insights

Ignite the loyalty loop

The Wrapped feature excited our users by analyzing their listening habits over the year.



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Historical data to share a story



Generate year-round insights
Most played categories & how you compare
Visually appealing and conveniently packaged as ready-to-share infographics.

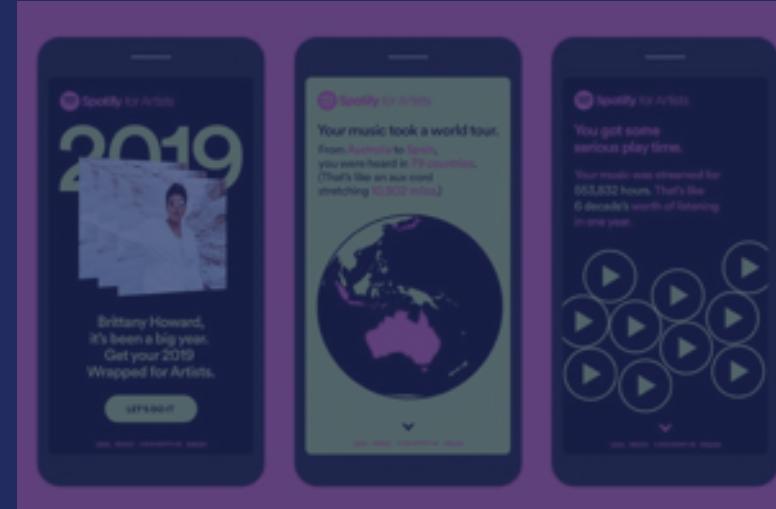
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Generate year-round insights
Most played categories & how you compare
Visually appealing and conveniently packaged as ready-to-share infographics.

RESULT

Free shared media

Increased engagement & brand loyalty

Distinct asset – competitive advantage



PROJECT SPOTIVERSE

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Creating original content is a win-win.

A screenshot of a Spotify interface showing a playlist titled "Pickle - The Jar". The cover art is a green jar labeled "THE JAR". The playlist description is "#TheJar your daily dose of Pickle" and it was created by "Pickle" with 24 songs, 1 hr 44 min. Below the cover, there's a "PLAY" button and filter icons. A table below lists two songs: "On The Drums" by "Pickle" and "Body Work" by "Pickle".

TITLE	ARTIST
On The Drums	Pickle
Body Work	Pickle

Music trends move fast

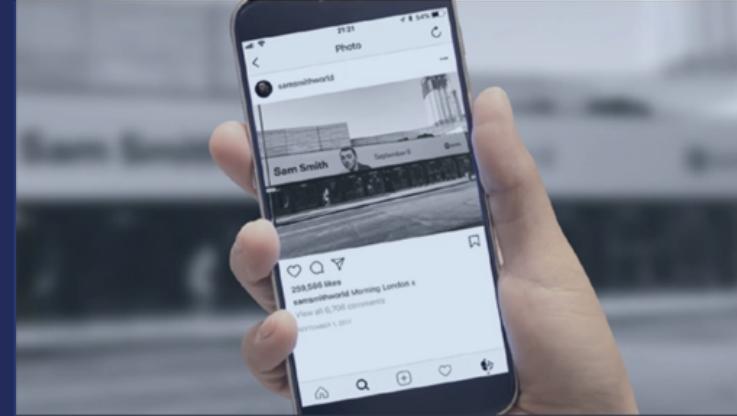
Need to be quick & agile
Licensing is expensive
We are well equipped

Creating original content is a win-win.



Music trends move fast

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NLP + Social media

Identify popular genres and emerging trends in consumer taste

Creating original content is a win-win.



