



## 72 : Mizzen+Main's Kevin Lavelle – Experiencing The “Tim Ferriss Effect” & How To Get \$1.2 Mil In Funding

This is Kevin Lavelle with Mizzen and Main and you're listening to the Ecommerce Influence podcast.

Transmitter: Welcome to Ecommerce Influence; where the best and brightest online business minds teach you how to grow your ecommerce company from one million dollars to 10 million plus. To learn all of the strategies from past experts, download the episodes at [Ecommerceinfluence.com](http://Ecommerceinfluence.com).

Austin: Hey Chad, how are you doing?

Chad: Hey man, I am sitting in this tin can in the next space office if people can hear it. It's really not a tin can; it's just a room that sounds like a tin can.

Austin: Yeah, it does. I can hear a little bit of reverb hopefully it doesn't pass on too much but we're excited today although this episode is a little different because we're breaking one of our rules, huh?

Chad: Yeah well, it's interesting. Kevin Lavelle from Mizzen and Main reached out to us few weeks back and that's our guest by the way. He said, "Hey, can I come on your show?" Just prior to that, you and I made a decision to having guest come on our show but his story is so intriguing that we broke our own rule.

Austin: We broke our own rule that we put in two weeks prior and it was just – we had pitched all the time for people trying to come on the show, talking about this and that and we just realized that it's almost always been better when we reached out

and found really compelling stories but his story was so interesting to us, that we said, you know what, were going to bring him on the show and were going to talk a little about what he's been doing to grow his business. It's a very unique and newly viable way to drive customers to his site.

Chad: Yeah, 'newly viable' is definitely the right term for this because there really probably isn't much data for ecommerce companies but this is the first case study and what we're talking about is using podcasts to actually drive traffic and sales which is pretty interesting because, I'm sure, many people listening know of Tim Ferris.

Austin: Yeah.

Chad: He is referring to the Tim Ferris podcast. He was sponsored on that podcast and we're going to talk about that today.

Austin: We're going to talk about the effect that that had on his business, how you can approach the search for a podcast for your own business and how he is getting an incredible ROI on the advertising money he spent to get on the show and how it is really something that we believe is a good opportunity to expand your business.

Chad: Well, let's think about it this way. He said that it was the best decision he's ever made.

Austin: Exactly.

Chad: Yet, when he was looking at doing this sponsorship, he said it was the most expensive one and 70% of people closest to him said 'Don't do it' and he did it.

Austin: He will break down the reasons why he did it during this conversation. It was really interesting to us. We're also huge Tim Ferris fans so without going back and forth too much, let's get into it and welcome Kevin to this show.

Chad: Yeah, man I will give a little background. Kevin Lavelle is founder of Mizzen and Main which manufactures American-made, moisture-wicking, wrinkle-free dress shirts. Happy customers include pro athletes like Brian Hartline from the Cleveland Browns, successful CEO's and noble celebrities such as Tim Ferris himself. In fact, Kevin also sponsored a few of Tim Ferris' episodes which we're going to talk about on the show and he said it was the greatest, single decision he's ever made in an effort to grow Mizzen and Main. So, on top of that, Mizzen and Main received 1.2 million dollars in funding last August and he's going to talk about that as well. He's joined us to tell us his story, teach us what he's learned from his experience and give you some actual insights that you can use today. So, we're pumped to welcome Kevin to the show.

Kevin: Hey, I'm happy to be here. Thank You.

Chad: Yeah, it's awesome to have you. I am pretty excited to talk about Mizzen and Main a little bit and some of the things you've been doing to grow your business. You're down there in Dallas, Texas right?

Kevin: Yes, sir. It's a great place to be.

Chad: Awesome. Well, obviously I think everything in the show or who's listening to the show, knows we love Austin, Texas but maybe we'll have to check out Dallas sometime soon. But let's start off with a quick question, a pretty general question about your background. Some people may know who you are but if you could, maybe take 30 seconds, tell us a little bit more about you personally and then give us an overview of your business and how you got started.

