



channel mastery

Channel Mastery Podcast, 135, Matt Heitmann, Chief Marketing Officer at Pro's Closet

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Kristin: Hey there, everyone, and welcome back to another episode of the Channel Mastery Podcast. I'm absolutely stoked today to introduce Matt Heitmann, who is the Chief Marketing Officer at the Pro's Closet. Welcome to the show today, Matt. It's awesome to have you here.

Matt: Awesome. Thanks. It's great to be on.

Kristin: So you and I have been playing tag a little bit, in terms of pulling this interview together. There's been a lot that's been happening, but the intention behind sharing you with the audience here today is to have you talk about the bird's eye view that I believe Pro's Closet has, a very specific, special view into, I think, multi-brand cycling, search behavior, sales, obviously, et cetera.

We're here to talk about how you're seeing new cyclists within the Pro's Closet ecosystem, if you will. And then, also, just to talk about what you see as a longtime industry leader, in terms of keeping. I call it catching and keeping. We want to basically grow these enthusiasts, and grow them from newcomers to enthusiasts.

So I want to tell you, I think you're a perfect person for that, but before we drop in today, would you mind giving a little bit of your background, and then, when you joined Pro's Closet and why?

Matt: Yeah, I got into cycling when I was a competitive cyclist, never a very good one. But I was

a competitive cyclist in my teens and twenties, and started a coaching training retail organization in Philadelphia called Cadence. And we expanded that to New York, and that was a lot of fun.

I got out of that when the stock market crashed in 2008, our business imploded, and Brendan Quirk, who was the founder of Competitive Cyclist, asked me to come and be his head of marketing and sales. And so I did that.

We blew up Competitive Cyclist like crazy over about a two-, three-year period, and we got acquired by Backcountry. Went to Backcountry, and then BMC asked me if I'd move to Switzerland and head up their brand and marketing communications strategy. So I was at BMC for a couple of years.

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Then Roman Arnold at Canyon, reached out to me, since I was already in Europe, and he asked me to be the COO at Canyon, where I was for about five years. And we blew that up, just really had incredible astonishing growth. Then I had the opportunity to come back to the United States with The Pro's Closet.

They've got a great venture capital group behind them, they interviewed me, and just a great, great synergy there, and a great opportunity. And I loved the business. I love the business model, and it's totally disruptive, and has a totally unique perspective on the industry and the consumer, so, just too good to turn down. So I came. I came to back.

Kristin: I have to tell you that you have an incredible resume. Your experience is, I think, threaded together by pioneering different business models in the enthusiastic passion markets that we're in, in terms of cycling, being one of those. But Competitive Cyclist obviously was a renegade brand, and then you sold that to Backcountry.

I love that you moved over to Switzerland. That's amazing, just to immerse yourself in what that global experience is like, but then I actually didn't know that you had a stint at Canyon and that's incredible, too, because it's obviously a direct to consumer brand that's super well-established in Europe.

Can you just tell us, when you got the call, or you are reached by The Pro's Closet, what was the first pang of excitement that you felt about that? Because I feel like you follow the thread of the opportunity, and a little bit of a thrill with the new business model.

Matt: Yeah, and I've loved direct to consumer marketing, and the data we get out of it. I'll be totally honest, when Travis Irwin contacted me, and Travis is a longtime friend. And we were both in Europe at the same time when he was at Reynolds.

He said he was coming here, and I didn't know that much about it. And then he reached out to me and asked me if I'd be interested. And I think my initial reaction was, "Oh, man, I don't want to sell used bikes."

But then, the more I learned about it, and I started learning about the circular economy, and what was happening in the United States with Millennials. They're severely debt ridden, and there's this sort of experiential economy where it's better to experience and not to own.

That really goes along with what's going on in social media, that you want to see yourself out there experiencing, but you don't want to have to pay for it, or have to pay for the products either.

And that, it all meshes perfectly with what's going on with The Pro's Closet, and being able to get people in, the de-risking the bike purchase, and not having a real long term

commitment if you don't want to. So if you buy a bike, you could always trade back it in to us, if you wanted to. We'll buy it back from you.

So it de-risked the depreciation, it de-risked the ownership, the cost of ownership, and allows you to really experience whatever you want, whatever kind of bike, whatever kind of riding you want to experience again, without the risks, the financial risks that might come along with that.