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NLP + Social media

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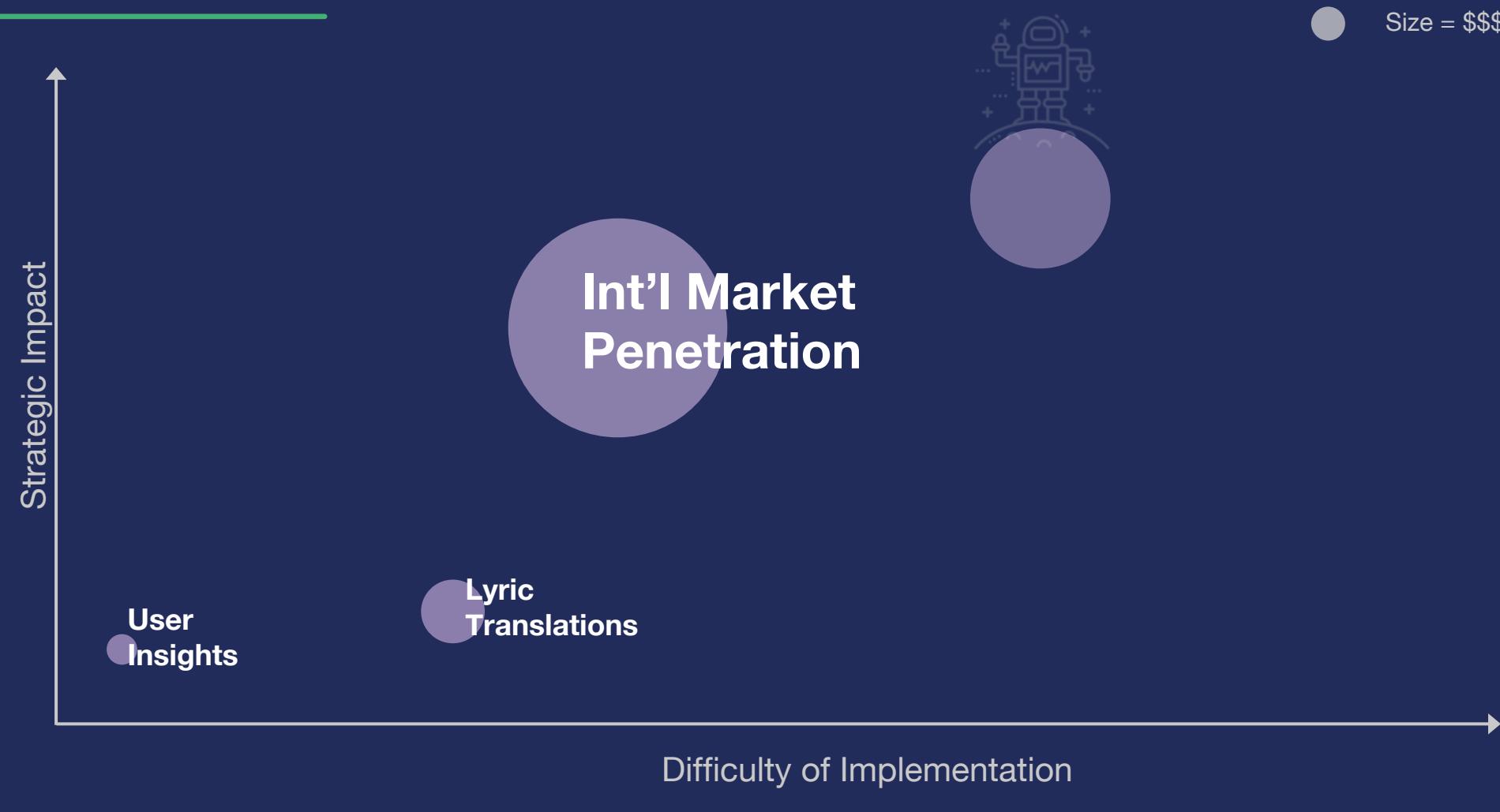
RESULT

Targeted content will engage current listeners and attract new listeners

Original content is exclusive to Spotify, aiding in retention of new listeners

Focus resources into most profitable content

Each opportunity has its own cost, impact, and difficulty.



Original content changes the game.



We want to grow our current market segments and branch into new territories

Original content production means we choose the music and the listeners

We are uniquely positioned to learn what our fans want to hear

A screenshot of a Spotify artist profile for an artist named "Pickle". The profile features a large, stylized illustration of a green pickle wearing a cap with the word "PICKLE" on it. The top navigation bar shows a search bar with "pickles" and a play button. Below the main image are sections for "Latest Release" (a single titled "On The Drums" from November 29, 2019), "Popular" tracks ("On The Drums", "Body Work", "Blow"), and "Singles and EPs". A sidebar on the right shows an "Artist's Pick" playlist titled "THE JAR" by "The Jar".

ARTIST **Pickle**

PLAY FOLLOW ...

