



channel mastery

Channel Mastery Podcast, Episode #60: Kristin Carpenter Interviews
Dana Caraway, founder of Caraway & Co. Sales Agency

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- Kristin: Welcome, everybody, to another episode of the Channel Mastery Podcast. This is part of our special series on the evolution of the sales rep in the specialty markets, and I am so delighted today to introduce a good friend, longtime colleague, and just someone I really look up to, Dana Caraway, who is the founder of Caraway and Company. Welcome Dana.
- Dana Caraway: Thanks Kristin, and I'm so happy to be here and excited to talk to you about this and have some fun.
- Kristin: Yeah, this is going to be great. I think you and I have talked so many hours over the past few years about what we're here to talk about today, and I know that you've been instrumental in helping me kind of form up a great show here to really up level and modernize the perception of what sales reps can be for brands and retailers in this era of consumer centric, multichannel business strategies that are changing so often.
- Kristin: I mean, we see so many new tech tools popping up, and every other headline is ... Now we're not seeing, thankfully, "retail apocalypse." We're still seeing "retail correction" headlines, and obviously we're seeing lots of adjustments happen there, but specialty is really well positioned right now. I believe that the consumer decision journey, where people are engaging with brands online and sharing and wanting to be part of a tribe is the biggest opportunity right now for specialty brands.
- Kristin: Before we get into what we're going to talk about today, which is how you continually evolve your agency, which is one of the leading agencies in our spaces. Let's start with your background because I think it will really provide a great jumping off point for the audience to understand kind of where you've come from and how you've built an approach.
- Dana Caraway: Thanks, Kristin. It's definitely been a fun journey. A lot of different positions along the way, and a lot of learning along the way with some great, I would say, mentors and great teams along the way.

Dana Caraway: I actually started out being a teacher in Boulder. Right next to the school I taught at was the Boulder Rock Club. Loving kids and knowing their energy, I was like, "You know what? This would be so awesome for them to try out."

Dana Caraway: I was able to take my class over there and they worked with me, and I think it really stirred my love of getting kids outdoors and getting kids interested in the outdoors. I was a big part of that.

Dana Caraway: With teaching, what happened is I then ended up working at the Boulder Rock Club for many years and managed the Boulder Rock Club, managed the guide service there. Living in Boulder, and we love it, but we also know two jobs are pretty normal there.

Dana Caraway: One day I was working there and I had someone from La Sportiva come in and say they were looking for customer service. I thought, what a great opportunity to learn another part of our amazing outdoor industry. So I kind of bumped on over to La Sportiva, continued working at the Rock Club, and had a wonderful experience. Met some great people there that actually ... Everything is just this great way for your next step in this industry. It's also kind of what I love about repping, too, but we'll get into that later.

Dana Caraway: So then I became a production manager at Stoneware Designs. Within that time, I went from production to a little bit of design, did the catalog ... Almost everything there, which I just didn't even know that it was possible to learn so much and grow. During that time, I was able to find some great team members to come on board, and we were growing Stoneware Designs.

Kristin: That's awesome. And I met you when you were at La Sportiva, which literally was like 18 or 20 years ago.

Dana Caraway: I know, I can't believe that.

Kristin: Because that was one of my first clients. So it's fun that we kind of had the same launching off point there. Yeah, keep going. This is awesome. So you went from being at the Rock Gym, being in experiential education, to two great specialty brands. Then what was the next step into forming up what you're doing now?

Dana Caraway: Well, the next step was ... I love Boulder, but it was time to move on to a new location. So I moved to Bishop, California in 2002. I continued to be the brand manager with Stonewear, but with that in mind, I also started repping the brand, and knew that as much as I loved being a brand manager, that you have to sell the product to have the success and have the growth of a brand.

Kristin: Wait, I have to stop you there Dana because you just ... I didn't even know this about your background, but you actually were in the role of sales and branding a long time before the two ever have been connected. I think today it's very hard to decouple those with the omnichannel consumer. So that's super interesting to me.