Kristin: So I love that business model, as well, and literally, this podcast has been going for three years, and I've talked with a bunch of people who have had interesting business models, even Spinlister, or a couple, three years ago, back when they were in their first iteration.

I just have to say, the timing has been incredible, just as you pointed out with the trends. But what I also love about it is you, you came from Competitive Cyclist and Backcountry.

And I remember, when we were working with Backcountry, we talked a lot about, the people used it as a Google of gear. Are you starting to see that? Or have you, ever since you started?

Are you seeing that that's how people are using the site, in addition to, potentially just looking for a new bike, right? Because that leads me into the newcomer questioning that I have.

Matt: Yeah. So we see, we track a lot of the search activity on the site, and then we have a functionality. You can save a search, so that really ... I mean, I don't know if I would call it sort of a Google approach, because we don't have that much inventory.

And honestly, our product descriptions aren't that great, because we sell, about 2.3 times a month, we clear all the inventory off our sites. So we're doing 2.3 inventory turns a month at the moment, so we're pressed to write really great product descriptions. It's kind of a wasted investment, right?

So, but we do certainly see that we're pulling a lot of traffic, and we have really great results on organic search for the products that we have off page. And certainly there's a lot of saved searches that go on, on the site, and that gives us a lot of indication of what we should be buying, what we should be looking at buying, from that, from our partners' income or our consumers.

Kristin: That I think leads us to a great first question. And that is, through covid, and now the recession, what have you seen in certain, in terms of site traffic searches and trends?

Matt: You know, it's really, really surprising. We expected that the ASP, so the Average Selling Price of the product would go down under the circumstances, because of uncertainty about the market and unwillingness to invest in such a costly product.

I mean, our ASP is really, was really high to begin with. And what we've seen is, it's actually gone up more. We're about 35% higher now on the average selling price than we were in January.

Kristin: Wow.

Matt: So here, we're about, \$3,600 is our average selling price right now for a bike. And again, that's substantially higher than where we were. That was a real shocker. We sort of expected that we'd see more mountain bikes being sold, so that people can just get out in the mountains and really social distance.

What we've seen is a greater equilibrium in the portfolio, the sales portfolio between road and mountain. We were traditionally more of a mountain. We are heavier on the mountain side in sales and things, but now, under covid, it's really balanced out to where road and mountain are pretty equal.

Kristin: That is super interesting. So let's talk about the bike boom, because obviously, everything we've been reading, and we'll get into a couple of great articles, one of which was written by Joe Lindsey for Outside magazine. He's an exceptional journalist. But I wanted to talk about the bike boom, because what we've been reading is sub \$1,000 bikes are basically gone, by now.

I mean, when we were first starting to research this show together, there was still a little bit of inventory, but we were just waiting for it to run out. And that's really one of the main reasons I thought you would be a great person to talk with, because you just explained that you're turning your inventory, what did you say, twice a month?

MattL Yeah, more than twice a month, yeah.

Kristin: And so, that means it's almost like you have unlimited inventory. So if I'm hoping you can talk a little bit about, I mean, you just talked about average sale price, which is super interesting.

This might be an old school question for somebody as experienced as you, but are you looking at any Heatmaps or anything, or watching how people are using the site? In terms of potentially, newcomers, maybe they're searching for family bikes.

Because in Joe's article, he obviously talks about, there's three new groups, or growing groups. One is family, one is commuter, and one is existing enthusiasts, meaning they're getting more enthusiastic. I think we're all sitting here with a little pent-up demand.

So I'm just wondering, knowing that you don't have to so much worry about running out of inventory, how are you kind of trying to capture and nurture these people using your site since covid? I'm imagining you have a new influx.

Matt: Yes, we have. We've definitely got tailwinds for the business at the moment, but we

don't really sell bikes or very many bikes under \$1,500. I mean, I don't know what you might find on the site right now for under \$1,000. Very, very little. That's not really our target.

So we don't want to do marketing to provide a really bad customer experience. So whatever we do with paid search or organic or any of our other channels, we don't want to drive traffic to the site for people who are looking for bikes under \$1,000, or maybe even under \$1,500, because we just don't want to create a bad experience.

We don't want to waste their time, and we don't want to increase bounce rates and give Google the impression that we are not a great customer service provider in that sense. What we're seeing, with Heatmaps, for example, and where people are gravitating on the site, and where they're scrolling on the site, they're in that sweet spot price range of \$2,500 to \$3,500.