OVERVIEW FANS ALSO LIKE ABOUT CONCERTS

Latest Release

On The Drums NOV 29, 2019

Popular

	1	On The Drums	1,480,655
	2	Body Work	4,150,389
	3	Blow	2,192,726

Singles and EPs

Artist's Pick

The Jar THE JAR Pickle - The Jar Playlist

Original Content

Our project lays the roadmap to achieve our long-term strategic goals.



OBJECTIVE: Grow user base to **322M paid** subscribers featuring **20% original content** on our platform by the year 2030.

ASSUMPTIONS

- Maintain growth rate
- Long term cost savings
- Assets are established (hardware/software)

SCOPE

Identify popular genres & emerging trends using Natural Language Processing applied to data scraped from Social Media

Out-of-scope: Content production



DELIVERABLE

Machine Learning model with outputs that will be guiding the content development team on what content to produce

The team is lean yet efficient.



Data Engineer (1)
Building project specific
data pipelines

PROJECT TEAM



Data Scientists (2)

Statistical modeling
Machine learning
Natural language processing



Music Expert (1)
Guiding feature
engineering with domain
expertise



CROSS FUNCTIONAL TEAM

Project manager
Marketing
Sales/ Distribution
Legal
Advertising
Finance

We aim to realize this project within 12 months.



Phase 1: Business Understanding

Define Objectives
Identify Data source



MONTH 1



MONTHS 2 - 4



MONTHS 5 - 7



MONTHS 8 - 10



MONTHS 10 - 12

We aim to realize this project within 12 months.



Phase 1:
Business
Understanding

Define Objectives
Identify Data source

Phase 2:
Data acquisition

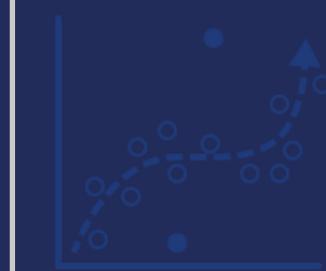
Ingest data
Explore data
Set up a data pipeline



