



Channel Mastery Podcast, Episode #86: Kristin Carpenter-Ogden Interviews
Ashley Korenblat, CEO of Western Spirit and founder of OuterBike

Special Episode Shifting Channels in the Specialty Bicycle Market, Part 5:
A Global Sporting Goods Powerhouse Makes its Move into the U.S. Market with House Branded Bikes
and Gear

*Fifth in a series on the evolution of channels in the bike market and cycling community, co-presented by
Verde Brand Communications + Bicycle Retailer & Industry News*

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Kristin: Welcome back to another episode of The Channel Mastery Podcast. This is part of the series being produced with Bicycle Retailer and Industry News and Verde Brand Communications, Shifting Channels in the Bike Market and I am so, so proud today to introduce Ashley Korenblat of Outerbike, and also the CEO of Western Spirit. Welcome to the show.

Ashley: Thanks so much for having me.

Kristin: It's awesome to have you here today, we have so much to talk about. I feel like you represent an underrepresented voice so far in this series which I ... It's my bad, the consumer is our North Star and you run a very successful consumer event that's growing leaps and bounds, and we're here today to talk about trends around that, key markers of evolution, how the value equation is changing around consumer events for your brand partners, and of course, our dear consumer and trying to widen that portal.

Kristin: I'm so excited to have you here, lets start by having you give my awesome audience a background on how Outerbike came to be and the founding story.

Ashley: Sure, I joined the bike business ... I went to business school and worked on Wall Street and hated it, and spent every weekend dragging my bike or my skis out of New York City, and then one thing led to another and I got the opportunity to run a small bike factory, called Merlin. We made some pretty nice bikes for a little while there, and it was very fun, did a lot of bike racing in those days.

Ashley: Then I ... We sold that company and I came out west and became an outfitter. We have been running trips on the public lands all around the country for quite a while now, and we've learned a couple things. We've learned a lot about the people who come on the trips, and we've also learned about the places where we take the trips. Those gateway communities where there are great trail systems.

Ashley: It occurred to me at some point during all this that it would be fun to invite the people to ride the bikes, and having been on the manufacturing side where you work so hard to pull together a demo fleet, when we started Outerbike, people weren't really doing the kinds of consumer demo, bike shop demos, dealer demos that they're doing now. We just asked everyone to bring their bikes from Interbike over in Vegas, to come over to Moab, and make the bikes available.

Ashley: At that time we also had a really great, pretty brand new stacked loop trail system in Moab, and some other new trails, and everybody wanted to check them out, so the two things came together. The exhibitors brought the bikes, and the people wanted to come and see the bikes, and ride the trails. That's how it started.

Kristin: How many years ago was that?

Ashley: Ten.

Kristin: Okay, that's hard to believe. In our recording, we had a rehearsal call, you talked about how there was a little bit ... You just described the brand adoption being a little bit like ... actually I think it was consumer adoption that you talked about being a little bit like well, how does this work, because it was such a new concept. How about the brands? Were they kind of excited about it? Was it kind of odd for them initially? What were some of the things that were obstacles around the value equation of Outerbike initially?

Ashley: I had been lurking about the bike industry for quite a long time and had talked everyone into giving money to IMBA, I was good at convincing ... I just kind of pulled my friendship cards with everyone and said come on, just come on over to Moab.

Kristin: Right.

Ashley: People were like, well it is kind of on the way back, it's okay, all right fine, we'll do it, so it wasn't easy, but it wasn't impossible. People were up for it, they kind of thought it might be a good idea.

Ashley: Explaining it to the consumers was actually harder because when we say demo event, now we know what that means, then people were like, so I can get to ride it around the parking lot? Because that's what demo-ing was with the bike shop, for most people.

Ashley: We had to really explain, no, no you're going to go on real rides, on real trails, on all of these great bikes that you just heard about.

Kristin: Right, that's awesome. Ten years in, so you're now at four locations, and you're really at I think a pivot point in the trajectory of Outerbike, and that had precipitated a new team member that you've hired on. Some of our audience probably have read about Ken Maydell [00:04:55] joining as your CEO, can you talk a little bit about Ken's role and where we're looking to drive Outerbike in the future?

Ashley: Sure, one of the things you learn as an entrepreneur is it's really bad when you wake up one morning and know that you are the problem.

Kristin: Yes it is.