Kristin: Okay. That's great. And so, I hear you on the fact that you're not so much hitting the family and the sub-\$1,000, but I think it's, where I'm just really fascinated, is just the inventory issue. So how are you nurturing people who are coming to your site? Are you doing special content presentations?

Obviously we've talked a ton on the podcast about consumer behavior change and how they're tethered to their browsers. And there isn't so much a sense as much as there was before about kicking the tires, literally and figuratively in your business, about buying a new bike.

Obviously, that purchase validation and purchasing online, I think there's less friction there, just because people have had to do that for over three months now, or longer. So I just wanted to ask, are you doing anything special in terms of trying to capture this customer, consumer, and try to offer them special content or ways to nurture them through a research cycle?

Matt: Yeah. I think that the two things that we really do well, and it might be that this is what's pushing our ASP up, and why consumers, when they come to the site, they aren't looking for the sub-\$1,000 bikes, is because we do have the certified pre-owned guaranteed bike. So you buy a bike from us, we'll buy it back from you within 18 months.

That might lower that intimidation factor, where, "Ah, I was going to buy a \$1,000 bike. Okay, I can sell it back to them. I'll spend \$2,500, I'll get my money back, I'll get most of my money back. There's some level of depreciation there."

Again, de-risking that financial commitment might be working in our favor, in that respect. And we've really promoted the CPO side, the certified preowned side of our business, in that aspect.

And then also, I mean, Spencer, our content manager, just does a phenomenal job. He and Bruce, our technical writer, do a phenomenal job, with content, and blog stories and storytelling, for people who aren't core.

They're enthusiasts, or maybe they're beginners getting into the sport, and they want to know what the difference between SRAM and Shimano is.

They want to know what riding tubeless tire is, and they want to know what different tire widths are, and what's the advantage of gravel bike over a cross bike over a road bike, and where can I ride it? So we really try to be a media resource that puts its arms around a wider array of cyclists, and not just the hardcore junkie guy, that might have gravitated more towards Competitive Cyclist.

Kristin: And have Bruce and Spencer been running a little harder, maybe, in terms of providing that resource-based content to different levels of cyclists? Because I think Pro's Closet, the name itself, I think, may be intimidating to a never ever, somebody who ... I think all of us, Matt, we fell in love with bikes when we were little.

We all feel like we're part of the tribe, but when you pop back into it, and during a situation like we're in right now, it does sort of seem like you could encounter something and be, "Okay, there's content there for me, but Pro's Closet? That's not really so much for me."

But just out of curiosity, have Spencer and Bruce had to really keep up by offering more content around what they're doing for newcomers, more than they maybe would have done in the past? Because obviously, Spencer has an incredible pedigree, coming from VeloNews.

I have all the respect in the world with him, for him. And I'm just wondering, how are you knowing how to react and proactively put things on the site, to capture people's attention and interest?

Matt: Yeah, that's it. When covid broke, Shift Media did this amazing market study, or consumer study. And they found that there was a 35% increase in consumption, of media consumption, around the sport, around cycling. And they did a survey, and 65% of the 4,000 people that they interviewed said that they wanted to consume something cycling-related on a daily basis.

So when we heard that, and we were already moving in this direction when covid struck, because we thought, "Well, people are going to be sitting at home, wanting to read about bikes if they can't ride their bikes." So we pushed.

And when we heard that data from Shift, we were like, "Oh my gosh, we've really got to jump on this. We really need to be the authority, and a great resource for people who want to read cycling media, but not necessarily about racing."

It's more about riding and just sharing the passion of the sport. So we did some great video. Spencer, for example, rode to Kansas a couple of weeks ago, or from Boulder to Kansas, in sort of a tribute to Dirty Kanza.

Bruce built his own pump track in his backyard. And we videoed that and did a little story on it. So it's been, again, trying to put our arms around everybody to be as inclusive as possible with our media content, and yeah, there's certainly a strategy there to get people on our page, and see the products we have, and to buy the products that we have.

Kristin: And can you speak to a YouTube strategy? Are you having, are you trying to house all the video right there on the site?

Matt: We share across both platforms. I would say that social media is certainly our weakest area in marketing. It's sort of that, we stepped out at the moment, unfortunately.

We're working on improving that, and we've actually got, we're interviewing right now for social media people, community building people. So that's it. That's definitely an area where we can build out and really improve on.