Kevin: Sounds great. Thank you. My name is Kevin Lavelle. I'm the CEO and founder of Mizzen and Main. I grew up all along the East Coast, Northeast and Florida. I came to Southern Methodist University in Dallas. I am happy to have made the journey to the great state of Texas. They love Texas here quite a bit and I've grown to love it as well. Got a great scholarship that allowed me to travel overseas for a while and then came back to Dallas, finished up and got a great job in the Middle East for a while before coming back to Texas. Worked for an energy venture capital firm before kicking off a year-long, kind of discovery process to figure out the apparel and textile industry to launch Mizzen and Main; had no background in the industry whatsoever and after that year of product development, launched in July of 2012. Here we are almost three years later, still alive, still married. So, I've chalked it up for success so far. We've had a great journey and now have a great team of 10 people headquartered here in Dallas.

Chad: Awesome. You still married after three years of this, huh?

Kevin: Yes, yes.

Chad: That's pretty good. I'm in the same boat. So I'm with you.

Kevin: There we go. When I first started dating my now wife, I had a great, stable job and I was ready to climb the ladder and we got married and two months later, I quit my job and started a big company. So, she got a little more than she bargained for but things are heading in the right direction and she's been tremendously supportive.

Chad: That's fantastic. Well, let's talk a little bit about Mizzen and Main. So, you mention that you started this about three years ago? Tell us how you came upon it and how you thought it up and where it is today versus where it was when you first started.

Kevin: Yes. So, like I said, started that year-long product development journey trying to just understand the ins and outs of the industry itself, understand why no one had done this type of garment, which is a performance fabric, dress shirt that was our first garment and now we've expanded to a few other product categories but really with the notion of bringing performance fabric to men's wear. And so got started in July 2012 with our first dress shirt and it has iterated multiple times since then and I think we're on generation seven or eight and we're releasing generation nine here in the next couple of weeks. Grew from there to have a couple of more dress shirts and they got a little better and a couple more and got a little better and then we added Henleys and then Blazers, and Denim now we've got kind of a full collection. I say that and I know we'll talk about in a little bit more later but, we had some really great, early success in the beginning of 2015 and then worked with Tim Ferris on his podcast and we have been sold out of pretty much everything we have for the last several weeks because things just absolutely exploded. We've got a lot of exciting things coming down the pike really that kicked off earlier in the year and are just now coming to fruition because when you build a physical product, it actually takes a little while to come together.

Austin: Sure, we'll, definitely interested in getting to the Tim Ferris effect as you call it. We'd like to chat a little bit about how you – we read in the Wall Street Journal that you guys received 1.2 million in funding. That can be somewhat unique in the field of ecommerce and people that have come on our show. A lot of them have boot

strapped their companies in growing it. What was that experience like for you of raising the money?

Kevin: Yeah, yeah. So that was the notion of a million dollars I've joked with both my investors and my team that you kind of think of it like the Scrooge McDuck tower of money that you just wanna jump in and swim around in it to experience it and that's more money than I've ever conceptualized in terms of people and trusting that to me to grow the company. It was a wonderful experience. It was a wonderfully terrible experience because I mean, the highs and the lows, you met with people that just say, "Oh, this is great. Count me in." Then you met with people who would just tell you, "You're absolutely crazy and it'll never work." You hear that from time to time anyway but when you're having a serious conversation with someone who does this for a living, for their judgment to be 'You're so far off the mark that they think that you're crazy' can be disheartening. But you just kind of pick up and carry on and it took a lot longer than we expected just because something's were working, some weren't, some people were in and they weren't and we ended up closing that in August of last year. And that was a surreal moment; you kind of expect there to be some sort of fireworks when it's all said and done but it was just the final signature page and the wire came through and okay, let's kind of keep going. We had it going for an extended period of time and the way that our fundraise worked was, for some of the stipulations, we had to start receiving some of the money before the rest of it would come true. So, it had kind of been coming through over a period of several weeks. So there wasn't a moment were the bank account read 'zero' and then read 'one million' but having that kind of closure and then announcement in the Wall Street Journal was certainly a 'pinch-me, I'm so happy this is finally happening and really excited for what's next' kind of moment.

Austin: Sure. For somebody who's listening and who maybe who hasn't had that experience or is thinking about that experience, how long did it take from when you first thought about it, thought about raising some money to actually signing and what was going through your mind when you decided to pursue some outside funding?