Ashley: I had also started a nonprofit that's helping communities pivot from dependence on oil and gas and goal to recreation and that's leading to lots of great places being very interested in building trails, and we've gotten some big grants. Its called Public Land Solutions. There was no way I was going to be able to do both, and we've got so many places and brands and people interested in Outerbike, it felt like we really, really needed help and I've been friends with Ken for a long time. He's done such great work from Cascade Designs to Outdoor Research to Dakine, but the best part about him is that he's super passionate about riding, super passionate about the bikes and I talked to lots of people and he really was the perfect person, and we're super excited that he was willing to jump in the boat with us.

Kristin: I think he's also a perfect person, not that you asked me for my opinion, but I'm going to share it because he was our leader at Outdoor Research, I have great respect for him, and he most recently comes from Dakine. He has this very interesting perspective right now where he's an insider because he's such a passionate enthusiast cyclist, and he was just with Dakine, but as you and I both know, and the audience knows, Dakine is a ton of different product category ranges and markets, so he has an insider outsider view point that incredibly valuable to our market. I feel like the more people we can recruit like Ken the better, because they're going to bring in an outsider perspective, but with enough fluency and passion to make it work in our space.

Ashley: Yeah, exactly. Its so great having someone that wants to jump in. I think it's really exciting. Kind of like what's happening at SRAM [00:07:04] actually. I think that bringing someone new from the business world that has different perspective is really valuable.

Kristin: Yeah, we just had great podcast as part of the series with Kate Powlison who's the road brand manager there, and we talked all about the AXS launch, and she said pretty much straight up the reason that they were able to do that is because they had leadership from outside the market that didn't know any better. Existing leaders would have been, are you kidding there's no way we can orchestrate getting a new component group launched and have it on bikes at retail the day we launch it, and they did it.

Ashley: Yeah, yeah, it's amazing. We're really excited about that part too. Ken's super fun to work with, it's been a really fun couple of months.

Kristin: Lets dive into the growth of consumer cycling events and consumer events in general. I consider you to be an expert and you guys have a 10-year proven track record, you're obviously growing. We've seen other industry gathering points in trade shows if you will, not experience that same traction, but you are, and I'm curious to know, what do you think is happening here in terms of the tide turning? A lot of the listeners of the Channel Mastery Podcast look to consumer events with a demo area for example.

Kristin: In my world, I know this is also your world, the Ouray Ice Festival is an example of that, where they have almost like a mini trade show there, right? Obviously you guys have an incredible opportunity and you've brought a lot of the industry in, the business community of bike in.

Kristin: Can you talk a little bit about why you think consumer events are growing so much and the benefits that they bring to your brands today.

Ashley: Sure, I think there's room for lots of different types of consumer events. What we're focused on is really uniting the bikes, the people and the place.

Kristin: Yes.

Ashley: We're picking places with really, really strong trail opportunities and not so easy to get to. That's a challenge. People are willing to come because they know that the trail riding is going to be worth it.

Ashley: On the product side, being able to see all the brands in one place, with great riding right there, has proven to be really valuable to everyone. There's a lot of amazing festivals that are super fun and doing some great stuff, and bringing people into the sport, and serving as great gathering spots.

Ashley: We haven't done a festival thing, we don't have whiskey tasting, or a band, or a ton of family stuff even, we are really focused on making it possible for you to ride as many bikes as you possibly can over that weekend, and really giving you that space to build a relationship with the brands.

Kristin: In our rehearsal call Ashley, you brought up a great story of a husband and wife that were there testing bikes, and he made a comment to you about his wife and basically what he wanted her to have in terms of experience with the bike, outside of the price of the bike. Can you elaborate on that story because I think it is so incredibly valuable for my audience.

Ashley: Sure, he said the best thing about Outerbike is there are no prices on the bikes. I said really, why is that so important. He said, well, see my wife over there? See that bike she's on? If she had any idea how much that bike cost, she would jump off it right now, but I know she's really loving it, it fits her perfectly, it's exactly what we need and I really want to get it for her. I'm so excited for her to have this opportunity to try it and maybe she'll never know how much it cost.

Kristin: Right.

