



# channel mastery

157: Scott Buelter, Ascent 360  
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**Kristin:** Welcome back, everybody to another episode of the channel mastery podcast. I'm so excited to introduce today, Scott Buelter who is the president and CEO of Ascent 360. Welcome to the show Scott. It's great to have you.

**Scott:** Hi everyone. Thank you. Glad to be here.

**Kristin:** So Scott and I have met each other through the years through various clients and I have such respect for what you've built and I was hoping that you could bring the audience up to speed in terms of a little bit of your career trajectory and how you became inspired to be the founder of this great company.

**Scott:** Yeah, I would love to. So I, you know, I started my career in software and data, and that was actually out in, in California, in Los Angeles. And interestingly, my wife and I were coming back from Yosemite. We did a backpacking trip and we just realized that we loved the mountains and it's, you know, a six or seven-hour drive through LA as you get there. And we said to ourselves, you know, we've got to move to Colorado. We make it out to Colorado and I was back in the data business, but at a company that provides support to the fortune 500, right? You know, the Dell's, the, Geico's the really big companies who are global and have hundreds of millions of dollars to spend on data and then data personalization.

And, and what really drove me was to say, well, how do I bring the best of breed, you know, bleeding edge sort of technology, but, but bringing it to a different consumer. And I was actually pulled into a company called the leisure trends group that served the outdoor industry, you know, three, 400 fantastic outdoor customers. I helped kind of build and lead their CRM division. And you know, the mission there very much was, let's, let's build a technology that is like Merkel, that does all the amazing sort of, you know, consumer personalization, but let's bring that to the outdoor industry. Let's bring it to the middle mid-market. And from that, Ascent 360 was born.

**Kristin:** So that's visionary because tell us what year that was. And then I'll, we can go into this a little bit more.

**Scott:** You know, it was 2013 that we split up from the Leisure Trends group, but I think it was about 2010 that I joined leisure trends, which, you know, it's 10, 10 years ago now, amazingly

**Kristin:** It is amazing. And the reason I bring that up is that is very forward-looking. I mean, everybody has an opinion on the time and leisure trends. I remember cause even when I was a journalist leisure trends were how we defined some of our editorials. We always got a lot of responses. Everybody's like, you know, it doesn't capture this, it doesn't capture that, but really everybody relied on it. It was trusted and yes, they did feel it was for them as specialty brands. You really, I think elevated the opportunity for small specialty or mid-sized specialty brands though, with Ascent 360. So let's talk about that a little bit. Yeah.

**Scott:** What I think is, is interesting if, if there's a little bit of vision in it, I think with every vision comes some personal experience and a personal experience for myself and my family as we had a condo at a ski resort in Colorado and I'll leave this ski resort nameless, but we would go there literally every single weekend. My kids started on the, you know, the kid's program made it up onto the race team. We came a year in, year out, and amazingly that resort had, you know, the email I would get is, you know, \$99 off at the local hotel or, or something like that. When, you know, I knew probably 50 people on the mountain every single weekend we were there. And when we decided to leave we just burned out. There was never an email, there was never a phone call. And you think that's, that's eight years of being really super engaged. You know, my kids were raised on that mountain and you'd say that, well, there's gotta be something better that, that mountain really needs to be able to speak to its consumer in a much more, more fundamental way than, Hey, just, you know, buy our passes.

**Kristin:** That is the perfect example. So it's almost like you, I would say pioneered maybe by directly bridging lifetime customer value to this market, would you agree?

**Scott:** I think so. And, you know, we love it. And our software, we have a calculation that is you know, customer lifetime value, but, but there, there there's really a lot to think about there. Right. There's, you know, how often do they visit what, when they, when they do kind of fall away, what, what, what's the reasoning for it? And, you know, you start to ask yourself, well, people are going to fall away for, for very natural reasons, right? You might hurt your leg. You might decide to have children and take a year off. But, but if there is a if there is a way to say, well, let's find that out and let's understand it. And, and was it a bad experience? And if it was about the experience, how do we, how do we change that?

