

The eComm-Wheel Of Growth: A Proven Methodology for B2B

by Matt Johnson

Introducing Matt Johnson (00:00-00:58)

Hello, welcome everyone to the DCKAP eSummit Spring Edition. Hopefully, everyone's doing okay. My name is Tim Diep and I am the customers success manager at DCKAP. I'll be hosting you all today. So next like to bring up that Johnson is the vice president of business development at ES Tech Group and he's the managing partner of Spin Stack Growth Agency. He is a brand and market strategist with 16, plus years of experience, working with industrial supply distributor's in North America and beyond. Matt Johnson and his firm, Spin stacked Growth agency, have joined the ES tech Group Family which is dedicated to helping independent distributors who want to grow and go online.

He's living the American dream and is passionate about helping other distributors compete against the biggest brands online. So,I'd like to bring Matt Johnson to the stage.

An overview of the talk (00:58-02:35)

Thank you, Tim and Catherine and Karthik and everybody at DCKAP. It's just an honor to be here and to share with you guys today, and I am excited about listening to the other presentation as well. I'm gonna I'm gonna grow and learn myself here. Let's talk about growth become wheel of growth. This is a proven methodology that I've put together for building, launching and growing a B2B e-commerce website that gets results. The Keyword being gets results.

Just a word about me in case you don't know who I am, I spent 16 years in the manufacturing distribution industry working with, distributors and manufacturers on and build a sort of that relationship that we had with many distributors, we found it spends on that growth agency, which is an on the channel marketing agency, dedicated to helping distributors grow. I'm passionate about leveling the online playing field for B2B distributors.

My grandfather actually started a distribution and business in his basement up in Ontario, Canada way back in the late sixties. He brought that business down to Florida and he grew it into a \$100 million global supplier, So I've seen it work. We've gone through digital transformation and my family's business. I've gone through additional transformation.

And many other distribution businesses throughout the years and we've basically taken what we've learned from the most successful distributors and broken that down into a system which I'm going to share with you today.

Providing unique solutions for B2B traditional distribution (02:36- 04:19)

So, yes, ES Tech group is the business that I'm with and what we did just as earlier as recently as last year is that we merged Spend Stack Growth agency with evolution X with ES tech group. So it's a unique situation. We have a software company, Evolution x which provides a B2B enterprise level e-commerce platform for distributors with Spends Tech e-Commerce Enablement services. So, it's a two in one solution and we'll talk more about that after I share. Excited to jump in here. So, in 1999, there was a change in the world. It's kind of like this. You're kind of flowing down a lovely stream, listening to the birds chirp and it was a peaceful situation and your distribution business. It really wasn't too dramatic. The Internet was certainly here.

But it wasn't causing as much headache as it is today. So fast forward to 2021 and navigating change and your distribution business feels a little bit more like this. There's rapids and are rocks that you don't even know where they're at. And you don't know what you don't know. And so navigating this kind of change today can be pretty intimidating.

And it could be scary.

I just want to acknowledge that at the outset here because a lot of folks maybe who are joining this this e-summit, you know that you're thinking about building in e commerce platform for your traditional business, and it seems overwhelming.

And you're right. It is overwhelming because of the amount of change that's coming at us.

Business is all about change(04:20:05:43)

I just want to start with some little bit of philosophy for you guys. Herrick Lightest wrote this famous saying that no man ever steps in the same river twice for it is not the same river and he is not the same man.

Now that is a super deep statement, But I'm not gonna dwell on that let you take that one home with you guys and think about that in terms of existence and existential reality, but let's apply it to our business. It means that the only thing

constant in life is change. And we have to become changed managers if we're going to thrive and survive.

Understanding change right? What's happening in our business? Well, obviously, there's this little company called Amazon. That's changed the way that we buy and sell online, right? But it's not just Amazon. From a B2C perspective. It's what Amazon's doing in the B2B sector that's so interesting and I'll touch on that in the second.

It's changing buyer expectations, right? So it Z. This is kind of right on the back of Amazon. The way that we think about purchasing online is completely changed.

Especially in the B2B distribution World. Finally, it's the millennial work force.

It's a changing workforce, and It's a different type of buyer and, you know, making sure that our platform is set up to cater to those types of buyers to the really important in the future, months and years.

Overlooking the evolution (05:44-07:30)

Amazon B2B, Right, Okay. So, it was launched in 2015.