- Ashley: I think that point of separating, not making it be about cost, making it be about what's right for you and what you're looking for and what you need is really ... changes the purchasing decision quite fundamentally.
- Kristin: It does, and as we're dealing with ... Our consumer is being trained every day, multiple times a day in some cases by Amazon, and marketplaces and big retail where experiences are being personalized through data, they're given a huge assortment to choose from at the lowest price with immediate ship. Literally, Amazon now, two hours in some cities right? Competing against that in a backdrop like yours where price tags are not on the bike is invaluable. I just really want to stress that point. That to me is one of the, I think, absolute pillars of value that you bring, is you're giving an experience that's so great that it literally takes their mind off of how their being trained to shop normally, and puts it on the passionate experience that they have, makes it okay for them to have it as part of their identity, which as passion brands, that's what we do.
- Ashley: Mm-hmm (affirmative). I think, too, that experience is the key part. We're creating a really memorable weekend for them, and even in the early days when we didn't have it quite right. I remember one guy coming up to me, and he was like I missed lunch two days in a row, I had to wait forty-five minutes for a shuttle, and it was the greatest weekend ever. It definitely that ... The memory and experience they have of really, finally being invited to the party. Having the moment to talk to these people from the different brands, and for a lot of people, that is like such a cool thing. I mean, we take it for granted in the industry. We know everybody, we talk to people from all the different brands all the time, but for these consumers, it's a really special moment. That's what we're really trying to make the space, to let that happen, where the brands can form that relationship with the consumer and then it's that passion that leads people pretty much deeper into the sport, you know?
- Ashley: You start with whatever you start with, bike wise, and then you work your way in, and we really want to spread it out. We want to reach as many people as possible, down the price point chain, we don't want to just be for the cool kids. We're working really hard to make it welcoming and to make it clear that this event is for everyone, no matter what point you are in your cycling journey, so to speak.
- Kristin: Right. To that end, I have two things I want to highlight/ask you. It really sounds like one of the biggest, biggest value equations that you bring is that you're able to humanize the brands that these consumers are researching online. They're able to come and enjoy a great outdoor experience but they're also able to put actual people to the brand and feel like they're part of the tribe, literally part of the tribe. I think that might be one of the coolest things that I've heard you say, because in other markets that Verde serves, we actually see owner groups starting after the purchase.
- Kristin: That enables them to feel like they can relate with each other and potentially go on trips with the brand, right? We see Yeti Cycles doing this, but you're actually making it possible for them to connect on all levels, like no judgments from the brands, right? Because you and I both know sometimes our people can be a little snooty if you will, when it comes to maybe asking them the question as we talked about in our rehearsal call, "27-5 or 29er?" No, it's not about that, it's about, "Everyone's welcome and by the way, I'm the product line manager, what questions do you have?"

Kristin: Or, "I'm an athlete with this brand, let's go out on a ride." It really I think just brings the human element to a brand in an era where online search is really defining that experience right now.

Ashley: Yeah. I mean, ultimately, you take advice from your friends. Everybody who's been in the bike business for any length of time, you get this call where, "I'm thinking about getting a new bike. What should I get?" Right? And you really want to hear it from your friends and what happens at Outerbike is there's this chance for your friend in the bike industry to actually be someone who works for the brand. You hear what's happening in the booths, it's not just how tall are you or what size bike do you need. It's, "Where are you from? What kind of riding do you do? Where are you looking to take this bike? What are you thinking about? What's most important?"

Ashley: I think that kind of thing really gives you insight into what the consumer actually needs, not just ... Sometimes we all drink the Kool-Aid and decide the consumer needs X, right? We get a little data from the consumer but not enough. This is like a constant flow of data from the consumer that's telling us what people are looking at, and where they're riding. That really dictates what they need in a bike.

Kristin: Right. Let's talk a little bit now that you've brought that up, about what you guys are hoping to do down the road. A lot of your peers will be able to relate on this front, is trying to capture data in a way that's still very relationship driven, that will help brands understand what you're learning through people signing up or where they came from, and ultimately if they're having these conversations, actually capturing it out of analog, if you will, and what do we do with it from there? How do you use that to provide a better experience?

Ashley: Well, I mean, ultimately Outerbike is about selling bikes, getting more people on bikes and getting more people on better bikes. We are looking at how we can attract what happens. We know people go home from Outerbike, if you come to Moab or Crested Butte, and you came from Dallas or Chicago or Florida, wherever you came from, we know that they're going home and buying bikes. We haven't completely closed the loop on which bikes they're buying and from whom, and so we are starting to really look at that and see how if we can provide the manufacturers with that kind of data.

Ashley: I think a lot of people are doing shop demos, dealer demos, and those are great, and they definitely, you can see, what's great about that is you can go to a dealer and have your fleet there for a day or two and then the next week, you see the orders. It's easy to track that. So, we want to provide that same type of tracking, we know it's happening and we just want to make sure that we can share that info with the exhibitors. That's one of Ken's to-do lists.