And then go treat the consumer, you know, really well. You know, I have this classically, we worked with a lot of bikes, bike retailers, but, but when I go into a bike retailer, for whatever reason, I look like the sort of guy who doesn't have any idea what he's doing, and I don't know why, but I mean, maybe everyone will have an understanding on their

own, but what ends up happening to me is that the retail salesperson ultimately says things that I feel kind of a little bit demeaned by, right. And, and that's kind of a classic thing in bike retail, right. You know, the guy who you're talking to probably raced at one point, and then they really know what they're doing, but the, you know, the, the question starts being well, if you know the person, how do you talk to them in a voice that fits them very, very well, because, you know, when I am in a bike retail store, I actually am asking for help. And that's like, why specialty retail exists?

**Kristin:** That is how specialty is going to skyrocket past this COVID 19 as well. And that is actually one of the main points I was so excited to have you be part of our kickoff 20, 21 series because you have, I think we've talked a lot on this podcast in the fourth quarter of 2020, about how it's not so much that we have a comparable now, but we have experiences that we can see worked and didn't work. And we have a body of work, whether it was elegant or not. It doesn't matter. We have things that we can look back on and graduate forward as we're looking to kind of manage another I think every year going forward is not going to be like, like here's my annual marketing plan or my annual sales plan. Like everything is going to continue to have a level of having to be nimble built into it today because the consumer expects that. So you have such a great purview into specialty data and consumer behavior. So I'd love to just make sure that we really treat our audience today to what's in your brain. Okay. So walk us through 2020, maybe talk about some top areas of focus that you've seen evolve with, how your customer value equation is like, what do they really, what do they discover about you this year that made them realize something that they could do to survive or thrive, or give me some examples of that?

**Scott:** Yeah. So you, you know, what it makes me think of is if you listened to whatever evolutionary biologists, they look over the swath of hundreds of thousands and millions of years. But hey know that there are these, these moments that evolution happens very rapidly. And I think of them might be called the, you know, the Precambrian explosion, right. Where it just, all of a sudden thousands of species existed. And that might be a, a very lofty sort of analogy, but I think 2020 looks a little bit the same, from the consumer's perspective. So, from the consumer's perspective, as things shut down, a couple of things happen right there. There's certainly a world in which the consumer felt a lot of pain and they were out of a job. They were, they were nervous. Maybe they had a lot of free time. And then there was another set of consumers who actually said, I've got almost nothing to do. I'm stuck at home, but I'm still getting a paycheck. And, and they started interacting with the world in a way that they never had before that they're all of a sudden using online tools you know, delivery mechanisms you know, shop at home, pick up curbside technologies that they really hadn't bothered to in the past. So, you know, the evolution from the consumer perspective was, was remarkably quick. You know, just think of the uptick in everyone's sophisticated use of Zoom. My mother's 84 and we have Zoom calls all the time. And, and my, my mother, you know, orders Uber's and door dash and, and, and just about everything.

So, the consumer has changed so dramatically in, in just a year while I think the, there there are sections of specialty retail that are just still kind of asking, like, when does it go back to normal? Like what are we going to be back to that same, that same sort of spot? And, and I think there's an argument to be said that that's probably not going to happen. And, and even if it does partially happen, there's, there's a piece of this that, that the new world is just, you know, forever changed and that the consumer is forever changed. Which, which I think is going to have, you know, impacts in, into 2021.

**Kristin:**  
that.

Absolutely. I actually like the pre-Cambrian explosion. I'm going to play around with

Let's talk about what a consumer-first approach really looks like for these specialty brands that we serve today. I mean, ultimately, I think we, in a few calls that we've had getting prepared for this, we definitely have agreed that they've built you know, some of the legacy brands especially have built a pretty solid system process, you know, profitability equation, even though everybody always loves to argue about that, but they've built a track that they've done business, where they've really relied on channels to tell their story for them, whether, you know, obviously specialty retail is what I'm talking about. And we all definitely know that specialty is going to come back in its own way as a force going because people are so missing that in-person interaction in that validation that only specialty can really provide. However, we have been forced in 2020 to go straight to the consumer to help build audiences, to help all these channels. Can you talk about what you see as the best ways to be a consumer-first company going forward?

**Scott:**  
know,

Yeah, so, so I think the way to start thinking about consumer first is, is weirdly, you

not to think about 2021, but it's first to start thinking about like 1950 or 1960 or something and say, well, if you were a consumer that was, let's say, building a deck on the back of your house, and you went into your local hardware store, what was your experience? And, and if I had to bet the experience felt a little bit like you, you walk in, it's your ninth time in there. You're not entirely sure of what you're doing, building this deck, but there's a couple of folks inside who you've gotten to know they've been helping you. They've been coaching you, they've been telling you there's pre-YouTube, right? You don't have, you don't have videos to go watch how to do this stuff.

