



channel mastery

Channel Mastery Podcast, 131, Sarah Wood and Amy Allison
Pivot to Produce, Source and Donate PPE, Follow up to OIA and SIA Webinar, Part I

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Kristin: So, First I want to just tee up this podcast. This is an extension or a deep dive from the panel that we did on Tuesday of this week, which can be found at outdoorindustry.org and [Snowsports industry...](http://snowsports.org) Sorry. SIA. I will come back with that, I apologize, SIA, snowsports.org. I have had a lot of coffee, forgive me.

But we had five people on a panel around personal protective equipment, doing the pivot to that, and it's literally impossible to have everybody have the time that's needed to explain, inspire, talk about face plants and wins, as they're happening every hour of every day right now and so I felt really compelled to pull together three special episodes of the Channel Mastery podcast this week featuring the different panelists. So if you wouldn't mind introducing yourselves, panelists, I have representatives from the great state of North Carolina here. Take it away.

Sarah: After you amy.

Amy: Hi, I'm Amy Alison. I'm the director of the North Carolina Outdoor Recreation Industry Office here.

Kristin: Awesome.

Sarah: And I'm Sarah Wood. I am founder of Good Talk, a business management firm and also co-founder of the Supply Connector, as well as the board chair of the North Carolina Outdoor Recreation Coalition.

Kristin: I'm super excited to have you here today. So not only are you going to share what's been going on in the great state of North Carolina around collaboration and pivoting to personal protective equipment manufacturing, we're also going to talk about just the outdoor recreation community there, and in terms of business community, how things have really haloed out from your state and nationally, just the changes that you've seen, the collaboration and some great resources that you're behind that the whole nation can tap into.

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Kristin: So actually the world quite frankly. So we're going to go ahead and drop in. I'm going to just do this Q and A style and then we'll be posting this to the Channel Mastery podcast as well as it will be syndicated again through SIA and Outdoor Industry Association. So with that, I wanted to just first have both of you introduce yourselves and give us a little bit of your background and I'd love to have you start, Sarah.

Sarah: Okay, great. Well, I guess my career in the outdoor industry started when I moved to Colorado from Tennessee. I was working in the music industry, and definitely just wanted to have more time on a bike, and a kayak, and my tent, and the music industry was like, "Spend more time in bars watching artists." And so when I moved, I didn't have a job, but luckily I got in with the American Alpine club, and the Mountaineering Museum there in Golden, and that was my first step into the outdoor industry and it really was such a great experience. I worked in development and fundraising and events and was able to use some of my background there to help that organization for a few years, and then moved to Carbondale, Colorado from Golden, to work as executive director of the 5 Point Adventure Film Festival for several years, and then had an opportunity to move to North Carolina, where I actually had my first outdoor experience from... I mean I grew up in Indiana, so you play basketball and you do gymnastics and you don't really climb mountains in Indiana.

And so I moved back to North Carolina and was able to get... I had this great opportunity with Industry Nine, which is high end cycling component manufacturer. And I was VP of operations there for several years before I started my consulting business, which is based... Basically I work part time in North Carolina, part-time in Colorado, but home right now is North Carolina and it's great and I have such a great community here. But North Carolina was my first introduction to outdoor rec and so being able to serve that community here is so rewarding.

Kristin: I bet. And I have Industry Nine hubs PS. It's a great product. How about you Amy?

Amy: Great. Okay. So I grew up in Louisiana, so also outdoor recreation opportunity there are not the same as they are in the state of North Carolina. But I moved here in the 90s to work for a camp in the Brevard area, and so I was their wilderness guide, and their rock climbing lead, and did that for five years while I was going to school, and then eventually just moved to Brevard full-time, and was an outfitter and guide there for some different companies in the area, and then a teacher working with some of the same students and we were leading in the outdoors and started some outdoor recreation programs with the school.