Dana Caraway: Yeah. Yeah. I mean, if you're not selling it, the company needs to ... There's different channels, of course, but you have to get out there and sell the product. That next step, which we'll talk to, too, is the [inaudible]

Dana Caraway: From there what happened is we hired a great person to take over the brand management, and I truly became an independent sales rep.

Kristin: That was how many years ago?

Dana Caraway: Oh Gosh, I'm going to say 2004, so awhile ago.

Kristin: Yeah, 15 years.

Dana Caraway: 15 years ago. Just a little going back to when I was sitting in La Sportiva customer service and talking to the reps back then, when they're on the road, they're looking for an actual telephone to call into. I just totally remember myself sitting there going, "One day I want to be a Rep."

Kristin: That's awesome.

Dana Caraway: Years later, I am. So that was my first introduction to being an independent sales rep was right there.

Kristin: Awesome. So 15 years ago, just so the audience gets kind of the landscape here, very ... The whole role, I think, was really different, but it was entirely linear and wholesale. It was literally like brand to specialty retailer to community, right? You were covering the southwest?

Dana Caraway: Correct. Yes.

Kristin: So let's try and hit some of the major turning points along the journey with Caraway and Company. That would be when ... Your territory has a lot of really big marketplace type of outlets, a big range, small independents all the way up to Zappos.

Kristin: I really have always admired your work and what you've done, because you bring a level of consistency and care and business partnership to different size retailers and very different business models. So let's go ahead and give the audience kind of the rundown on how your company's evolved, because it really is a reflection of how our specialty market has evolved.

Dana Caraway: Great, thank you. Yeah. Just exactly what you said. It is so much of a partnership, and being able to juggle and understand the different businesses that we all run in this. What's really important to me is that we make sure that we're treating everyone with the same respect, that we're giving them all the time that they need, that on a retail level, that we understand what the stores are dealing with, along with what is happening in their community, and that we're also an extension to help them with educating their community.

Dana Caraway: Then you get into, let's say, some of the larger accounts in our territory, which are REIs. We have quite a few REIs in our store, and with my team, what I feel very lucky about is that we actually are able to have a tech rep that's able to focus on that, and go in there and educate the staff at the REIs.

Dana Caraway: Then we talk about the Zappos of the world. You get an amazing retailer, and what I've been lucky enough to do is actually team up with ... Actually, my business partner who has actually worked at Zappos and understands the ecommerce and understands the ecommerce of today. So what's really neat within our agency is we are able to kind of separate, but yet come together with the different type of omnichannel markets that are within the southwest, and have experienced people being partners with them and being the best partners that they can be.

Kristin: Right. And you know what else I think is a great thing for us to touch on for the audience here, is how you obviously run this agency. It's growing, but it's always stayed the size where you can actually be the nimble partner. Oftentimes we're working with brands and retailers in our specialty market that don't have the capability to change course as quickly as the agencies do, who support them.

Kristin: With you, I'm sure Terry does a lot of the, "Let's manage the competitive horizon, let's manage the tech horizon, let's try and help our brands understand what's coming and how to allocate for that, whether it's head count or budget." You have the job of literally getting the ball and running it all the way across the finish line, which includes sell through, merchandising, making sure that things are stocked appropriately. Obviously there's so many new tools that are coming online around that.

Kristin: Let's talk a little bit just about how you're evolving. First, why don't you introduce your business partner to the audience, and then how the two of you are evolving to meet the needs of this wide range of businesses as the consumer continues to evolve.