So when you walk in, they know you, they understand what you're trying to achieve, and they're going to help you through it. And they're gonna give you some tools to make that happen. And so I think the question is, well, how do you recreate that experience in 2021, if you're a specialty retailer and, and even, you know, a small specialty retailer probably sees 20 to 40,000 consumers in a year, you know, large, maybe eight, 10 door, specialty retailer. It could be a hundred thousand, or 200,000 kind of known consumers in a database. And, and when you say, while you've got that many people, it's very hard

to say, you know, hi, Sally, how's your deck? But, but you actually can do, you know, a lot of versions of that.

So if you think that a specialty retailer probably knows someone named Scott, realtor bought a specialized bike a year ago, you can start making some assumptions about what that looks like for me, the consumer. And you can also say, well, he didn't come in for the 30-day tune-up that we give for free. It probably means he's either chosen some like self-support methodology or he's gone somewhere else, but, but why don't we start there and start thinking about, we know the consumer, we know what he bought. We know what the life cycle probably looks like. Let's make sure that, we communicate with them using data to get some sort of answer. And that can, I think, look like, well, let's start the relationship when they buy the bike. Like, let's make sure that we know what their goals are.

We know why they're buying the bike and we know what, what, what they're buying. And then, and then let's make sure that you know, within some period of time, we're communicating with them about, you know, accessories, like when they get home and find out that they, that their gloves really don't fit anymore, or their helmet, their old helmet doesn't do what they want it to. So there, they're going to go get another one and where are they going to do that? That they can do it at some local big box store cause they probably carry all that stuff. Or they can maybe drive a little further and come to your store and let's make sure that they come to your store not just because it's closer, but because like the experience was good, they know that, that someone might actually know their name or have a sense of, you know, who their good customers are.

And then let's, you know, keep following that life cycle, that journey. And I think that's what, what customer-first marketing is all about. It's, let's try to try to know people. You can know some of them in a one-to-one sense, you're going to know some of them in a segmented sense, you know, 5,000 people who, who you know, did, did something else, you know, let's say buy a kid's bike. And, and that can be in a segmented sense. And, and, and then, you know, you can know them from a demographic sense and all those sorts of things as well.

**Kristin:** Awesome. So that's a really great example, especially when we look at it through the lens of the agility of newcomers. Right. All right. Maybe not bajillions, but we have quite a swath of very excited, new, enthusiastic, outdoor consumers and cyclists. So looking at retail is the first stop for them. Obviously, there's, you know, be welcoming and it's still a pretty constricted environment, but they're going to keep trying to come in and get help and become part of the community that they've purchased this product to belong to, because that's ultimately what we're seeing is these specialty brands are the consumer or the community for this consumer today. What you're talking about is a perfect best

practice to roll out to this newcomer, because a lot of people in our world of specialty are kind of scratching their heads. Like how can we not mess this up? How can we like, you know, make sure that they don't like leave and go back to little league? Well, they may go back to little league, but if we help them fall in love with this, they will stay. What's your recommendation for that? Not only just for retailers but for specialty brands.

**Scott:** Yeah. So, it's really a great thing to just think about and brainstorm. And there's, there's so much, there's so much there. And I think we all know it anecdotally, right? Even around our office zooms, you know, we had plenty of employees who were buying their first bike and they were doing it for fundamentally different reasons. Then the, you know, historic sort of carbon road bike consumer they're, they're doing it to get outside, to have fun, to have that kind of feeling of just joy of, you know, zooming down a hill while they were stuck inside for, for the last 90 days. And I think there's, there's an element of well best practice. And, you know, it's like to think about, well, how do you, how do you interact with that consumer? I think you need to have some sense of their motivation.

And so we if you say that, well, what we're going to try to do is, is do some data collection, right? Let's try to get our customer's email address when, when they, you know, buy online when they buy-in, in retail, because, you know, bike stores were open or when they or when they, you know, did some sort of online curve, but we want to know something, but let's also gather some other information about, you know, what, what motivation might look like, what, what the psychographic component is. And I think that, that the goal of the kind of keeping that alive is, is really about messaging those people in the right way, right. They, they probably don't associate with, you know, the tour de France is, is starting or it's, you know, whatever you know, time trial day or something like that, they're, they're probably associated with something else.