And then from there took a wild leap and started working with the Leave No Trace Center for Outdoor Ethics, out of Boulder Colorado. My husband and I were their traveling trainer team for three years. So we lived out of our Subaru and traveled all over the country and taught outdoor ethics. Got to see all of the lower 50 States, lower 48 States with that job. And that led me into this path of really being involved with the outdoor industry. Soon after that I started working for Eno Hammocks based here in Asheville, North Carolina.

Kristin: It's a great company.

Amy: Yeah, they're a super cool company. Loved working with them. I started as their events coordinator, and then rolled into... I was their marketing director so I was there for about seven years, before taking the job that I have now as the director of the Outdoor Recreation Industry.

Kristin: And when did you take that job?

Amy: It was at the end of October, so I am what, five or six months into it now. So it's been a roller coaster and a whirlwind and I would not trade it for anything.

Sarah: Yeah, she is crushing it.

Kristin: Yeah, obviously, and I just have to say you're the first in the chair, right?

Amy: There was someone who had the role before I took over [inaudible 00:06:25] David Knight was his name. He did it for about a year and a half and then I jumped into the role.

Kristin: That's fantastic. And when we are going to talk more about what that's like working in that office, in that state. Just because every state is different. Every state's office is tied to different budgets and has a different approach and works with the governor differently. So I do think that would be an interesting thing to dive in on quickly as we get through our interview here today. And I just also want to say having entrepreneurs, and people who have literally lived out of their cars to serve the outdoor industry community, and now you're in a government role, what a fantastic duo you are to have on the podcast here as part of our COVID-19 series of resources. And again, what we're going to talk about today is something none of us on this Facebook live saw it coming, especially when you took your role in October a pandemic and now a recession, right?

Amy: Correct.

Kristin: So yes. Okay. So I was hoping to talk a little bit about the founding of the North Carolina outdoor business community, because it sounds like from what I gleaned in our panel that we did earlier this week, it sounds like a very tight knit group of makers. And I'm curious to know how this family came together and how it's really evolving through this crisis.

Amy: Sure. It was actually right around the time that I started working with ENO, through their organization we're collaborating and working with other brands in the industry in our area. But we kept having these moments of realizing that there were so many brands that were based here, but then we didn't all know one another. We could maybe had emailed with one another, but if they walk past you on the street, you wouldn't know who they were. So we had that mixed with being out in the community, and where with ENO you can see at every brewery in the community, there's ENO Hammocks and everybody's yard there's ENO hammocks. So it's definitely a product that's out there but

we were all the time having people say like, "Oh, ENO, you're based here? We didn't know that."

So at the time when there was this whole emphasis on buying local, we were like, "Local just doesn't have to be about your groceries and your crafts and whatnot, you can buy your gear local as well." So we started talking about putting together an event that would bring all of these makers together in the same space and to do an outdoor community event where everybody could come out, meet the makers of the gear, purchase the product and share their stories back and forth of either why they made the gear, or why they purchased it. And from that we just started picking up the phone and calling all these different companies and everyone was super excited about it. So that led to us just all getting together the brewery, putting a face to a name to then putting on this event, which we now hold annually.

We call it, our Get In Gear Fest. And we literally just talk about coming out and meeting the makers, get your gears wrist up for spring, we always do it in March. And then from there it's launched into... We now have a nonprofit organization, the Outdoor Gear Builders of Western North Carolina. We have 40 plus members of that organization that are all gear builders right now and we just ... we work together, we share stories [inaudible 00:09:54] elaborate, we created some programs to really help out and foster some young up and coming growing companies and to give them support and mentorship as well. And we've just created a really nice little family from that community.

Kristin: That's awesome. And Sarah, how did you fit into this family?

Sarah : Well it actually started when I was working at 5 Point. I was here asking Amy for sponsorship money. And so when I came here with some of my team to really scope out Asheville as a place for the festival to have a show, the Outdoor Gear Builders was already in full swing. I mean as a fundraiser it was an easy way to tap in and actually know who's in the scene and who might want to be a part of it. So that's really how it started, and then those relationships, as you know in the outdoor industry you just connect so easily with like-minded people. So it was easy to stay in touch and then when I moved here and started working for one of the members, Industry Nine, I was able to tap in even further and foster those relationships even more. So. That's where it started.