Dana Caraway: Absolutely. So, I was lucky enough probably about six or seven years ago to start working with Terry Agnes who was heading up Zappos Outdoor, a lot of different positions at Zappos in marketing. He really understood the ecommerce aspect of it, and he actually decided to become a rep a few years ago. We had always talked about partnering up and how we can work together, and the opportunity came along that Terry could actually become a partner in Caraway and Co about a year ago. I mean, for me, being a rep, you get to talk to a lot of people, you travel a lot of times, but you're also on your little island, too. You're running the business, and to have someone to come in and understand ... You know the business, but really intimately understand another part of the market, was just a huge benefit.

Dana Caraway: We have just definitely had a blast working together, really looking at the business differently. Also looking at different opportunities within our business, within the reach of not only outdoor but almost a little bit into fashion. So that we can also combine those two markets within our industry.

- Kristin: Right. That, I think, is a very important point because ultimately you're not looking at the type of door. Historically we've done that. I mean, even when we were at pRana I can remember [Beaver] saying, "We're in this many outdoor stores and this many yoga." And now I feel like it's more about the consumer. The consumer is interested in the fashion aspect of the brand, as well as active outdoor lifestyle, and I feel like when you're really mindfully helping an assortment of one or the other, or a boutique, or whatever it is, you're able to actually layer in the right pieces from both brands to grow the market and create that expansion.
- Kristin: That's the one thing about the rep value equation that I don't think has changed, is everybody has that expectation that you are there to expand. What I'm hoping to accomplish in this podcast series is it's not just about hitting numbers, because a lot of the shows that I've done around how all of this is evolving, many of my experts will say that a brand can really screw up their trajectory and the trust with consumers when they're trying to hit sales numbers.
- Kristin: So I don't know, I know this wasn't on our list of questions, so forgive me, but now that we're talking, I'm like, this would be a great thing to get your take on. Have you seen that mindset evolve at your brands, or do you help them evolve that mindset where they don't have the goalposts anymore of, you have to grow by this much? It's more about making the brand relevant to the communities you're serving. It's more about bringing in people who really could care less if there's four different markets you serve, but it's more about what they're interested in because of where they live. That's what I feel like you bring from a fluency standpoint, from the brand and a fluency standpoint into the communities you know and serve.
- Dana Caraway: Yeah, and I think what's really unique is that with being in a lot of different markets, the outdoor market, the action sport surf, and then the boutique, what we're able to do is kind of bring a little bit of knowledge back and say, "Oh wow, we are having our outdoor stores going to, let's say, a project or a magic." And making sure the store or the site needs to be successful, and they're looking for that next consumer because you have your loyalty to your current consumer, but we need to also have our brands and our retailers look for that next consumer.
- Dana Caraway: Where's that next consumer coming from? Is it that they definitely want to still be active, taking their trips, having their experiences, but they also want to have that little bit of, "Okay, we want a different look or a different consumer coming in to look for that."
- Dana Caraway: Then they will also have that experience in the store of, "Wow, I can definitely go get my camping gear or go get my climbing gear, also." They're also able to say like, Hey, I want to find a really cute kind of more fashionable outfit too. So it's really neat to be able to blend the stores that way, and also let maybe the boutiques know here's an outdoor brand, but we also do have a fashion component to it. We've even had some of our footwear like yeah, you can't have a fun urban looking shoe into a fashion store or a fashion site.

Kristin: Right. And I almost feel like you guys are bringing them as like real time market research.

Dana Caraway: Yeah. I mean, yeah, absolutely because we're out there. We're seeing different markets. We're looking at the action sport market or the fashion market and the outdoor market and showing how we can come together to have our retailers house success, and our dealers and our brands.

Kristin: How have you guys evolved? I'm sure Terry's had a a lot of input on this as well, but I know the years and years ago you were telling me that you're doing a lot of analysis and I'm sure there's data procurement from both the brands and the retailers. How are you evolving that facet of your business partnership between brand and retailer right now?

Dana Caraway: Yes, we were just on a call today on how we can assist our brands and assist our retailers of what we're seeing is trending. We actually do have an analyst and a planner and this analyst and planner actually came from Zappo also, so what we're able to do is sit down with our team, our caraway and coaching and really look at where we feel we can assist our retailers and sales and pull in reports that are saying this product is, this style is doing really well right now.