And, and you can probably consider segmenting to them in a much simpler way than, than a super sophisticated fortune 500 company. And I don't, I don't know that it's all that much different for brands, because I think they're experiencing a lot of the same thing, right? A lot of direct to consumer that you know, you know, purchased a bike from them who may want to buy some accessories. But, but then, you know, probably are going to somehow get out into the community and start getting engaged with, with rides, as things start opening up things like that. I think there's, there's, there are great ways of thinking, well, how do we go know what they're, who they are something about them and communicate with them.

**Kristin:** Agreed. And then, so I love that. Is it safe to say building today's loyalty programs or an approach to loyalty-building could be like, start with different audiences and their motivations, and that goes to having a survey or some kind of a conversation with them?

**Scott:**

I, I think that's, that's fundamentally important to, to try to, you know, collect some data you know, the the way that I think you should think about a loyalty program. And then if you back up even a little bit and just say, well, okay, this is ultimately what we want to do is, is make sure retailers revenues growing, or, or, or a brand or, or, you know, pure e-com company that their revenue is growing. And so the goal is a better customer experience, but the result needs to be that, you know, revenue increases. And so you say, well, if all these things are tied together, then let's, let's think about how do we kind of just do the simple blocking and tackling. And, and the first and foremost is, is data collection. And I can't tell you how many brick and mortar retailers don't collect data in any really significant quantity.

You know, the people at the, at the counter don't really want to do it. And they, they don't make them. But what that means is, you know, this whole explosion of new consumers in 2020 in the summer of 2020 are kind of unknown now. And we don't know well how to bring them back. We don't know how to talk to them, but so step one is, is do that data collection. You can have a fully contactless interaction if you email people receipts. There are other values to that certainly for, for brands, you know, to talk to people about recalls and, and as well as retailers too, to talk to people about any sort of, you know, recall or a product issue or something like that. So I think there's, there's reasons to engage the consumer in that, contacted or collection of information.

But, but once you have it, I would say that then, then the next step is to say, well, use that wisely and carefully, right? Don't just start batching and blasting people, emails that, that are like nothing to do with them. I actually did just recently get an email from a ski manufacturer that said, join us at the Komen foundation women's festival in Squaw Valley. And, and it was for women only, right. And so I'm, I'm not a woman, I don't live near Squaw Valley. Although I, I would be happy to go if, if I could get out there, but it's, you know, it's like, well, let's, let's like respect someone's data and treat them like a person a little bit more. So that, so that, that you know, what, what you're sending them is relevant to them.

And if people get relevant, relevant communications, it's shocking how, how it worked. Right. So if you think about a simple email and you say that that, well, send a batch and blast email, you're going to have about a 13% open rate, maybe 15%. It's pretty typical these days, it used to be 18%, four or five years ago. If you send someone a behavioral-based email, right, they take some sort of action and you send them an email based on that. The open rates are 60, 70, 80%. And what you're, what you're really saying is that the consumer is starting to interact with you as a business, and they're doing it voluntarily. They, they want to and, and, and I think that's like the, I think that's in some sense, the Holy Grail is if the, if the consumer is interacting and maybe to your, to your original question, if, if one of the early things that you send them

is a survey, and you ask them something like, you know, do you like road bikes or gravel bikes, or mountain bikes? And do you consider this, consider this a, a hobby or a commute or a or a you know, competitive endeavor then, then you've got a lot of information to interact with the consumer in a, in a, in a much more profound way.

**Kristin:** Absolutely. I love that. And we will put a lot of links into the show notes around some of the great content and resources that Scott and his team have put together for a scent three 60 as well. There's some great stuff in there that could help guide brands as they're doing their best to plan and create a go-forward in 2021, which brings me to my next question. Yeah, we've, I've interviewed people, you know, on the Google ad side you know, other people who are working with data point of sale data it's very, very difficult to use that data the way that some of the businesses have used it in the past because 2020 was kind of a Precambrian year. Right? So what is your advice in terms of building models for 2021 off of 2020 data? Do you have anything to like help us out with, on that front?