Since then, they've been really good at converting their B2C customers into B2B customers, eh? So what they did was pretty smart, right? So you don't get to the top. without doing some really interesting things. So what they did was they figured out what their customers were buying. And they basically broke that into categories and so they were able to determine which items were related to business and then they targeted those customers and offered them to set up a B2B account, which literally took seconds and then you know, before you knew what you were able to start ordering your business supplies on the same website as you were ordering your personal supplies.

20 billion in 2020 in just a matter of five years. That is double the size of Granger.

The Amazon business is a real threat and better believe that your customers are not buying everything from you, that they're buying some of their products from Amazon business.

The buyer expectations are also really important, right, so clunky, outdated systems that, you know, use Bill to get by with. Maybe they're connected to your ERP. Maybe they were made by your ERP software provider, and they really provide a really bland and clunky experience. It needs to be integrated. Right Needs to your software e commerce platform has to be integrated so that the buying experience is flawless and frictionless.

eCommerce solution for B2B buyers (07:30-09:02)

As I haven't talked about the same concept on B2B buyers by the consumers too, so every time that they're out shopping on a Shopify website or Amazon. You know

they're taking those same expectations back to you and either accepting or rejecting the kind of e-commerce solution that you put out for them.

The Millennial workforce is shaping up, this is a big reason why things are changing so quickly. In 2020 50% of the workforce was millennials and 2025 estimated at 75% will be millennials, which is crazy. I actually have a lot of great hair here in my beard, but technically I am a millennial. So get, you know, get that through your head. We're growing up. And a lot of these millennials are demanding different ways of doing business. Right? So they don't want to see the sales rep all the time. They don't wanna

spend time schmoozing, you know, going out to lunch there to get their work done, and then they're out, right? This is the way they think they don't want to talk on the phone. They want to place the order online.

It's the biggest workforce in the history of the world, and it doesn't just impact your customers, right. It's also you, you need to provide the tools, the software, the systems to help the up and coming workforce, that your own business be successful and part of that is having any commerce website.

What do you need to do? (09:03-10:03)

So lots of different things that are causing this disruption. Right? So what will you do in response to all this? You know, there's a few options.

If you're not in it to win it. If you're not going to put in the work to have a successful e-commerce platform, acquisition might be a good option for you. You might want to sell the business. Get out of it. You know that it's complex. This is gonna take some work. It's gonna take investment.

Maybe you're just not up for that's an option. Another option is the solution. Well, we don't really want to think of that. But the reality is that if we don't do something, the cost of inaction is, you know, losing to online competitors and even to the traditional distribution companies that have any commerce platform, this solution is a real threat. But what I want you to do is innovate. We want you to innovate. We think you can do it. We think that we've put together the tools in the process of the strategy.

Innovation for your business (10:04-11:11)

We are here to help you transform your traditional distribution business. So innovation is really so I'm guessing that if you're here at this e-summit, you're gonna be you're gonna fall into the right side of this bucket. Right? You're gonna be an innovator, so let's talk about what we can do to innovate our traditional business and get online because we all know that e-commerce today is not just a luxury, right? It's not just something that you know that the super wealthy that the big players have.

It's absolutely table stakes.

It's a requirement. It's a cost of doing business today, and it's going to be essential for your survival and for your success in the future.

So all that being said this is why we created the economy of growth because we knew that it was overwhelming. We knew that there was a lot that goes into being successful online and we wanted to condense it down into a system that could be easily understood and implemented at your business.

eCommerce: Wheel of growth (11:12-13:11)

Okay, So it's based on 10 years of best practices and B2B e-commerce. We've launched hundreds of Web stores and some of those web stores actually do really well, so you know it.

We have a lot of successful distributors and dealers to utilize our services platform and what we did was, we took a look at the best of the best and we broke it down and we figured out what they did, and we put it into a comprehensive system. And it's all based on this concept of continuous improvement so well the cog wheel because it doesn't stay Still, It's always in motion. Just like your website. Your platform should be continually improving.

Right. You should be making adjustments on the fly, something that you know your dad in constantly every day every week and you are analyzing the results and you are making the whole thing turn over and over again.

That's how you get results. All right, So let's jump into this. There are obviously a bunch of points in the cog wheel. Well, we gotta get through quickly, and I wanna make sure I leave time.

At the end, so you must have a champion. He's gonna build a team.