Kristin: Okay. Well, I'm very curious to see, because obviously looking at, I think I've talked a lot about GCN's coverage, and the shift in that, as we've gone through covid, and I think that they've done an incredible job, like building a big, big audience on YouTube.

But at the same time, it's pretty obvious, I think, to most cyclists, that a lot of their content is pay for play. So what I really love about what you're offering is, you have this wide array, all brands considered multiple years of product, almost a museum feel from a search standpoint. If you want to have that experience, you can.

But I'm also just thinking about the fact that you're certified pre-owned, plus this content, really makes me feel like you have a stronger editorial stance than a lot of what we're seeing out there today from more traditional media. Would you agree?

Matt: Yeah. So that's, when I came on board a little over a year ago, one of the things that we set as a goal for us over the next couple of years is to be, I mean, we don't want to be VeloNews, we don't want to be Cycling News, but we want to be a media authority. And that's something that Spencer and Bruce are working towards, and we'll be going through a redesign about that blog feature.

The great thing about our business is, we always talked about being brand and product agnostic. We don't have paid commissions, we don't have to have a store stocked full of specialized product or track product and all the parts and accessories they sell. So we can be really authentic and agnostic in our approach to how we write about these.

We can write about whatever we want, and we can be really honest about our experiences with those products. And I think people appreciate that. And that's something that nobody in media can do, and really nobody else in the bike industry can do, because they don't have the array of products, the diversity and the selection that we have, and the access products that we have. And we also have great relationships

with everybody in the industry, and not just one or two that would maybe buy us our content.

Kristin: I have a question. In one of the pre-calls that we've done, you did talk obviously about, you're now talking about your channel strategy a little bit in terms of it, from a content standpoint.

And I have interviewed Nick Martin. And of course, we'll link to that show, everybody, in the show notes, so you can listen to the founder, talk about the founder's story and everything behind Pro's Closet. It's a great interview.

But obviously you started on eBay, correct? And I'm wondering, going through covid, and knowing that people are recession-minded, or have more time at home to search, how are you seeing that channel evolve? Is that something that's still a new feeder of newcomers?

I've seen it really interesting. Cycling Tips, for example, presents those interesting bikes and kits on there, that they find on eBay, almost every time I log in. So I'm just wondering, what the status is of the eBay part of your channel?

Matt: Yeah, eBay has really become, I mean, I wouldn't say negligible, but a very, very small part of our business, in the course of the last few years, since we went consumer direct, and launched the website, exactly two years ago. Whereas 80% of our business might have been through eBay, and initially, 20% consumer direct.

That's flipped to the point where eBay is just a very, very small part of our business. And it's mostly lower price point objects or parts and accessories. And our bike strategy has also shifted as we've gone towards those higher price points and higher quality product.

We really want to list that on our website too, because we can control the consumer experience much better there, and control the conversation with the consumer much better, and provide a much better consumer customer experience. So yeah, eBay is increasingly a small part of our business.

Kristin: Yeah, okay. That's great. And I also was curious, and I know you have so much experience, but being a specialist in direct, consumer direct approach with marketing, obviously, your focus changes as often as consumer behavior changes, as often as algorithms change.

You're a perfect person to have on this, on the Channel Mastery podcast, because that's what we literally study and hack every week. I guess what I'm trying to say is, the newcomers are coming in, you don't want to have the experienced cyclists that you serve go away.

It seems interesting that you've somehow bridged, you have such an elastic approach, you've somehow bridged, where everybody feels welcome. You have the person who can research and touch into that content, but you also have the enthusiast whose trust,

what is it, a 41-point certified ... How many points are in your-

Matt: 141, yeah.

Kristin: Oh, 141, oh my gosh. So I just feel, going through this and looking at the algorithm changes, and the way consumers are changing and all of that, I'm just curious.

Where do you think this is going in the future, even in the near future? Because things are changing literally every week right now with consumer behavior.

Matt: Yeah. I mean, are you talking about, from an acquisition side of brands?

Kristin: Yeah, with the growth in cycling, and just people being interested in it, and how they're going to find bikes and incorporate them into their lives, through your community that you've built.

Matt: Yeah. I mean, you used a really interesting word awhile ago, when we were talking about it. You talked about when we got into cycling, there's this tribal nature of the sport. You have the road cyclist, and the mountain bike cyclist. The triathletes, they certainly speak to the tribe very often.