**Scott:** You know, I think it is a lot has changed and I don't even think we know completely what that is yet. So, so, you know, it's, it's accurate that if you would go build a customer profile for, you know, a, a major outdoor brand a year and a half ago, it would look like it did in all the years before that. And that tends to be relatively wealthy, relatively professional, relatively Caucasian you know, kind of leaning in a bunch in a bunch of ways that is a relatively high-end sophisticated buyer. I'm, I'm positive that has changed this year for, for a whole host of reasons. You know, people have been getting into the outdoors that have never had an opportunity to it's actually their, their safe place now, right. It's where they feel comfortable. And, those consumer profiles are changing.

And, and that doesn't mean that you should change your brand to meet that consumer, but it, but it may mean that you want to change your messaging to meet that consumer. I would also say that that, you know, we, we, we have, you know, if you, if you actually go look at one of those former profiles, you'll, you'll find an enormous amount of wealth that, that is heavily engaged in buying outdoor equipment. If that has in fact changed, and I think that it has then, then it's, it's probably incumbent upon the brand or the retailer to start thinking about, well, how do you communicate in a specialty sense with different segments of the consumer. And I don't actually know that we have a pretty good sense of, of what exactly how the consumer is changing beyond some of those items or necessarily what the best mechanism is to communicate a little bit differently.

But, but what, what we do know is that, is that that consumer does look a little bit different. When I think when you think about some of the fundamentals, though, I think some of the models really will stay the same, you know, so if you think about, well, if you would create a predictive model of what goes into you, kind of like your next best consumer it's, it's gotta be some combination of, have they bought recently, it's unintuitive, but recent customers are the most likely customers to buy again. It, it, it,



certainly is. Are they engaging with you, right? Are they coming to your website? Are they looking around at stuff? Are they engaging with you with your emails and, and, you know, probably some combination of, of, of income and other attributes. But if you just think about those, those probably haven't changed all that much.

However, the way that they want to interact with you, I think is, is probably totally unpredictable. Some people really couldn't care less than they'll just come into your store and they don't even want to wear a mask. And other people are, are, are really in a place where they say, look, I've got, I've got a family that has health issues, or I might myself and I, I need this to be a very clean, smooth process, even post-vaccination. And I think it's, it's probably going to be really important to kind of continue that evolution around, the the retail purchase process.

**Kristin:** Right I hear ya. And I think what's online bringing people into the store when they're able to do that, and they can do it now. I think in some level, in some regions, they can do curbside, et cetera, but that consumer decision journey online is super important. And Ascent does inform I think the top converting platform, which is email. So do you have any great words of wisdom around the evolution of email marketing as we go into 2021?

**Scott:** Yeah. So there's a couple of things here I think are worth, really digging into. The first is that email isn't dead. And, and we've all been predicting the death of email literally for 10 years.

**Kristin:** I think I was five years old when they started predicting that.

**Scott:** I think that's probably right. The, it continues to be the workhorse. It is the highest ROI channel that that's out there even today, right. It's inexpensive to send and it converts that said, it's important to think about this. If, if you know, a hundred thousand people by their email, let's say, so you have a database of a hundred thousand people. How many of them do you think you can actually communicate with via email? It's probably, do you want to take a guess just out of interest,

**Kristin:** I'd say 4%.

**Scott:** It, well, so let's, let's do the math, right? So if you've got a hundred thousand people, the odds are, you've probably got 15, 20, 25% that have, that have unsubscribed. Then you've probably got another five, 10% where their emails have just started bouncing. Right. They've left the company that they were at.

They changed from Yahoo to Gmail or something like that. And you've not had a way to update it. That then you've got an enormous bunch of people who are just not responding anymore. Right. They bought something from you four years ago. They're

really into it, but their life has changed. They moved to Boston, whatever it is they're not engaged with your email anymore. So, so maybe you've got 30% that will actually once, once a year or twice a year open that email. So it's 30,000 people look, it's, you know, half the size of, of, of, of a big stadium, but so it's a lot of people, but only 30,000 are there. And then you say, well, how many are actually going to open it or click on it, excuse me. It's probably near the the sort of metric that you're talking about.

Right? So, so I think that, that the the way to turn that on its head is to say, well, let's use the data to let's. Let's focus on automations that are based on someone's behavior, right? They put something into their cart, they're browsing your website. They opened an email. They bought something that we they're arriving at your hotel in 30 days, any of those sort of behavioral sort of emails, you're going to have a 70, 80% open rate. And those things are absolutely going to kill it, right? The ROI is extremely high, but then you'd say, well, the ones that you can't talk to via email anymore, right? It's, it's they've not engaged anymore. You, you can communicate with them via other channels, right? You can take the, let's just pretend, you know, this is an easy example. If you had a thousand season pass holders and 700 of them have not opened an email in the past six months, you can take those 700 and you can push them into Facebook.