You don't necessarily need a giant marketing team. You don't need a massive army of people doing content or designing content, or, you know, managing the website, But you do need at least one project champion.

It's so critical. We found that every customer that we had that was successful had at least one employee whose sole job was to make sure that the commerce website was successful and it needs to be a company Wide strategic initiative. They can't just be a project that you hand off to somebody and say good luck. This has to come from the top down.

This has to be a strategic initiative from the leadership team. He's got to have your buy in and you've got to talk about it, and you gotta push it through all the different

departments.

Understanding how to structure the team (13:12-14:05)

Also think that you know you can outsource the rest. I mean, would it be great to have somebody working on content? Full time? Absolutely would be great to have somebody doing your digital marketing. Yes, that would be fantastic.

Those are things that you can outsource. But you cannot outsource the champion for the platform. It's really important that there's somebody owning this from the start and we recommend establishing smart goals and defining a clear timeline. These projects can get off the rails fast. I can't tell you how many times I've heard horror stories about commerce implementations that have taken 1-2 years and hundreds of thousands of dollars.

Absolutely not necessary. We stand up most websites for four or five months and that's with integrations built in so long as you're organized and you have somebody championing the product that project you can be successful with your implementation, so that's the first step is-Building a team.

Technology platforms (14:06-15:17)

All right. The next one is technology-tech stuff. Okay, so in terms of e commerce platforms- there's lots of options out there. I'll just name a few of them. You have your off the shelf platforms. Those are your Magentos, your big commerce, your Shopify's then you have your bolt on platforms. Those air both on we refer to as um, sort of like additional services offered by any RP provider. So you know a lot of your ERPs offer these platforms and then you have a specialty platform that are really custom.

And in the Aztec group, our evolution X platform is a specialty platform. In other words, it's built specifically for B2B distributors and we have had a start in B2B from Day one, as opposed to a magento or Big commerce which started in B2C.

So, that means there's still just a little bit differently behind the scenes off the shelf platforms are great because they're really flexible and there's lots of people out there. They're willing to implement it for you and they can. You can get access to a lot of different plug-ins. A problem with it is that they're kind of like bare bones off the shelf.

Choose the right software (15:18-16:55)

You have to stack up a bunch of different plug-ins and Apps and software to make it custom to your B2B distribution business to make it really perform well.

That could cost a lot of money that can also take a lot of time. And you're gonna be relying on third party developers really to maintain all of those different pieces of middleware.

Both on platforms. Unfortunately, they just don't there. They haven't got to the place where I mean integrations there, But they haven't got to the place where they looked really good. And they provide that great seamless, You know, front front of the site by experience for the customers.

By the way, no matter what you choose, integration is everything. One of the reasons why we're here is because we've got a relationship with DCKAP and specifically, we utilize their CLORAS Platform for integrating ERP software.Herself. It's phenomenal when you have the best platform, the best experience, good content, and you have everything connected to provide that really clean user experience.

By the way, there's a lot of platforms that don't work well with other platforms. They don't allow you to integrate with other software. And that could be a problem because you need all of your systems and software to talk together today in order to really provide the best experience.

This is just a quick runthrough. You know, I won't spend too much time on this. But when we think about an e-commerce platform, there has to be these three fundamental areas of, you know, requirements.

Features for eCommerce website- Content is crucial (16:56- 19:22)

Together today in order to really provide the best experience.

This is just a quick you know, I won't spend too much time on this. But when we think about an e commerce platform, there has to be these three fundamental areas of, you know requirements right, So he's foundational foundational requirements. It means that

It has to be fast, it has to be scalable. You have to be 100% secure, compliant and you have to have a 99.99% uptime. You just can't afford to have something go wrong when the customers out there are shopping and buying from you.

You need to have pillars of functionality built around B2B distribution, and you need to have growth tools that allow you to not just put up a website but grow a website right. You need to be able to grow online sales, utilizing some of the sophisticated merchandising and marketing tools.

Customer segmentation, personalization collectivity to marketing automation platform. This is what really makes a difference. Not every platform has it, but you know, this is something If you are looking, you're shopping for something, you can let me know. And I could get you this kind of a snapshot for what you need.

All right, Let's talk about content. OK? Karthik talked about this in his opening talk. This is absolutely critical like not having every area of this e com wheel is important, but I would say nothing is quite as important as content.