MONTH 1



MONTHS 2 - 4



MONTHS 5 - 7

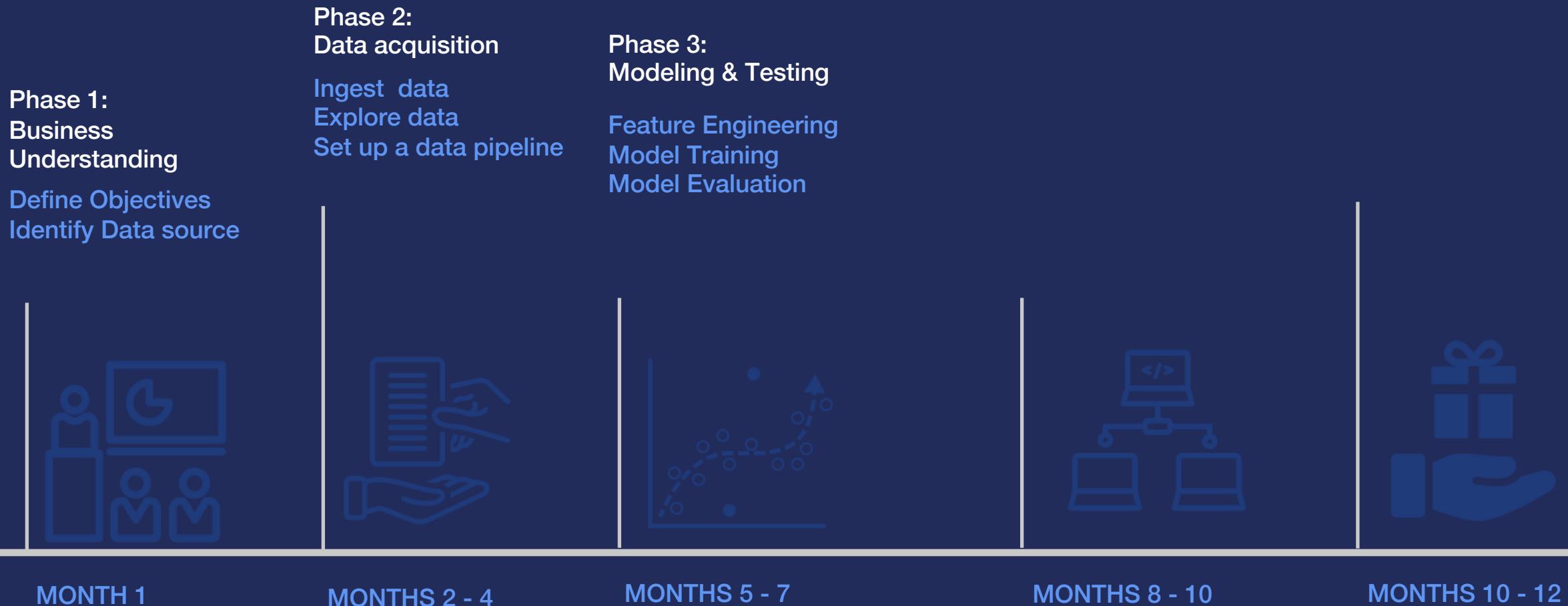


MONTHS 8 - 10

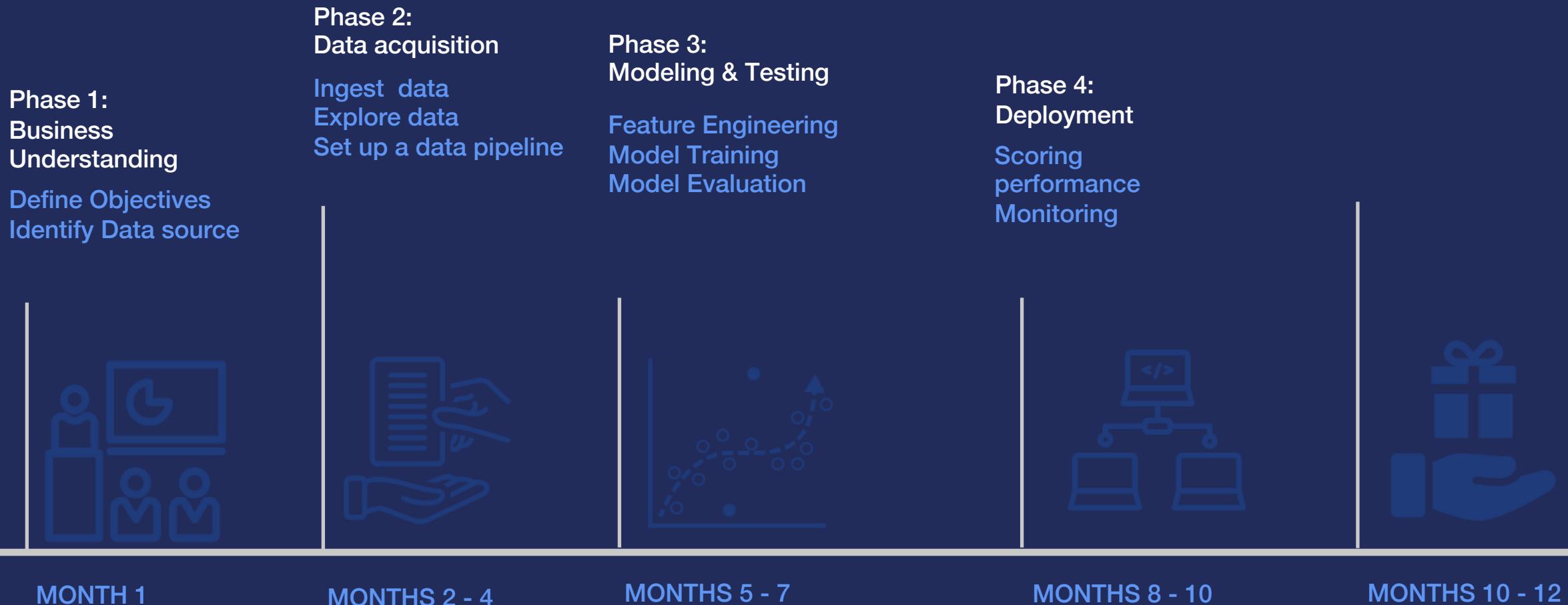


MONTHS 10 - 12

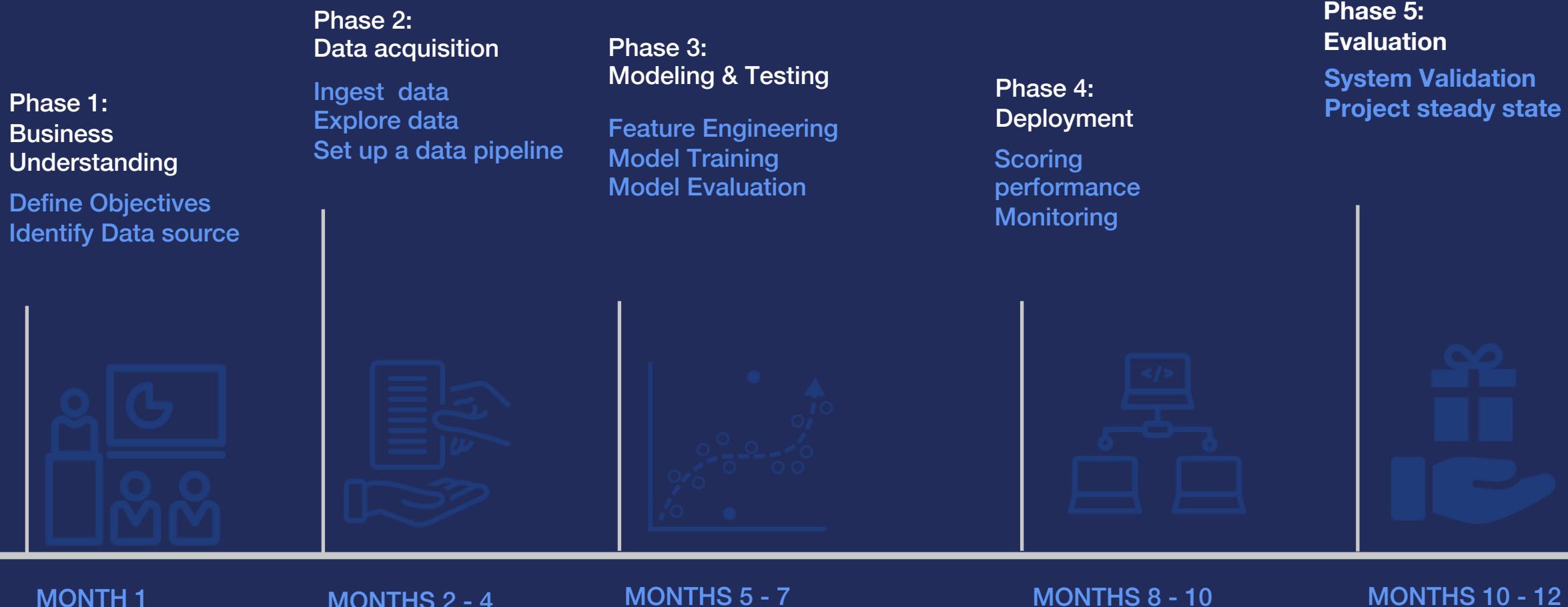
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We aim to realize this project within 12 months.



We aim to realize this project within 12 months.





Financials

Initial investments and ongoing operating costs will be offset by future user growth.

COST



INITIAL INVESTMENT

Analytics team: Required labor
(team setup * full cost of employee * time)

PP&E: Required facilities
(team setup * seat cost * time)

STEADY STATE

Maintenance team: Required labor for model maintenance & updates
(team setup * full cost of employee * time)

Ongoing hardware costs
price for required computing and data storage

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BENEFIT

USER GROWTH

Targeted content will engage current listeners and attract new listeners

Original content is exclusive to Spotify, aiding in retention of new listeners

Additional revenue
(number of new users from this project * average revenue by user)

STRATEGIC

Achieve independence of music production companies