It will match Facebook users that are real Facebook users that have that email address, and you can show them an ad. And if their preferred channel is Facebook, well, they're probably going to see your ad. They don't use email much anymore. They're using Facebook. You can do the same thing with Google. You can do the same thing on Pandora radio. All sorts of channels are all consumer relevant. And you're, you're able to speak to them as a consumer. So what I'd say is that like, email is still it, right? It's going to be the one that converts but think about all the other ones and how well they work. And it's all personalized also because if you loaded your season pass holders then while those were your season pass holders, you know something about it, we can say, we miss you by another procedure.

**Kristin:** Right. I love that you make it sound so achievable. And it truly is. I think you just have to keep that, you know, whether or not the holidays gave you a time to rest up and kind of come back after your business in a way where you don't feel like depleted, because I think so many of us at the end of 2020, we're really on our last legs, but we have to dig deep and we have to keep evolving and kind of look at that as like, well, I just had almost a year to train I'm in a pretty good physical condition for this, right. There really is no more set and forget. So really what you're providing is great cause it's pulling from what you do know and doing a bunch of testing and learning across the channels that, you know, your audience is gravitating toward and then seeing what happens and doing more of what works and less of what doesn't. And while that does sound pretty easy, that's really, I think the formula, and I love, love, love that you're bringing it out of your email list because that's what you own. Like you, they can't take that away from you with an algorithm change.

**Scott:** Right. That's right. The, the, you know, the thing that I would, I would add there a little bit is, you know, almost every outdoor business brand has some seasonality to it, right? So, so people sell lots of bikes around Christmas, but, but we know that there's a season that starts when the weather starts getting warm and then it starts tapering off at the end of summer. And you know, ski season, the same sort of thing that, you know, once, once April hits, it's kind of like, well, we get two months off until there's some summer activity. And I think the way that to start thinking about it is when you've got those downtimes, that's the time to go dig deep in other areas, right. You know, build your PR plan, build your email marketing plan, build your technology plan. Because like you've got time to do a bunch of work because we all know that once it's, you know, March 25th, it's, it's, you know, game over, right. You're going to be Saturday, Sunday, you know, at, at the store or you're going to be solving e-commerce issues all weekend long, all those sorts of things.

**Kristin:** Right. That's great advice. Well, I look forward to having you back on as a resource, as we continue through this new era that 2020 brings for us. And I really appreciate you. And I, one thing I think that's so great about what you've built with Ascent is your mission of kind of, you know, closing the gap between small and businesses and technology and helping us compete with those companies that just have inordinate amounts of resources for personalization and data capture. I mean, it's really, it's, I'm so grateful that you started when you did and had the vision when you did because now we have it and we can really use it to our advantage to get on equal footing. And like that level playing field that we propagate here on the podcast like there's so much that we can bring to it with our specialty approach, humanizing our, you know, interaction with our consumers, et cetera. And that's really what you bring in terms of a tool kit for your customers. So tell us where our amazing audience can learn more about a scent three 60.

**Scott:** Yeah. So I think so first of all, thank you Kristin, it's, it's, it's great too, to get to sit down and talk a little bit more you know, I think, you know, some of our first conversations, interestingly, were we're in Seattle with, you know, the great Chris Spire who was, who was running we're running Raleigh at the time. And, and, you know, other folks that, that were, were all interested in this topic and, you know, that's long enough ago that, that I, I won't even say it out loud, but, but you know, the spark all started at some point and, and, you know, it's great to continue the conversation. You know, if people want more information I guess there's a couple of things, right? One, you know, go to our website, which is [ascent360.com](http://ascent360.com). There's a lot of information there. I would implore people to also, you know, stop by LinkedIn and follow us or Facebook as well as just send me an email and that's [sbuelter@ascent360.com](mailto:sbuelter@ascent360.com)

**Kristin:** Awesome. Thank you so much. I really, really look forward to what we can do with what

you've brought to market and really this new consumer behavior. So I look forward to tapping into you for more information as we go forward.

**Scott:** Absolutely. Thank you too.