Dana Caraway: You know, can we bring that into the mix? Just making sure that we're getting the data, pulling it from actual [inaudible] and so that we can assist our retailers with their sell in and sell through.

Kristin: Right. So it's not just about like I'm pulling this report, it's you're actually bringing like I'm the boots on the ground insight to it. So it's like an art and a science going into that report.

Dana Caraway: Yes, definitely, and the other neat thing too that we're able to do is brands are getting great at giving us the tools to send a fun email out or here's something that's selling well for us and let's also do this into our community. For example, I'm just going to use this one. We just had Flash Foxy, the women's climbing festival in Bishop. It was awesome to see what the women are wearing from all over the country.

Dana Caraway: It was just really fun to be, to have that community involvement of the direct consumer and then be able to say like, oh, I really like this product. And we were able to say, you know, you can get it at your, I'm using my local [inaudible] east side and you get an east sider, you're in Tucson, you can go to Summit Hut or you know, you can also look at one of your online. So we're able to be right directly in front of the consumer and get their feedback and give that back to the brands, but at the same time educate that consumer on where they could find the feedback.

Kristin: Right. So we share that in common. I feel like it's always been about the consumer in terms of what the role that we play with the brands, but I feel like what you guys are doing more and more and like you and I hear these same conversations and I'm sure people don't think you're listening, because

obviously it's about rep groups. You and I've been hearing these conversations for a couple of years now where people are like, "Oh the way things are evolving, I can't see how reps are going to be relevant anymore." That is, I mean as I look at the growth of your company, it's obviously BS and let's talk a little bit about like the shifts that are really happening right now that are making that person to person trusted boots on the ground not in a box, but you have so many staff members.

Kristin: It's not like you have a hundred people working for you, you have eight, right?

Dana Caraway: Actually it just bumped up to 11.

Kristin: All right, now they have 11 so as of April we're at 11 April, 2019 but point being is these are all people with different backgrounds that are helping with this omnichannel consumer helping to expand the markets and the reach of these brands into communities. I just feel like it would be great to have you let us know what your take is in terms of like the naysayers on the rep as a value equation to a brand and a retailer today. What are your thoughts on that? Like, why are you doing so well if that was supposed to be a debt equation by now?

Dana Caraway: I think you heard the dinosaur [inaudible] a few times. Well I just think it's really back to partnerships, relationships, understanding their community. One of the things I think is really important whenever we onboard a new team member is I'm like, "Get in there, get in the community, see what's around their store, educate yourself on the retailer and the community." Also, what's really important to me is that we have that next generation coming up of reps because they're talking to that next consumer. They are that next consumer and they're understanding what the friends are asking for. So for me it's definitely, you still have that partnership. It is still important to we say, oh you're just clinicing in this, but clinics are important. The staff needs to know what they're selling so they're competent in it.

Dana Caraway: That does come from truly doing clinics, touching, feeling, putting it on, trying things on, but at the same time, having that staff member have an experience with the ambassador from the brand. I'm using the reps as the ambassador at the moment. To be able to call them up on the phone, I mean we give all the staff our numbers and be like, call me up if you have a question. What can we do and what's really fun is a lot of times with staff member's like how do I stay in this industry? How can I stay in this industry? So we have that conversation with them.

Dana Caraway: The selling process, you don't anymore. It's that thing of it you're selling them the you clinic and then you're onto the next season. We have really had to change our whole evaluation of that. Number one, it's a sell through. Selling is awesome, but you have to sell through. So that does come back to working with your rep really closely and calling them up on the phone and saying, "Hey, how can we all work the brands, the rep and the retailer as a team that way and make sure that we're giving the best customer service that we can on all ends."