This project delivers over \$250M of NPV.



Initial Investment	Total	Year 1	Year 2	Year 3	Year 4	Year 5	Perpetuity
Analytics team	\$ 125,000,000	\$ 125,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
PP&E	\$ 79,000,000	\$ 75,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -
Total initial investment	\$ 204,000,000	\$ 200,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -
Operating Costs	Total	Year 1	Year 2	Year 3	Year 4	Year 5	Perpetuity
Maintenance team	\$ 59,615,385	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 39,615,385
Ongoing hardware costs	\$ 119,230,769	\$ -	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 79,230,769
Total operating costs	\$ 178,846,154	\$ -	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 118,846,154
Project Benefit	Total	Year 1	Year 2	Year 3	Year 4	Year 5	Perpetuity
Sales benefit	\$1,102,548,277	\$ -	\$ 72,600,000	\$ 79,860,000	\$ 87,846,000	\$ 96,630,600	\$ 765,611,677
Growth rate			10.00%	10.00%	10.00%	10.00%	
Scaling factor			10.00%	10.00%	10.00%	10.00%	
Net benefit	Total	Year 1	Year 2	Year 3	Year 4	Year 5	Perpetuity
	\$ 719,702,123	\$ (200,000,000)	\$ 55,600,000	\$ 62,860,000	\$ 72,846,000	\$ 81,630,600	\$ 646,765,523