It is the life blood right? Like if we don't have content none of this works and there's three kinds of content that you need. You need informational content. This is Content about your business, content about who you are, how to contact you, etcetera. Right? It is a marketing concept. You need to be able to educate your customers and provide you with resources that help them make good purchasing decisions.

And any product content is rich product content, not just the kind of content that you have in your ear piece system, but multiple images, detailed description specifications which allow you to filter search through the e-commerce platform.

And even videos and downloads to help really solve the content problem for your customer right? Because if the contents are not there, they're just going to continue to go to the sales rep and ask questions and get additional information.

If the website's going to be successful and transform the way that your customers purchased from you. Product content has to be exceptional.

Build an online product catalog (19:22-20:44)

If the website's gonna be successful and transforming the way that your customers purchased from you product concept has to be exceptional.

But how do you manage to eat this elephants so to speak, right? This is a massive project. Many of our distributors have 5 to 20,000 SKUs that they stopped.

And more that they are able to sell their customers and building an online product catalog can be overwhelming, so we always recommend starting with the top 20% of The products that account for 80% of your revenue. There's your top sellers, right? So if you blow through and you basically create a bucket for each product category, and you, Philip that bucket with your top 20%

Then you have a starting place and then what you want to do is every month, every quarter, go through and add additional products to that bucket and eventually get to the point where you have a long tail merchandising strategy where you have lots of lots of products.

Um, back behind the top 20%, which are going to be your most popular items. This is a good way to think about it. It's gonna take time, it doesn't happen overnight and there are content service providers that will provide you with content immediately, although it will be a cost to you.

Graphic design (20:45-22:35)

So graphic that design important because like we talked about earlier, the buying expectations have changed. Right B2B buyers are consumers to you got to remember that the website design has to look really clean and simple. We like to think of we like to talk about and design in terms of you know our implementations like, keep it really simple, like they used to kiss method. Keep it stupid, Simple.

In a way that we do that is by utilizing scenes, which do a couple of things that restrict the amount of stuff that you put on a page, thus creating a more streamlined, consistent navigation process, But it also allows you to manage the cost. Because design projects can really get out of hand quickly. Multiple reviews might take months and months to be able to, you know, agree on a design for your site. So you really want to keep it simple, use themes because nobody needs to build a website completely custom. Today. It just is not necessary like it used to be back in the day. And by the way, Cave man tested like, when somebody walks into your house for the first time, they've never been there. They don't know where the bathroom is right. You do you have to, You know that you know where the bathroom is because you lived there.

Your websites sort of the same way. You need to be able to make it easy to navigate across the site, So we like to recommend having multiple people test it. The caveman test is if a caveman were to sit down and look at your website.

But they know what to do within 5 to 10 seconds where they know what you want them to do, who you are and how to purchase from you. That's the caveman test.

Okay?

Process (22:41-23:57)

Well, if you haven't already done this, there's a lot of additional process that is required. And of course, I'm walking you through a process right? The conduit of growth isn't in itself a process.

But there's gonna be additional processes around e-commerce, management Order management, website management, marketing and communications. And you're gonna want to document all of this so that you can scale it.

So the idea is that you find too much in the process, then you roll it out and you make it bigger, so nail it and scale it. So you've got to get really concise about how you do things. Um, how often are you updating content? How often are you managing your pricing? How often are you running marketing campaigns, communication campaigns, promotion campaigns? And how is it done? Um, And when you when you document your process

Thus, you can essentially build a franchise model as your e-commerce website and be able to roll it out to a bigger and bigger team.

So again, it might start with one person and then it could be managing a small army of people in a few years of consistent online growth.

Launch (23:58-26:51)

So if you're ready to launch your website, you need to just stop and pause and ask yourself; Have I gone through the most important requirements? To launch it right. Pre Launch checklist is important. Surgeons use checklists. You know pilots used checklists. It's important to use a checklist because it prevents you from skipping over really the basics, you know?

Really basic information that can help you prevent any issues when you want your sight. Now, when we launch a site for a customer, we really convince them to do a beta launch. First obey the launch is a small roll out to existing customers first to work out any kinks to work on our processes to you know, um, to make sure that the customer experience is on point before rolling it out with argues all the entire customer base.

So a customer rollout is actually the best way to do it is to have hands-on experience. Toe literally go on. Sometimes it's the commerce manager. Or maybe it's a sales rep. But what would really be great is if you went out to your customer in person?