And I think what we're trying to do is break down those tribal barriers, and be more inclusive. A great thing that's happened with that, I've noticed in the US and not so much in, when I was in Europe is, especially with gravel bikes, well, two things. I would say gravel bikes and e-sports are breaking down these traditional tribal barriers.

It's allowing the sport of cycling to be much, much more inclusive. And I really, I love both of those sports for that reason. And it allows us to take a much broader approach to marketing and acquisition, rather than having to appeal to the mountain bike guy, because he only wants to ride a mountain bike. And he only wants to go to a website to see mountain bikes, and the road bike guy, the same thing.

And we can apply a much broader approach to marketing than, "Hey, we love bikes, and you love bikes, and we've got every kind of bike that you might want." So it's making our job easier, in a way, because we can tear down those tribal boundaries.

What's really interesting is, another thing that came out of that Shift Media report was that people aren't cycling anymore to compete, or the interest in competitive cycling has really fallen off the cliff, and for better or worse, I don't know.

But people are getting out on bikes, especially in covid, just as a coping strategy, just to get out and ride a bike. And it doesn't matter what kind of bike you're riding.

It's just get out, relax, ride with the family, ride by yourself, social distance, give yourself some mental respite after all the stress that's going on. So, from an acquisition standpoint, it's just making our lives much, much easier as marketers in the bike industry.

Kristin: Well, and I love that you had, inherently, you had something built for them. I mean, as marketers, we always think it can be better. I get that, and I hear you saying that, for example, with your social media. But you had a house that they felt welcomed to come into, which is, I think more than half the battle.

I also would like to just ask you about the company culture and vibe. Because obviously that's one of the things, this is being, we're serving businesses and business leaders in this podcast. Going through covid, you have a fast growing team.

It's exciting to be part of that entrepreneurial journey. Everybody who works there obviously knows that bikes are in a boom. How is your team responding, or maybe emotionally attaching to the fact that, not only is this boom great for the bike business, but also for the planet? have you seen anything really evolve within your company culture in that way?

Matt: Yeah. I mean, we've got the marketing team who've been really, really great at adapting to the work from home situation. And I think what we've found is, the culture in general, is that the people who have been working from home have really pulled together great.

I mean, I'm really shocked at how well this company has pulled together. And it's a company, when I joined a year ago, we had 40 people. I know it was the 42nd employee, and now we have 92 employees or 95 employees. So we've dealt in growth in that period of time.

And a big chunk of that has happened during covid. We've got this complete chaos, and they've still pulled together really, really well. I mean, as far as the sustainability, I mean, that's just the tenet of our business. So we promote sustainability through reselling product that already exists. And that's just that a core value of ours is to promote sustainability through the love of cycling. That's just one of our, our mission statements. So I wouldn't say that that's changed or been anymore reinforced because of covid.

Kristin: As a longtime cycling community leader, tell us what it's like for you to see major metropolitan cities block off roads, so people can ride their bikes and commute and whatnot. I mean, that must be, you must be pinching yourself.

You've seen fire and rain, my friend, living here and overseas. And being in this business as long as you have, what is your heart saying about the way cycling's headed right now?

Matt: I'm totally optimistic. I mean, I still have a lot of friends in Europe, and I talk to a lot of the brands in Europe. And there was already this tendency in Europe, with inner cities, because of the diesel scandal, right? So the diesel scandal really was a major shock or a major disruption to, disruptive to city planning.

Even Stuttgart, which is the motor city of Europe, is closing down the center of the city to diesel cars of a certain age. I mean, just that that could happen is astonishing. And the movement in Europe for micro mobility is just so powerful and so progressive.

And you're really starting to see that here now. You know what happened in New York, we're shutting down streets for bikes, and Denver as well. And living in Boulder, obviously we have, I don't know how many hundreds of miles of bike lanes.

I just feel that there's a tipping point happening now in the bike industry, unless there's a vaccine that pops up by the end of this year, but it seems unlikely. I mean, I think this trend is going to carry on through next year, and that's just got this great momentum behind it. And I hope we don't screw it up.

I hope that cycling, especially road cyclists, I would say, can be kind of intimidating sorts of persons. And I hope we really embrace this moment, and bring everybody into the sport, and make them feel warm and comfortable, and not intimidated, and just, yeah, leverage this opportunity to its maximum potential.

Kristin: I could not agree with you more. And I think that everybody has the best of intentions, the existing people, leading companies in this space, whether they've been in the market 10 years or 50, right?

Matt: Yeah.