Kristin: "Ken, is it okay if I make this your problem?" That's awesome. So, the other thing I wanted to point out is just as things become more search driven, you're actually providing a platform and I guess two examples that are maybe bad examples, but they will work for this case, is a car, like a metroplex of car dealers, or Disneyland, right? You're getting people to come from all of the brands. They're there on that platform, with that authentic background, and that's another huge, great value to the brands I

think, is being able to plug into that, and you provided a trusted playground, if you will, for that consumer, to invest a trip in and go have an experience around.

Kristin: I also think the more things get digitized, and the more people are actually using data overload in their businesses, this gives them a chance to get out there and be with their consumers in person, which is huge.

Ashley: Yeah, that's a really big part of it. I think there's two pieces there. One is the venue, the place itself. Because these places are, and this is something that we in the bike industry are really not paying nearly enough attention to, and that is that places, communities, are adding trails as part of quality of life that they're providing their citizens. Like, we're getting to a point now where the best communities, they provide water, sewer, police, schools, trails. Like, we're getting to that moment, and so bringing the industry to these communities and linking them with the place is also really, really important.

Ashley: I mean, without communities building trails, it's going to be hard to sell mountain bikes. We're really, partnering with them in that way is a big piece of this and that's what does bring that authentic backdrop. Then, it's like you all rode some new trail in some cool place today and so you have that in common, the participants, the folks that are coming to Outerbike and the exhibitors, all did that together in that day.

Ashley: They really can start to talk about what's important to them or what they liked or what they didn't like or what they were surprised by, or what they were expecting. There is so much to learn from that, because it's really all three of them. You've got to have the bike, you've got to have the trails, and you've got to have the rider. It's combining those that makes the, and we're really keeping the focus on that.

Ashley: The other places we're looking at, it's all going to be about really great trails and places that people should come and ride no matter where they leave.

Kristin: I love that you brought up the work that you're doing with your non-profit which is Public Land Solutions, that you work on with Jason Keith. Is that the correct leader?

Ashley: Yes.

Kristin: Ultimately, the work that you're doing is a bigger part of the conversation around widening the portal of the people who can consider themselves cyclists, right? And how they integrate a bike into their life, but I also think it's important to really talk quickly about the fact that we have a change happening with Interbike obviously right now, and what you've just said is it's about to re-emerge with Emerald in the November show. That gives us an opportunity, as you and I talked about in your rehearsal call, that you pointed out, around getting the advocacy community between these two formally siloed communities together. There's no reason these communities should be siloed by tradeshow walls, if you will.

Ashley: Yeah. I mean, there's been this little wilderness kerfuffle with the bike community and the outdoor community has been working for wilderness. That comes from its history. I mean, back when outdoor just meant backpacks, we just needed wilderness, right? It

was pretty straightforward. Now that recreation means so different things and there's so many different ways to use it, it's changed a lot.

Ashley: But there's been a division between outdoor and bike, partly because of the wilderness conversation, but the reality is we have 100,000 miles of ready to ride bike trails in America today. 100,000. Less than 2000 of those miles are affected by wilderness, so this idea that someone who rides a bike might want to be mad at Patagonia because Patagonia's providing land protection is just silly.

Ashley: We all need land protection and if we don't join together, it's the oil companies that win, because they have more lobbyists. But if we work as a team, we really could, and we are becoming a bigger part of the economic story of the country, and that's a huge deal, and really bodes well for both bike and outdoor going forward. But we do have to get on with it.

Ashley: I think one of the best things about having the two communities together in November could become more advocacy, more education, and more plotting and scheming to grow the businesses.

Kristin: I totally agree. That is the big opportunity, so as this is a friendly shout out to Emerald, as we've been looking at the outdoor retailer website and getting emails, there are banner ads that literally say, "Attention all bike dealers," right? Because the historical model of the tradeshow is the more dealers we get there, the more brands we get there, right?

Ashley: Yeah.

Kristin: But I feel like what you're doing is elevating the conversation around access. One of Verde's revered clients is IMBA, and more trails close to home is a major focus of our communications efforts right now which dovetails into everything you're talking about, and you're right. People who ride bikes are also hikers and walkers and they fish and they use vehicle-supported adventure. They do everything. It's not like they're only cyclists.

Kristin: I totally agree with you and that's actually a really great call to action for Emerald, perhaps from a leadership standpoint, is let's make this conversation and gathering also include what we can do to safeguard access and work together going forward. It's not just about getting the dealers there.