DISCOUNT RATE: 16%

PERPETUAL GROWTH RATE: 3%

This project delivers over \$250M of NPV.



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DISCOUNT RATE: 16%

PERPETUAL GROWTH RATE: 3%

NPV: \$253.7M



Risks

We are cognizant of the risks involved.

RISKS

IMPACT

LIKELIHOOD

ANALYTICS

LOW

LOW



We are cognizant of the risks involved.

RISKS

IMPACT

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ANALYTICS

LOW

LOW

IMPLEMENTATION

LOW

MEDIUM



We are cognizant of the risks involved.

RISKS	IMPACT	LIKELIHOOD
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ANALYTICS	LOW	LOW
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IMPLEMENTATION	LOW	MEDIUM
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CONSUMER	MEDIUM	LOW
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We are cognizant of the risks involved.

RISKS	IMPACT	LIKELIHOOD
ANALYTICS	LOW	LOW
IMPLEMENTATION	LOW	MEDIUM
CONSUMER	MEDIUM	LOW
KEY PARTNERS	HIGH	MEDIUM





Leadership Team Journey

Benedict Au | Peter Eusebio | Lola Johnston
Julian Kleindiek | Sylvie Pan | Jerry Sha

Our Team's Journey

Team Formation
Roles and Norms
Team Meetings
Conflict Management
Observer Notes
Feedback Culture
Meta-Discussion
Our Toolbox





Team Formation

The marshmallow challenge brought us together.



Most of the group had already worked together and had established friendships from the previous quarter.

Sylvie was an outsider at first...
...but that didn't last long.

A goal oriented, not high stakes, playful activity acted as an ice breaker than helped her integrate into the team.

Friends are there for each other.



Trust was established early on because of the marshmallow challenge

It doesn't seem to be the case that friendship made us more forgiving of each others' mistakes.

Being friends with each other helps us communicate even better.

We speak our minds directly.



S · P · O · T · I · F · Y



Roles and Norms

Our team norms help our group operate more smoothly and create a distinctive group identity.

What are team norms?

“Team norms are the ground rules that define appropriate and inappropriate behavior in a team.”



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Types of Norms

Operational Norms

Maintenance Norms

Potential Consequences

Our Team Norms.

OPERATIONAL NORMS

Meeting Requirements

- Agendas with clear objectives
- Specific action items
- 5 min grace period for tardiness
- No unexcused absences
- Speak the language everyone understands



POTENTIAL CONSEQUENCES:

- Group disappointment
- Guilty party may choose one of the following: Buy beverage or donuts for everyone; bake a cake for the team

MAINTENANCE NORMS

- Assume positive intent

- Give open & honest feedback
- Check-ins at the beginning of every meeting
- Celebrate accomplishments of the team

Our Team Norms.

OPERATIONAL NORMS

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MAIN FUNCTIONS

- Express our central values
- Coordinate the activity
- Define appropriate behavior
- Help our team survive by creating a distinctive identity

Clear roles help our team operate with less stress and more efficiently.

Our roles were assigned by self-identified ‘weaknesses’ or opportunities for improvement.



LEADER



SCRIBE



TIME KEEPER



PARKING LOT
MONITOR



AGENDA
CREATOR



FACILITATOR

In addition to these deliberately defined formal roles, we have informal roles within the team that have emerged over time as we continued to collaborate.

Clean
and

+1 (312) 866-2542

~Julian

quick reminder to come up with some content for your sections of the team dynamics presentation until tomorrow. Being pretty much done with our analytics presentation, I think we can discuss our results in class, meaning we wouldn't have to meet before class

10:17 AM

operate with less stress

Our ro

ified 'weaknesses' or opportunities for improvement.