Kristin: Awesome.

Amy: Let me just say when she talks about coming to meet Amy at ENO, we have this meeting set up and we talked on the phone, and maybe done some chats through email, and here she comes on her motorcycle, she's packed with the helmet tacked under her arm, just like, "Bad ass didn't you bike across the country?" So like I'm coming to my meeting, I just want to paint that picture, because I was like, "Oh my God, she's such a badass."

Sarah: Yeah I forgot about that.

Kristin: That's really cool. I love it. And that actually I also just wanted to quickly ask before we

jump to my next question. As a person who I've visited your beautiful state, I obviously I've never lived there but I have worked in these markets for many years. There's a very rich history of manufacturing there. And I'm curious to know how that is factoring into the Outdoor Gear Builders, and also into what we're going to talk about today. Because it's just that, the legacy of the American manufacturing that you have, I think has really touched every single one of the outdoor active lifestyle markets that Verdi works in. And we've had several clients and still do who are based there because of the manufacturing. So I'm just curious to know, especially you Sarah, having lived in Colorado and have almost a dual citizenship, like what do you see that's very special about that today? Like how has that evolved into its current state?

Sarah: Yeah what I have just witnessed and what I've seen, I guess on the ground and even directly with Industry Nine. I mean I came there to be an engineer apprentice, and that's the area I was super interested in learning more about, and why I took the job. And it evolved into the operation's role. So I was still able to keep my toe in the design and I wasn't contributing at a high level, but it was so good to absorb. And what I learned is that the Outdoor Recreation Industry really gave a lot of the manufacturing industry across North Carolina another purpose where maybe some of their former output was dwindling from a domestic manufacturing standpoint. They created brands for the Outdoor Industry, which gave their businesses this whole new sector to grow in.

And there are several examples of that, and turn Omics which is the manufacturer for Industry Nine, their sister companies, owned by the same father son duo, is a perfect example. He created that brand out of the machine shop. That machine shop's been there for 50 years, making parts for all kinds of industries. So I think it's exciting for me to come in with this outside perspective, but then seeing how well this fabric of manufacturers across the state have pivoted, before they needed to because of a virus. They pivoted into the Outdoor Industry because it was such a growing sector and they were prime for it. Whether it was the textile industry here, or the machining, like Turnamics as an example. So I think that's just such a good... It's so cool to see that and they're thriving, which is awesome.

Kristin: Which is great to hear. Yeah. Did you want to add anything on that, Amy, in terms of just how you work with this group of manufacturers? Because I'm sure this is something I'm just going to ask it earlier than I was planning, but your community of outdoor recreation obviously isn't only what we do and in our outdoor, or in cycling, or endurance et cetera, you obviously have a much broader group of community members there. Can you talk a little bit about that and how that ties into the manufacturing legacy?

Amy: Yeah, absolutely. I mean I think that our manufacturer and our builders that are here are just inspired by the landscape, and a lot of them have come here for that reason. And then we're given a strong foundation because of the manufacturing legacy that is here. But I just feel super lucky in North Carolina, because we have the mountains, and we have smokies, on the far Western side of the state, and then Cape Hatteras national seashore, on the Eastern side of the state. So, and everything in between, so where we've got skiing, and snowboarding on one end, and then we have a huge boating industry out on the coast as well. So in then and then everything in between that. So our

being in camping, and fishing ,and hunting and you name it, the state of North Carolina is a great place for whatever recreation you're into.

Kristin: That's awesome.

Sarah: And it's legit. Like I have to say moving here from Colorado and everyone's like, "Oh the mountains and you have all this elevation and blah blah blah." And I'm like, "All right, you ride a day with some of these hardcore mountain bikers in Western North Carolina, you will clock more elevation than you possibly can do in the same day. I guarantee you, and you will be worn out, and you won't be sunburned because you got the canopy." So-

Kristin: That's awesome

Amy: Right.