We can't do it in person, do it over a zoom or whatever, and sit down with them and explain to them the benefits of using your website and bring in the sales reps. By the way, If you bring in the sales reps. You're doing two things. You're selling it to the sales rep. And you're selling it to the customer. And when the sales rep sees the benefits of the customers they're on board with the platform.

And then they can actually promote it themselves. So when you're first doing the beta lunch, maybe you're the one of your commerce managers. The one running the project. Um, you know, maybe you're the one selling the platform. But then eventually your sales team learns how to do it as well. And by the way you've got to incentivize the reps and customers

Because you're talking about buying behavior changes and it's important that you have some sort of reason for them to get on board. We always recommend that sales reps are commissioned through the website sales right when you're doing B2B e-commerce, otherwise they're gonna follow the money.

They're not going to follow the money to the e-commerce platform. If it's nothing, but there's nothing in it for now. So incentivize your ribs and your customers. This is a big misconception. If you build it, they will come. Unfortunately that idea only works in the field of dreams. It's important that when you build an e-commerce platform that you follow it up with a really organized, structured marketing program. So this is

where we're at now is promoting in order to get the return on your own investment.

Promote (26:52-30:02)

In order realize online growth has got to have a couple of things- customer adoption and customer acquisition. So adoption obviously means that your customers, your existing traditional buyers are moving from a phone, ordering email , or acting for going to stake and they're utilizing the platform you built. That's adoption. Acquisition obviously means the acquiring of new customers through the website. The website should not just really be an ordering tool.

Should be generating leads and customers on a regular basis. Alright, so customer adoption, it requires behavior to change human behavior. We all know this. We do not change unless there is a reason either. There is a carrot or there's a stick. You know, so the carrot here we don't want to use on our customers, obviously, so we're gonna offer a carrot.

But that could be something like a rewards or loyalty program. That could be a promotional campaign where you're offering the president up percent off of orders. Or maybe you're offering a rebate program. Whatever you do, it's gotta be significant enough to get them to pay attention to sit through the training to log in to change the way they ordered from you and to feel really good about it.

Customer buyer Journeys are something that I recommend every distributor do even if you're not building an online platform, but especially when you are you've got to understand where your customers come from and where you want them to go.

Ultimately, the ideas to gain more wallets share from the customer and the customer journey helps define your marketing strategy. We're taking a customer from the very beginning and walking them through maturity with us. What does that look like? They're buying multiple categories.

We own a significant share of their wallet, etc. Marketing automation is really helpful to do this that's been stacked as a help spot solution. Partners were integrated with hub spot on our e-commerce platform, and we can't recommend enough, you know, utilized in great marketing tools, like hub spot or others to help you automate some of the touch points. The communication.

So every stage of that buyer's journey has essentially an automated email campaign that hits your customers on a regular basis, Getting them to take the next step. You know whether they've lapsed accounts and they haven't been in left side for a while, whether they're trying customers who just need to be reminded that they could buy other things from you.

Marketing. And making automation helps make that happen and then finally sales alignment is just so critical. We've got to get the sales team on the same page with the marketing and the e-commerce teams.

So that we can go to market in a consistent way and really, you know, to a sales rep. The e-commerce platform is not a competitor. The e-commerce platform is a tool that they can use to help their customers grow their accounts by providing great experience.

Analyze (30:03-32:18)

Alright, right. Very end analyzed. So here's some KPIs measure that you can use to improve right. So this is the last on the economy of gross because it starts part of the whole process over again.

So what we do at spend stack is that we work with our customers that are utilizing the evolution ex platform, and there may be utilizing a hub spot software.

What we're doing. We set up a dashboard for them that pulls in data points from their e-commerce platform from Google Analytics from Hub spot and we create different dashboards to track, you know, the website traffic to track conversion rates on the site.

To track lifetime order value, average water value and cart abandonment. And what we're doing is we're looking at all of these key metrics. And then we are analyzing them, and we're and we're defining what the next step is.

So, for example, if our average order value is low, what can we do to get that average order value up? Maybe there's a promotion that we can run. Maybe there's a campaign where we're adding. We're offering to add things to their shopping cart when they get to the point of placing the order. If there's a card abandonment issue, maybe we're setting up automation to offer, you know, a percent discount to get that cart through the checkout process, and then finally, net promoter score.