LEADER



SCRIBE



TIME KEEPER



PARKING LOT
MONITOR



AGENDA
CREATOR



FACILITATOR

Except from these deliberately created formal roles, we also have informal roles within the team, which emerge over time as our team interacts.

Clear roles help our team organize and more efficiently.

Our roles were assigned by self-identification.



LEADER



SCRIBE



TIME KEEPER



PARKING LOT MONITOR



AGENDA CREATOR



FACILITATOR

+1 (303) 668-1758 ~Benedict Au

To do:

1. Analytics presentation, work separately on: Schedule (Sylvie), Team (Peter), Impact (Julian), Risk (Ben), Financials (Jerry)
2. Book room for next meeting (Peter)
3. Come up with a few talking points for the final Teams presentation

Meet next Friday before class at 12:30, consult with Lola for the structure of the slides/presentation, talk about (3).

4:16 PM

- 3.1 Think about what you wish you could have done differently as you're sitting on the side

4:22 PM

Except from these deliberately created formal roles, we also have informal roles within the team, which emerge over time as our team interacts.

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Our roles were assigned by self-identified ‘weaknesses’ or opportunities.



LEADER



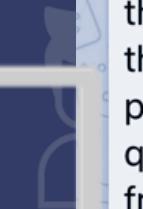
SCRIBE



TIME KEEPER



PARKING LOT MONITOR



AGENT
CREATOR

Except from these deliberately created formal roles, we also have informal roles within the team, which emerge over time as our team interacts.

+1 (206) 288-9455 ~Peter Eusebio
semi-finalized slide text due sunday
for everything but conclusion
lola will make the slides by
wednesday
wednesday is rehearsal #1
on wednesday, we grill each other
we will write the questions we are
asking people
and then send those questions to
the people we asked them of
those people will research and
practice responses for those
questions before friday
friday before class is the final
practice meeting

4:37 PM



Team Meetings

Our meetings were unusually productive.

Meetings

Structure: Leader kept team on track , objectives were clearly defined.

Focus: Everyone was equally focused and committed to achieving goals

Participation: At first all members of team did not participate equally, as time went on and we built trust this evened out.



There's no traction without friction.

Healthy Conflict

Divergent thinking

Creative thinking

Pushing boundaries

Challenge each other

Think outside of the box





Observer Notes

The observer notes allowed for introspection into our own unique behaviors and roles.

Recognizing subtle behavioral quirks

Naturally detail oriented

Different methods of communication

Field of vision, segregation by seating

Understanding our own contributions

Keeping topics on track

Building momentum for ideas

Summarizing discussions



Feedback Culture

Mutual trust within our team was the core facilitator for feedback.

This class makes the team analyze their behavior in **greater depth** than usual

All team members share the same **willingness to learn and improve**

All team members **value each other** personally and each other's opinion

One of our core tenants is to assume **positive intent**

Team is bonded by mutual **trust**

Our feedback culture is honest, critical, constructive, and positive.

This allows us to learn

... how others perceive our **personal behavior**:

Team members were made aware of their strengths and weaknesses and implemented feedback throughout the course

... what is going on **within our team**:

The team reflected on feedback and agreed on ways to improve

This contributed to our team's efficiency

We have constructive dialogue rather than arguments that lead to frustration

These examples for personal and team-specific feedback made our team more efficient.

Splitting into subgroups

Observer noticed that we form subgroups during brainstorming sessions or healthy conflict

This led to difficulties in effectively reconvening and getting everyone on the same page

In our case the feedback was to avoid this by speaking to everyone like in a presentation

Delivering high quality and time-consuming work

Division of work was unequal among the team

Acknowledging this to the team member contributing more was more important than praising the result and was necessary to avoid withdrawal and frustration



Meta-Discussion

Do you feel you're “walking on eggshells” when your behavior is subject to observation and commentary?

How has your experience in Leadership Skills changed your behaviors outside of this class?

Will you implement the practices we learned in this class in your future?



Takeaways

We gained a “Leadership Skills Toolbox”

- 1) Agree to be on time
- 2) Set explicit goals for a meeting at the start of every meeting
 - Keep these written goals in sight during the meeting
 - Check whether the goals were accomplished at the end of the meeting
- 3) Distribute a list of deliverables due at the next meeting



S · P · O · T · I · F · Y

A semi-transparent background image of a person wearing blue headphones, eyes closed, and a striped shirt, suggesting they are listening to music.

THANK YOU.