Kristin: That's actually a really interesting point that you just brought up. That's cause you basically brought up the historical, antiquated viewpoint. Are they driving around the territory and are they clinic-ing? There's these boxes that people are like, "Okay, well this equals a good Rep." Really what I'm feeling right now that you're educating me on around your role is it's more critical than ever because essentially if we all know consumers are online engaging with brands, okay. In our markets, they wear their brands as a badge of identity. And those brands are literally ingredient brands to retailers and have to be presented a certain way to the community. So let's look at the fact that Amazon is planning on opening 3000 Go stores in 2019, probably the first part of 2019 the way they're going. They're doing that and they're adjusting pricing at Whole Foods because they're trying to get people to come into the brick and mortar store.

Kristin: So tell me what you think of this. Brick and mortar stores and brands need each other more than ever because consumers are so engaged online with these brands. By the time they decide I'm going to get dressed and go in and have an experience at this store, it better be damn good, and that's kind of what I think your role is, is getting that store in the best position possible to give a great brand experience for the brands that you represent because ultimately that is still where 90% of the sales are happening is in brick and mortar retail. Thank God.

Dana Caraway: The brand experience is, in part, and it's also that experience as you've used the product out in the field or out enjoying your time, that you know how you're introduced to the brand, how you're introduced to the product, the interaction you have with the staff in the store and the community and also what they are doing for their community is huge. Then you get to get your product, figure out what you're doing and then you get to tell your own story with it after. That step one was having that great experience in the store and figuring out what you need to go have your next experience outside.

Kristin: Yup. And it's furthering that loyalty. It's nurturing them. If they have that great experience, they're likely to come back because you're building trust. I mean that's really the number one thing across every channel. Mike Massey, the cofounder of locally.com has helped so much on the podcast. He's been on several times and he said one thing that just sticks in my mind and I wanted to run it by you. Yes, there are multiple channels. Yes, there's an Omni channel consumer, but when it comes right down to it, the best brands realize there's only one channel and that's the sales channel. So if a consumer is online interfacing with a brand and getting nurtured, they're going to either buy it online where they want or they're going to go down and buy it at a local store that you're helping create that experience. Either way, it doesn't matter to them. There's no channel designation in their mind. They just see brand and where they can get it, they see where they can get the content, they can see where they can get the product. I feel like that to me is so important for the conversation we're having about the evolution of the sales rep is like you're enabling the brand to have that consistency and the trust in the most important channel, which is brick and mortar.

Dana Caraway: Right and I mean there is that other experience that we're seeing online that, you know, the, the Zappos or the Huckberry of the world and they're getting that other experience too. I mean the content you're starting to see out there, I mean that's that other experience also of you'll get that and went on a trip had you're amazing time with your friends. We're talking about, oh did you see that certain product on Huckberry and read the copy and you kind of giggle about it. You're like, oh, it gives you an extra, there's all these different experiences that people want to have if it's in the store online or oh I forgot this, but they're always amazing experiences we have, and I definitely think that the rep does have had a touch on that.

Dana Caraway: The brand has a huge touch on that, on what they're showing is their story.

Kristin: Right, for sure. That's a really important part of what the consumer wants to belong to. I just want to say to everybody, I said the most important channel is brick and mortar because that is where 90% of the sales are still happening. So I do realize obviously, and what I do for a living, like multiple channels are important to drive people to that point, but that's where the conversion is largely still happening. So that's awesome. So let's talk a little bit about some of the market expansion that you've created for some of your brands and some of your recent hires and just kind of where you're driving the business right now.

Dana Caraway: Well, again, what's really neat for us is that we have a diverse team, and we've been able to bring on, I'm going to say partner with some great reps in the territory to, for example, pry into our active slams and all that. We've actually teamed up with a wonderful woman that I have a lot of respect for.