Kristin: But at the same time, what we don't know, we don't know. And I feel so much of this inclusivity, and welcome, open arms, it requires us to step away from the business we've tended to, and try to protect, and especially in the face of a recession.

So it's such an interesting time. Because so many of our clients, frankly, are just, they're looking at that main business, the main revenues driver for them, knowing that they should be doing other things because of COVID, but they're still so afraid to take both hands off of that, right? And so, it's just like you say, I hope we don't screw this up.

I feel it's not even that they would intentionally do it. I feel they have to push themselves, to just take some risks, and face plant. Because I feel even little steps like that will eliminate the way forward for them to do that.

What I'm seeing is just, people are just kind of stranglehold, trying to keep things, trying to keep that revenue there, so they can try and get some form of planning in. And the nature of your business is also very unique, I think, because you're forced to be nimble.

I mean, you are more real time than probably any other cycling-related business I know of. Would you agree?

Matt: Oh yeah. Oh my gosh. I mean, I've been interviewing people for the social media position, and whenever we talked about our marketing calendar, which is kind of an oxymoron for our business, a contradiction in terms of our business, because we don't, we can't calendar.

I mean, we're so opportunistic, and we don't have deep SKUs of anyone getting a bike. Everything's a snowflake for us. So our marketing calendar is two weeks out. It's not a year out, and we don't have these events that we can plan on, the way a manufacturer

would. So yeah, we're super agile, and we have to be able to turn on a dime, just based on the product opportunities that we have.

Kristin: I love that. You've hired a journalist who's used to being on deadline every day.

Matt: Yes.

Kristin: That's way more appropriate to the way consumers are using content and channels right now is, it's definitely not a set and forget. I mean, we've been preaching that for a long time on the show, and at Verde, but at the same time, now we have to do that.

We have to be responsive, and people are looking every day at consumer trends. I can't say they're making changes to their marketing, but they're more aware of the consumer behavior changes. So hopefully that will follow suit soon.

I have to ask, before we wrap up here, will you be offering any kind of data reporting or any kind of service like that for your content, going forward? Because it just seems like you're sitting on such a unique aggregation of data.

Matt: Yeah, that's an interesting point. And it is something that we do want to share, and we've really, with the industry, like People for Bikes or whomever, might do more research, also on the secondary markets, be interested there as we are.

The company that backs us with the VC, the venture capital group that backs us, the Foundry, they are one of the early investors in tech companies. And they really see The Pro's Closet as, at the end of the day, kind of a tech company because of the data, and the access to data, and the brands that we have and the products that we have.

So we do share some of that data. We're trying to figure out what we want to share, and what we want to unfold, to preserve our, our secret sauce.

Kristin: Right.

Matt: So we want to be somewhat careful about that. That's something we just have to work out. That's something that we're working internally on.

And it's something we want to do, to be a resource for that information, for the industry as well as for consumers. It's just, how open are we about sharing that trend?

Kristin: I'm totally with you. I just had to ask, because I just feel you have an incredibly unique purview.

Well, is there anything else that you'd like to say, as a, obviously, a very experienced leader? But also somebody running a company that is literally a marriage of tech and cycling, through covid and the recession, and everything else that we're going through here, it being June 2020.

Is there anything else you'd like to share with the Channel Mastery audience, in terms of the opportunities for growth, and with newcomers and being nimble and agile, et

cetera?

Matt: No. I would just really, I would encourage everybody out there who's in the bike industry, or yeah, and the Outdoor {Industry} in general, is just to take this opportunity, and grow the opportunity, because it's good for all of us. And it's good for the environment, and it's good for people.

Again, it just seems like such a ripe opportunity to do the right thing for the earth, for people's health, and for our industry. So I would really encourage everybody to do the right thing.

Kristin: I'm totally with you. Well, Matt, it's been wonderful having you on the show. I've been wanting to interview you for a couple of, probably as long as you've been there, at Pro's Closet.

Matt: Okay, thank you.

Kristin: So I'm very grateful that we got to have the time here with you today. And I look forward to cheering for Pro's Closet from the sidelines. You guys are just crushing it, and I love watching you innovate.

And you're really inspiring a lot of people in the specialty businesses or industries that we're in. So keep on keeping on with the pioneer approach in keeping that entrepreneurial fire active, because you sure are doing some cool stuff over there.

Matt: Well, thanks. We really appreciate it. And thanks for having me on. It's been great.