Sarah: Its world-class.

Kristin: I've always wanted to go there and a cycling vacation, just to be honest, like I'm really excited to go there. So-

Sarah: Anytime.

Amy: Come on.

Sarah: Come on.

Amy: Not right now.

Sarah: Yeah.

Kristin: Maybe there's something on the Swift.

Sarah: Yeah. Right? And don't get me wrong. I love my Alpine zone, I miss the desert and that's why I'm trying to lead this dual life. But it really is world-class here.

Kristin: That's awesome. Well, thank you, I appreciate that. So we're here to talk about resources, insights, inspiration, collaboration. One of my partners at Verdi yesterday said something that was so great. She actually saw a quote from the CEO of Cotopaxi that said, "I prefer to now refer to this as the Covid opportunity, instead of the Covid crisis, just because there's a morale issue, whether it's our own morale or whether it's that of our teams." And I just loved that. So I of course in no way am discounting like the tragedy and hardship that we're all going through some much, much worse than others.

But at the same time, what we're here to talk about today around personal protective equipment and pivoting your manufacturing to that. I think is an opportunity in terms of joining to help, but also just in terms of keeping businesses afloat, keeping jobs, which also very much helps the entire country get through this crisis. So I wanted to talk specifically today, and Sarah I'd love to start with you. You obviously are an

entrepreneur and a very free and fierce spirit, and I'm not all surprised, that you came up with supply connector.org and I was hoping you could share the impetus for that with the audience here today, and help us understand what that resource is because you stood that up incredibly quickly, and it is a very powerful platform.

Sarah: Thank you. Yeah, and I appreciate that. It really started... I've been doing some contract work with Industry Nine since I left. And the owner had asked me to look into my network to see if I could help somehow connect to their manufacturing resources to the relief effort. And initially we were thinking, well we're a machine shop, we've got a hundred CNC machines. Like we can mills and lathes, we can certainly turn some components for ventilators or whatever. I mean, none of us have worked in the medical industry. So this was new. So in my initial search for that, I realized, wow, there are these great forms out there and there are a lot of platforms where you can submit information for how you can help, or if you have a finished good, like a mask, or a face shield, already made, but there really isn't a place for someone like us that has capacity and doesn't really know who to call, or where to put that capacity.

So, I basically did research for maybe four days, five days, and was like, "Okay, it's not there. I can't find it. It's not there. And I want to call these people directly. I don't want to wait for someone to call me back." I'm in some ways a very impatient person when I want to get something done. I just want to do it. And I just called people. And Amy was like one of the first calls I made, which was like, "Hey, what do you know?" Like, "Do you know, if anyone's doing this across the state? Do you know if anyone else from other States, through your network with the directors?" What is happening is... I just feel this urgency and I'm not finding the solution and there's got to be a better way.

So that's when I called Laurel over at status forward, and her design and development firm and website firm, they jumped right on. I basically just asked her, I was like, "Am I crazy to think this directory is a simple thing to build, and I'm sure I'm not thinking of everything, but I've been in enough databases, we've probably built this platform five times over at other industries..." And she's like, "Oh yeah, we'll have that done like four days." And it was just like boom. And she was on it. She had her whole team coordinated immediately, and between me feeding them my thoughts, and information I was getting from the manufacturing side, and then me reaching out to some friends who are nurses, and being like, "What resources can you share so we get this right, and get the language right." And it was just like the perfect example of an already existing network tapping into each other at the right time, but also with the people who had the right hearts who weren't like, "Well, how much funding can you get me before I get started?"

Everyone was just like, "This is how we can contribute." I'm not a platform developer, but I know who to ask and or at least try. And I'm not afraid to stick my neck out and say, "Can you help with this?" Like, "I don't know, am I crazy?" Like, "Hey, can you provide your services to help get this stood up?" And, and luckily it was the right group and they wanted to get shit done too. So we just did it.

Kristin: So what are we talking like idea to reality here? Five days?