Ashley: Yeah. This is the piece. Without public land, there's none of this. There's lots of pressures as populations grow, there are lots and lots of pressures on the public lands. From the resource extraction side, and also just from crowding. Places like I'm going to pick on San Diego for a minute, they have lots of healthy individuals that want to go for a hike every day.

Ashley: Even though we built some of the trails, the bike communities built some of the trails and we've been maintaining them, the county managers in that community may someday say, "You know, we have more citizens that want to walk than want to ride. We're going to close these trails to mountain bikes and we're going to make them

available for hikers, just from the pure numbers that there are more hikers than there are mountain bikers."

Ashley: As we go forward, we want to take the benefits of all the different stakeholders and all the different groups and continue to push this trend of keeping green spaces green, and making it possible for people to get outside.

Kristin: As we've seen, consumers are voting with their dollars, and if your brand stands for this, or another cause that's close to their heart, you will become emotionally attached to that consumer. They will become emotionally attached to you, rather. It's actually a really, really important commerce point as well. It's not just about public lands, non-profits, et cetera. There's a huge commerce piece, big branding piece as Patagonia has showed us.

Ashley: Right.

Kristin: Nobody can deny that.

Ashley: Right, and there's two parts of that too. I mean there's the cause marketing type campaign which is super powerful and that makes sense like the key monument [inaudible] Patagonia and the Bears Ears. And then there is government is happening as a process that is happening all the time that may or may not be happening in time with your cause marketing campaign.

Ashley: And we've had some really great successes. The folks at Osprey, they had a big meeting in DC, we needed another company to go with us, we called Osprey, we said, "Can you guys go to DC?" And they're like, "Sam can't go, Rob can't go, Andrew can go. Andrew's in Vietnam, his wife can ship his suit to DC, we'll change his plane ticket and he'll be there to go with you to that meeting."

Kristin: That's awesome.

Ashley: Yeah, that kind of really powerful stuff is happening and we need to keep encouraging it. And I mean that's one of the things we did do a land conference at the Bentonville OuterBike last year.

Ashley: And there are many venues where we need to be having this conversation, not just one. I mean having it at Sea Otter and Capital Summit for OIA and at the OR Show, it's something that needs to be happening all the time in as many ways as possible.

Kristin: Absolutely, and just to make sure obviously this is a, I want to make sure we kind of close the loop on the Interbike, OuterBike conversation because there's one other thing Ashley and I discovered as we were rehearsing our show here. And that is we were discussing the notion of a theater of a brand and sort of the historical look that that's had at a physical trade show like Interbike or Outdoor Retailer or the Snow Show.

Kristin: Retailers have traditionally have gone to see an exhibit of the brand in the booth and they've graphed that into their mind like, "Okay, how's this going to look in my store?" They make the choices and then they go ahead and try and present that to consumers,

whereas what you're doing is you're mashing that together in a consumer event with a very authentic backdrop. You're allowing the consumer to dictate their own theater of the brand, you're allowing them to take the brand experience and the brand itself, and form their identity and believe something about themselves they want to believe.

Kristin: And that is incredibly powerful when it comes to building emotional connections. Yes, it's important for retailers to do that, it's also critical to give the keys to the consumer and allow them to do that as well.

Ashley: Definitely, I mean the experiences that people are having in OuterBike is they come with some of their friends, sometimes they come on their own and make new friends once they get there, and the stuff they share with this is hysterical actually, it's awesome. But it's definitely very, it's like this is what I wanted to bike, this is how I ride my bike, this is what I look like when I'm riding my bike in a cool place.

Ashley: And I think that is really helpful if you're trying to meet those peoples needs you need to see what they're doing. But really what we're seeing happen is people come away from the weekend and they're, now they're doubling down on cycling.

Kristin: Right.

Ashley: This is really who they are, this is what they want to do, they want to bring different friends next year, they want to get more of their family members involved, we've had people bring their teenage sons or their teenage daughters or their moms or whatever. And there are more and more groups of gals coming.

Ashley: So we want them to leave having had this great experience and part of that experience is their new relationship with whatever brand won their heart.

Kristin: Right, exactly. And then they leave and they share that content, and that user-generated content becomes part of the brand's feed whether they want to or not. Like that is out there and so why not embrace it and let them have the fun they want to have with your brand and define it themselves and learn from it. Instead of the other way which we've been doing for a long time.

Kristin: And we have to give control to the consumer and give them everything they need to have that experience and that's exactly what you're doing.