Most distributors don't do this, the ones that really kill it, do. They consistently ask their customers how they're doing. So I'm Net promoter score basically allows you to define how you're doing in terms of customer experience, and so having something like that pop up like in a chat widget on your website asking them. Hey, how are we doing? Would you recommend us to appear or another distributor? And really, that is the idea is that you're tracking that net promoter score and you're figuring out what we can do to make it better? You're asking the customer. You're getting that feedback and you're putting it in action.

Again, The wheel is moving right? That's the idea. It only works if the wheel moves. So I would just encourage you guys as we're wrapping up. You can do this.

You can do this (32:18-37:00)

You can build a legacy that stands the test of time. You could become irreplaceable to your suppliers to your customers and to your community, and you could build an online channel that increases sales and profits. This is doable. We've watched it happen many, many times. But not everybody does it because not everybody puts in the work like we went through in this presentation.

Yeah. So, at ES tech group we say that while going online, you need a complete solution.

What does that mean? A complete solution? Well in our minds, that means these four things. It means content, commerce, communication and connectivity so constantly have a content partner. We use distributor Data solutions out of Salt Lake City.

They provide phenomenal next generation product content straight from the manufacturers updated on a regular basis and syndicated to, the evolution X website. So evolution X is a B2B e-commerce platform for distributors. We think it's the world's greatest B2B e-commerce platform where a little bit biased, but

Many of our customers agree with us that there's nothing like it indeed to be distributio. , And then we combine that with Spend Stack Commerce Enablement Services dedicated to helping distributors go online to expert digital marketing strategy. So if you don't have a marketing team, you don't have any commerce manager, Spend stacks basically fills those needs for you. It helps you get the most out of your software after the commerce platform, and then just a shot up to DCKAP and what they've done with CLORAS and therapy integration platforms that allows us to connect evolution X with whatever your P software utilizes.

As well as you know, CRMs. This all allows better control, improves productivity and a real friction list like that word frictionless, experience for your customers. And really, when you have all of these things you can win doesn't matter what size you are, If you're just starting out, or if you've been successful online to this point you can win against the biggest competitors because what you're doing is putting together an Amazon killer.

Like to say that we're here to help you grow and put together some resources for you guys sort of called action here at the end that you could take advantage of. First of all, if you go to our website evolutionx.io, you can learn more about the e-commerce platform and for the features that are unique to it, And they didn't even book a demo. You can download the features guide. If you are interested. A demo would be eye opening. Even if you end up not going with us as a service provider you with the educational.

Wrap up (37:01-38:30)

I'm sure you would enjoy learning more about how we solve problems. Brother distributors around the world on then, finally or not this one more, one more and then we're at finally, distributor marketing university is something we just launched this year. We're excited about this because we're putting all of the greatest content related to distributor marketing B2B e-commerce in one resource place.

Where you could access downloads, articles, videos, webinars and really get educated on the best practices in terms of B2B distributed marketing. And then the shout out to Gary- my partner days then, and I actually host thee

Describe your podcast or we get together. We enjoyed a cold beverage and we talked about distribution. We talked about B2B e-commerce and we talked about what it takes to grow your B to B business today. So a fun little podcast appeared in the podcast.

And then truly the final here is downloading the ebook, so I talked very quickly so they don't have much time. I had to get through the economy and love growth at rapid speed, but there's a lot more to be said about it. And you can find out more by going to the economy Look gross landing page that Spencer, calm distributor, Marketing University.

You can stand that QR code and I think I'm gonna be able to drop the link into our chat.

You guys can go get this book. I think you'll find it very insightful. Um, and use it as a guide, You know, pull it up every month.

.All right, guys, That's it for me. Thanks again to DCKAP and all of the other presenters for being here and having a great rest of your day.

Thank you so much. Matt for the presentation. Thank you for the shout out as well with DCKAP Cloras and, uh, great visuals on the E com will growth so again like that I was talking about the download that will work Sure, but then in the chat session Just make sure you guys have that. So thank you so much, and it's great that you guys are building the ecosystem both just for educational purposes for the community.

So thank you so much for that. That's all we have for now, and hopefully they get to stay tuned for next week's summit in November. We do have these sessions on a monthly basis. Specific case study examples, I think the one for June will be more on the Jan San industry. Thank you guys so much for your time, and you guys get to stay safe out there.