Sarah: Idea to reality was probably... Yeah, about five days before we saw something that they had created and then we took another four days to tweak it, and had it live.

Kristin: That's amazing.

Sarah: Yeah.

Kristin: And is it real time? I mean, how often is it updated? Can you explain a little bit about how it works?

Sarah: Yes. So we are getting submissions constantly all day, every day. I'm in the platform in the backend if not once an hour, at least once every two hours approving or disapproving posts just to make sure that they're accurate and relevant. And I vet each one. So I'm looking at the website. I might be making a phone call, I might do a followup email, and we also have some other team members doing the same work, so that we can keep it updated as quickly as possible. And that we make sure that what's getting up there is legitimate. Because obviously for security reasons we don't want anyone stepping into a relationship that they shouldn't. Now it is on them. So you get into the platform, you post what you need. So if you are a business that wants to gear up and get ready to start when maybe some of these essential business restrictions are lifted, you can get on there, you can buy your own PPE for your employees.

You can buy devices like foot operated, door openers, like Sylvan Sport is making. You can go ahead and prepare your business to get ready to open now through this. So you can find what you need. All you have to do is get into the directory and search. You can search by term, you can do the advanced search through the filters. For those who are on the supply side, you can list your finished goods, you can also list your materials. So for instance, Sylvan sport, just using that example might be looking for plastics to source. So it runs the gamut of the supply chain, and we tried to make it as simple as possible so that it was really easy to directly connect. So Tom over at someone's work can get in and he can search for the plastics.

He can also search for the restaurants, who are saying I need sneeze guards, and I need foot operated door openers. And, he can call them and say, "Hey I have these and here's my cost." Most of these are selling, buying and selling at cost. Most of the manufacturers I've talked to are doing that. There are some that are donating, I had a great listing this morning come in from Bissell, which I think was a connection from our webinar that we did with OIA and SIA earlier this week. And I believe Chaco probably helped get them aware of the platform. And I got an email from Bissell who wants to donate a ton of their materials. So I shot that over to a few people immediately.

So the way it's best used as if the users and the listers get in and search daily. So you get in and you list your product or what you need and then you come back and you search every day. Cause we have listings coming in all the time. We are working on our platform and our staff in terms of being able to help support those connections if we see them. But the user shouldn't rely on that. And we definitely aren't 100% endorsing

anyone that's on the platform. You have to still do your own due diligence before you buy yourself. So that's how it works.

Kristin: Well that's super interesting, because I think just by the name itself, I thought that it was mostly about like sourcing plastics, and and whatnot. But you actually can go on there to prepare your physical business, your storefront for reopening.

Sarah: Yes.

Kristin: And that's awesome.

Sarah: You can find those products too, those finished goods, whether it's going to be a face shield, or a mask or... It's not just PPE, it's everything in between. All the heart... We're calling the hard goods, which we know in our industry what that is. But yeah.

Kristin: So we learned in the webinar earlier this week and we'll be doing a Facebook live tomorrow with outdoor research and DPS skis, and another one with Lindy from Chaco. So we have two coming up tomorrow. But I wanted to say that we learned in the webinar that there are different tiers of PPE that manufacturers are pivoting to outdoor research taking more of an FDA compliant approach. And a lot of the other companies in our industry, are taking more of... I mean it's still obviously very suitable and there's absolutely huge demand, but it seems like there's two tiers of it. In your state, it sounds like the majority of the people who have pivoted their manufacturing to this, are making things that are basically, they don't have to stand up completely, brand new or redo their manufacturing facility. So I just want to make sure that the audience is aware that your company can lean in.

You don't have to actually like have it be meeting some guidelines of some enormous physical binder. And I think that that is definitely what outdoor research is waiting through, but they have decades long experience with department of defense contracts and very compliancy, et cetera. So we'll get into that more tomorrow. But I wanted to make sure that we were able to really showcase today, that this is an inclusive opportunity. Like if you have the capability to contribute, you can head over to supplyconnector.org, or you could even just look at the resource page at snowsports.org or [Outdoor Industry.org](http://OutdoorIndustry.org). And be able to find out a lot of information on this. There's a lot out there.