Kristin: And I also just want to make sure we point out before we complete our interview today, let's talk about your goal of ensuring, you mentioned it before, ensuring that more people can be part of this community and identify as cyclists.

Kristin: Obviously, we're seeing a lot of change being forced on how business is done in the bike industry, how consumers are researching and engaging with and discovering brands. We're hearing a lot thankfully about inclusivity and I want to really give you the floor here for a minute to talk about how you're using your platforms if you will to enable more people to identify as cyclists.

Ashley: Yeah, I mean as a skier, I think that we really need to look a little bit, one thing there are literally millions of people who only ski one week out of the year and they are proud to call themselves a skier. They totally identify as a skier and they ski one week a year.

Kristin: Yeah.

Ashley: Right? We're afraid to call ourselves a cyclist if we've been off the bike two weeks.

Kristin: Or less.

Ashley: Yeah, I haven't ridden in a while. I hate going to ride and everyone starts complaining. This one friend of mine calls that the pre-whine. It might be about like I haven't ridden, what is up with that? So we really need to work harder, and it's happening, and I think the technology helps, too, by the making the bikes more comfortable, the trail building has made it easier, having trails that have lots of options is really important.

Ashley: But we need to be more welcoming, everyone is crazy, I mean everyone knows how to ride a bike. Nobody knows how to ski, you have to really work hard to learn how to ski. In theory, everyone knows how to ride a bike and how do we keep them riding that bike? How do we keep them as a part of the group?

Ashley: I mean one of the folks I work with was at one of their first Outer Bike's and they looked around and said there's some kind of dorky people here. And I was like exactly! That's the point. We don't want to limit our whole industry to just the cool kids. We want to bring all kinds of people in.

Ashley: So no matter what height your socks are you should be able to come to Outer Bike and ride a bike.

Kristin: That's awesome. That should be your tagline.

Ashley: Right.

Kristin: I love that you're looking to serve on that level and it's only going to benefit all of us. And again, we look to what Outer Bike's doing as inspiration because you are such a proven brand, you've been in the trenches, you've learned the hard way, and you're now executing I think on a much higher level and it sounds like it's still going to be, you're upping your game.

Kristin: But it's always going to be that and this should make everyone feel good who's listening. It's going to be reciprocity and relationship driven. They show up, you give them a great time, you get them to talk about themselves, you serve them, they are going to fall in love with your brand. And it's going to happen more quickly than it ever could online, in person, in an environment like this.

Ashley: Yeah, definitely.

Kristin: So and that's something all of us know how to do as specialty business leaders. That's why we're in specialty businesses. So I always love to bring it back to that because it makes us feel like we can do it, right? Because we've been doing it a long time.

Ashley: Totally, absolutely. No, we're really excited about this. We've got some really great places that are interested in hosting OuterBike. And we're really working hard to make it work for the brands and meet their needs and meet the consumer needs.

Ashley: And I think, and I mean things change all the time, change is hard, nobody really loves it. It's always a little bit uncomfortable and confusing. But if you really look at what people need and what they want, you can meet those needs but you do have to kind of take that time and really see what the need is and we're working hard to try to make sure we do that right.

Kristin: That's awesome, well, have I missed anything? Is there anything that you want to add before we wrap today because you have a lot of facets to what you're doing here?

Ashley: Well, I think I really, I think one of the things that people learn about in business that is sometimes bad has to do with trying to own a niche or I think I blame on, I think that's guys name was Michael Porter who said you have to have a vision and a mission and you have to stick just to your mission and just to your vision.

Ashley: And I think we get awfully side loaded in a lot of different ways, and so I think what we're trying do is mush those things together and mix things up and have the marketing director talk to the consumer.

Kristin: Right.

Ashley: But I think there's a place for all these things. Like we need big events in cities, we need festivals all over the place, we need all different types of channels, and I think working together we can grow everything. And that's really how we're looking at it and we're just super excited that Ken wanted to help out because we really needed him. So it's great.

Kristin: Yes, he's going to be a total clutch player it sounds like. So if you're interested in learning more about any of the links that we talked about today, they'll all be found in the show notes and please head to outerbike.com. You will see right on the website the best bike demo event in the universe right there.

Kristin: Thank you so much Ashley, it was awesome to have you on the show today. And we all look forward to seeing how you keep changing and evolving and leading into the future.

Ashley: Oh thank you so much for all your fantastic work and thanks so much for doing this chat.