Dana Caraway: She has been a rep in the action for 10 years, and so we're bringing her on to assist us and to grow that market because she has such great relationships currently in that market. So I think what, it's that story? You have a team that really helps you. I mentioned earlier, we were just at a big clinic event all day yesterday and one of my team members, a store manager ended up writing me live as they were finishing up the clinics and saying how much they had learned cause they have a new staff and that our team member was really able to educate them and the expansion, for example, we do a lounge wear. We have able to look at different markets and go into more of the fashion end of it with reps that understand more of that boutique.

Kristin: Yep, exactly and the brands trust that you know the communities you're serving and the experts that you need to bring on to expand their reach thoughtfully. I mean gone are the days of, you remember this well, you probably still have nightmares and jitters about it, but when you would be in the quandary of having to open more than one door in a single community, right. It's still like a legacy concern. I know cause obviously everybody still gets so like protective of their [inaudible 00:29:44], but I laugh at that Dana because literally, if it makes it easier for the consumer to find it in both stores underscore the brand in the way that they need to, it shouldn't be an issue because the consumer should come first. Do you find that that's true or what's your take on that today?

Dana Caraway: I mean I definitely think so many brands have different collections to their brands now that there is a, with the footwear brand we do La Sportiva actually full circle. I'm back wrappings for TEVA after working there many years ago and [crosstalk 00:30:22]. They have the running, they have the climbing, they have the hiking, they have apparel, they have ski. So what's really unique is not all stores can be everything. So you will need to find a running store in a community that you might have an outdoor store. You will need to find that ski shop that works a little more towards skiing versus a climbing store, more climbing, hiking. So you do have to look to grow your brand and do be the best representation of your brand.

Dana Caraway: You do need to look for multiple channels for that brand so that everybody can be successful in what they're doing.

Kristin: Exactly. No, I totally hear Ya. I just think that that might've been more a nice-to-have before, now it's a must have.

Dana Caraway: Definitely.

Kristin: The way that you're growing the reach of the brand is changing all the time in terms of what the consumer's preferences are. So I just love that we all are in these specialty markets because we love the relationships, we love the people we work with, we love the focal point of it, and I feel like that art is really important to the all of the science that's emerging right now.

Dana Caraway: Definitely, definitely. Like I had said before, it's also understanding the new markets that are coming up. I have some, some great reps on my team and they're a little younger and so they can be like, "Hey Dana, this is going on. We need to look at that. We need to think outside of our comfort level and make sure that we have that next consumer coming up. Can we try this or...", "because they're hearing it from their community as the younger generation. I'm just going to put that out there.

Kristin: Well what is that? I just saw like a Gen Z is on, on track to become like the single biggest consumer base that's ever... I'll put the link in the show notes because there's always different stats everywhere you look, but it literally is critically important to study and evolve the way that we're interfacing with these audiences and growing audiences on behalf of our brands that we are keeping an eye on what's working for the younger consumer.

Dana Caraway: Yes, definitely. Definitely. I think that's important.

Kristin: Yeah, for sure. I mean we have so much that we could cover here. I want to make sure before, I want to respect your time and date and the time of the audience, but have I forgotten to touch on anything because we had obviously rehearsed this but we went off the reservation a little bit.

Dana Caraway: I'm just looking through and just seeing...

Kristin: Dana is such an amazing resource, everyone. I want to make sure I didn't miss any of the insights that she can bring. I mean she literally is so well respected and you've built an incredible group.

Dana Caraway: Well thank you. It's a big passion of mine and same with, like I keep going back to the team, but it's a huge passion of the team and they're all, we're all learning and growing every day. We're learning from our brands, we're learning from our retailers and we're learning from the market. I think that's something we just have to always make sure that we're listening to what our market is asking.

Kristin: Right and I love that you're marketing includes Zappos and some major ecommerce, but you're also still always bringing it back to that human component and the authenticity that your team brings. Again, that passion, that's what drives the whole thing. The whole flywheel.

Dana Caraway: Yeah. I mean, I think we'll just looking over, I think we hit most of it, I think.