Sarah: It's really also just depends on like your volume, right? So Outdoor Sesearch has the capacity to do a very large volume, so they're like a perfect match to work with FEMA at that level and do an FDA approved device, or series of devices. A smaller manufacturer that still can do a relevant volume that's going to help even some local or regional healthcare institution, or small businesses who are trying to equip themselves and be ready to open. Those are still... And maybe they don't go through all the rigmarole of an FDA approval, there's still a need for those devices as well. And even more so in some cases where it's not as critical that they are FDA approved, let's leave those FDA approved devices open for the areas like the hospitals, and areas where it is very critical for that approval.

Kristin: That's a great point to bring up. So rural communities, obviously I live in one of those, we've had people on our panel from both sides, but you are, I think talking from the rural community perspective and let's talk a little bit about that. Let's talk about the importance of basically looking at your sphere from your front yard and then growing beyond that. So can you talk a little bit about cross pollination between the industry, or sorry, yeah, the outdoor recreation community there, as well as the hospitals, or schools, can you maybe create some bridges for the audience to see how you actually started local and then went national?

Sarah: Yeah, and I would say probably the best example is that we dipped into that network of the Outdoor Gear Builders, to share this platform first. And we said, "Hey give us some feedback. We want this to be incredibly valuable to this middle group of people who are super capable of producing irrelevant volume of devices, but aren't necessarily going to be on the radar or best source for like a FEMA and that kind of volume." And so we did, we tapped into Sylvan sport, Light heart Gear, Industry Nine, and [inaudible 00:29:09] Kitsbow, we're working together to produce face shields. And they were a great example of the automation expertise the Industry Nine has, and trying to use that to help Kitsbow, but we make more, that Kitsbow a great example too, of how they were able to connect with just from his emergency, David's emergency medical service background into some contacts.

I'm not even in North Carolina. And what we found was that yes it's great to support your local community, but if your local community is your only audience, and you can do more, or you can produce a volume that will serve more than just your local community, whether it's your County or your region. Tennessee can receive masks from North Carolina, Colorado there was a healthcare institution that I got connected with through some contexts in Colorado, they was like, "I'll take anything from anywhere. We're desperate."

And I'm like, "Why can't we do this across state lines? This makes no sense, it is just as easy to give this to UPS, and let it take a couple of days to get to Colorado, versus giving it to UPS, and it taking the next day to get down the street, or a direct delivery. That system is in place, let's use it." And Hey, if I've got a surplus, let's give it to New York. If I've got a surplus, let's give it to Washington. They are in much more need than North Carolina is right now, or was at the time, I haven't looked at the numbers today. So I think those are good examples of why we saw it being testing it here using our resources that we had close to home first but then also saying, "Hey if this can help someone across state lines, we should be doing that."

Kristin: Yeah, exactly. And Kitsbow is one of our clients and I just have reverence for that brand and their leadership. I'm pretty sure that they were one of the first out of the gate on a national level, as a small independently owned business, and the storytelling that's come out of that. I wanted to take a few seconds to talk about this. It's because I think a lot of the companies out there who are making this pivot are just... The first thing they'll say when I was researching the panel is we're not doing this for opportunity for financial opportunity. And I just want to say like there's so much storytelling to be told. We actually pitched in an editor from a major publication, and that editor was so touched by the story of what Kitsbow is doing. That they literally like got teary eyed in the phone

call, and I just feel it's very much something that people don't just jump to that conclusion.

All they see is creatively being nimble, standing at attention and doing what you can to help. And I'm sharing those human stories is a really big part of that because I think it inspires more people to help, whether it's a person who doesn't have the ability to do a pivot in manufacturing, it's what can I do? But that I just want to say is a really important part of this is like share the experience and then we're going to talk more tomorrow when I have Alex Adema from DPS skis. He talked about just the overnight shift in morale with his teams as well as the companies that they're partnering with in salt Lake. And I'm excited to talk about that tomorrow. But there is... I was talking to a client this morning who's like, "We're in day 32 of this or whatever, and I consider it more like five weeks. It's literally starting to feel like forever." And I know everybody's feeling like that. So these moments where we can like grasp onto like something positive, and root for people are really important for us just as a human species I think right now.

Sarah: Yeah. It's a culture builder, and when I was starting this idea I had the same thoughts like, "Well, who am I? And certainly somebody else's doing this, or like, what impact can I have?" and it was like, "Well what, even if I do this and somebody does have the better idea, and there, there is something that lands before I'm able to pull it up together. Great. That's a great thing to happen. And it's still not a waste of time because I'm learning, and I'm just doing whatever I can to help." And we all have that in us. It's usually just that we don't think we're capable or we put ourselves down to a point. And luckily I had this great crew who were like, "Let's go for it." And it's like, "Yeah, let's go for it." And you just need those people around you sometimes in these, in these moments. So-

Kristin: It's a great culture builder.

Amy: Yeah. And I think the realization of, as things were moving so fast that if it wasn't absolutely perfect when we first spit it out, or first started sharing it, because it's really easy for all of us to do that in our worlds, and not wanting to share something until we feel like it's absolute perfection, but Sarah and the team just being like, "Let's put it out there." Then we know we're going to continue to work on and continue to build it and take people's feedback and advice. And I mean, what's out there is amazing as it is right now. But just the idea of like all the plans to build the site and continue to help it grow, and be a platform for you even beyond the Covid 19 opportunity that we're in right now.

Sarah: Yeah. And Laurel and her team, I mean they're just rock stars the whole time they were like, "Oh yeah, well we're going to add this feature." And it was just like planting a seed and they have really made it blossom, they've really made it turn into something.

Kristin: Well, I'm so proud that we were able to have you on, and actually you just, I think touched on the final question I had for you and that is what are some of the things that are going to come from this? I've been doing a lot of content on consumer behavior changes even though that's crystal ball for sure. But that's a really important, what

we're talking about now, when you say culture, Sarah is really like, it's like a communal morale boost. I mean, I always love to think that we're just as great as the people we surround ourselves with and look at how we're able to surround ourselves with people now going through this crisis. I mean it's not like it's the people were physically in the office with, it's like people all across the country who we consider to be heroes, or motivated in a way that we strive to be motivated, and it ultimately I believe is going to make us all better.

And it's not just because that old adage of 'what doesn't kill you makes you stronger' It's learning about the way that humans evolve through incredible hardship and challenge. And this is I think the first time in the modern age that we've been faced with something like this with all of the technology connection that we have. And that's why I love so much in the panel, where both of you led on in that panel it's collaboration, it's starting local and going national, and it is progress over perfection. Everybody that is super, super important to take away from this. And I also just love that you're all still a family going through it. Okay. There's a lot of good, there's a lot of bad, there's a lot of ugly, just like any family, and we're getting through that together.

That's actually really important. So I think that your story has been incredibly important to share, and I just want to thank you so much for joining us today on the Channel Mastery podcast.

Sarah: Thank you. Thanks for having.

Amy: Thank you so much.

Kristin: Yeah. And I also want to say the Outdoorrest podcast from the Outdoor Industry association will be, I believe syndicating this. It's a fantastic show. We'll be linking to that, in the show notes @Verdipr.com and channelmastery.com. And please check out the resources page again, snowsports.org, outdoorindustry.org, and then Verdi has a resource page as well, which is right on our homepage @verdipr.com, and we created a free download of our resource, to help companies communicate who are doing the pivot to PPE and that's at verdipr.com/pivot. So with that, I will see everybody tomorrow for the Chaco interview, the Outdoor Research interview, and the DPS interview. Super excited and super honored to be able to host you guys.

Sarah: Thank you so much.

Kristin: Thank you.

Amy: Thank you. Great to be here.