Kristin: Awesome. Well I love that. Again I feel like there's, in the past we've all sat around those tables trying to plan expansion strategies and maybe it's a new category or a new product that's going to really expand that for us. Now I feel like we're looking at the consumer, what do we have permission to do as a brand. Your group, I think, brings such an important authenticity, relationship component, but just guidance for brands. It's like, okay, no, you actually have several things in your line already in this ambassador in this cause marketing thing. This fits in perfectly here and I just love that. It's almost like your merchandising the brand into the retailer, right?

Dana Caraway: Yeah. I mean that's what we're merchandising it in where we're educating, we're doing our best to make sure that you have the right product in there, that they're having to sell through the need, and also we're being that inclusive to their whole community and continuing to have them come back to the retailer time and time again and to the brand time and time again. So we need to make sure we have that all inclusive part of our industry and of our business and as a rep group we also need to run the business. We are looking at what our, what our budget allows us to do, what our social media can do, what we can do for our brands with our social media with the time to be there for them is what's important.

Kristin: Exactly because, and I'm sure Terry can speak to this, but how many of our brands have you heard who are like they are in a queue to talk to their Amazon brand representative. That poor brand representative. I don't even know if they exist anymore. From what I've been hearing, they may be phasing that human being out of the equation, but they have upwards of 300 to 400 brands that they managed from what I've heard and that's not specialty.

Dana Caraway: No. Yeah, it's a hard part of that. It's back to the best customer service we can offer our brands, our retailer and the community.

Kristin: Right. That's awesome. Well I really appreciate your time so much. I wanted to have you on the show forever Dana and everybody, as Dana sounds so laid back and I mean these people hustle. She was one of the first rep groups that I saw embracing growing social media as a channel. Really positioning your staff and what you do at Caraway and company as an ambassador, if you will, for the brands into the communities. You really have embraced a lot of the channel strategies as they've evolved into what you do there. I just want to let you know that's awesome that you've been leading the way and I think the fact that you keep attracting these passionate Gen z, if you will, people who are really wanting to just like drive their careers in this space it really says a lot because they wouldn't go near a brand that wasn't doing those things.

Kristin: An agency that wasn't doing those things. So I just want to say hats off cause I know it's not easy running an agency and then managing a huge portfolio. It's not a huge portfolio, but it's huge that your brands have a lot of impact. They really do and everybody can check it out, give us the website on where they can learn more about what you do at Caraway and Company.

Dana Caraway: Oh, sure it's <http://carawayandco.com>. We're updating it a little bit, but we'll have some fun goat yoga pictures on it soon. We just really want to, I don't know why I threw that in there, but...

Kristin: As business owners, that's like the bane of our existence is the website. It's like never done, everybody.

Dana Caraway: It gives a little bit about each of our reps on our team, all of that. Just really quick, Kristin, when you mentioned the next generation, my biggest compliment is when I have someone on my team move onto their next dream job. So that's one of my things that I really love seeing is to see them grow.

Kristin: That's awesome. Yeah, that's really cool. Well, yeah, thank you again. I really feel like this was a really informative, fantastic episode and a great part of what we're offering here with this evolution of the sales rep in the specialty market. So I'd love to keep you on as an ongoing guest. I've been saying that for a long time, but now that you've been on you're stuck with me here and just know how much I appreciate your time and your insights. This has been very valuable today.

Dana Caraway: Well Kristin and I appreciate what you've done for our community and for the outdoor community. I loved all your podcasts. We drive a lot, so I listen a lot too.

Kristin: That's awesome. Well, thank you so much. I really appreciate that and, again, if anybody wants to check out more, it's carawayandcoandco.com and they have great social media. Check out everything that they're doing there and you'll be hearing more from Dana on Channel Mastery in the future. Thanks so much.

Dana Caraway: Thank you, Kristin for your time. All right.