Kevin: Yeah, I'd been thinking about it for a while but I didn't want to raise money, I didn't want to give up any of my company and felt like I wanted to do more things and make the company have a higher evaluation and accomplish more things before we went out and raised. But it was a number of mentors and other successful entrepreneurs who kind of slapped me upside the head and said, 'Get real, you're trying to build a product-based brand, it's a tremendously competitive environment and you've created a new product category. You got to get out there and go big and go fast. So, you need some help to do that.' And those conversations really materialized in January and February of 2014 and then spent about a month and a half really putting together the next steps of budgets. What are we going to go spend the money on, getting all our paperwork together, getting our legal affairs in order; we had a lot of that in place but going from raising a quarter of a million dollars from friends and family to over a million dollars from external investors, that's a totally different experience. So, the fund-raising process really kicked off in earnest kind of late March-early April and there were quite conversations just to solicit some interest in it and input. And then we really kind of hit the gas pedal in late April. In many ways, it was not that different from the shark-tank experience. You

know, you sit down, explain what you're doing, here's the success we've had, here's why we think we are worth what we are worth. Sometimes those conversations go well and sometimes they go quite poorly.

Chad: So, we have a lot of listeners that probably are in a different range on this board. Some people are in a position that they only want to boot strap. Maybe that's all they plan on doing or that's all they can do; whatever it may be, some are probably looking for funding. For those who are considering doing this or in the process of, what is your number one piece of advice in terms of successfully raising funds?

Kevin: I think the biggest thing would be make sure your house in order and that's everything from your incorporation documents, to your company operating agreements, to your filings with the State, to making sure that you know your numbers and you know your forecast and what you're going to spend the money on. It's a different ballgame when you just sort of present, 'Okay here's who I am, and you should buy my product or service' to people are going to – I mean, they are going to lift up the hood and they're going to check everything out. They know at any stage, when you're raising money in the first few years, nothing's going to be perfect. But if you don't have your paperwork in order, it's going to hurt you. It's going to hurt you in terms of credibility and it's going to hurt you in terms of your ability to go out and raise the money in a reasonable amount of time and with that getting your house in order, the better off you have everything in order in terms of the backend and paperwork in all those things and your team in terms of being ready, the easier it will be during that process because when you're raising money, it takes you away from running the company and it's important that your company still runs while you're raising that money.

Chad: Sure, makes a lot of sense.

Austin: Love to shift gears a little bit towards actually using that money and what you're going to be doing to acquire new customers and markets and one thing we wanted to get into was how we initially found you; was through one of our favorite podcasts which is the Tim Ferris podcast and we want to talk a little bit about that podcast advertising because you wrote something on Medium called the Tim Ferris Effect and how it's real and how you guys actually advertised in the Tim Ferris podcast and got some really interesting results. Can you tell us a little bit about your experience advertising on the podcast and kind of how you made the decision to pull the trigger and go into a medium that not many people know about which is advertising on podcasts?

Chad: Which ended being the best decision you ever made. So, it is very important and we'd love to hear it.

Kevin: Yeah, absolutely. So, the two-part question is what did we go spend that money on and then how did we arrive that and our Tim Ferris experience. So, to directly address number one, it's nothing tremendously unique in terms of what we raised the money for and what we did. So, we held some events to better connect with our customers, we invested in product development to make things better, we went out and started spending money on Facebook advertising, Google advertising, Twitter, Pay to Play blog posts, and coverage, and engaging with some external contractors

and consultants to help really supercharge some of the efforts that we already had underway. And in doing so, some of them worked really well, some of them worked terribly, some of them, we weren't quite sure but the people that we had working on it – 'cause you know you don't want to bring everything on in-house immediately. Some of the third party vendors that we had just did terrible jobs; so cut the cord and move on. All right, do we need to do this in-house or do we need to continue to do it out of house? So, it's all of those things, some of them were still doing, some of them we said we'll never do again, some of them I said I'll never do again and were already doing them again. That's the magical, roller-coaster of business and so this opportunity for Tim Ferris advertising; in a nutshell, I saw that he had posted in the December, 'Looking for an additional advertiser in Q-1' and I submitted my information and one of Tim's friends is one of the most well-known guys in the CrossFit world. His name is Kelly Starrett, he runs Mobility Wod. He and his wife have San Francisco CrossFit and they also do a lot in terms of mobility and stretching and working with athletes and runners and Kelly is one of our best customers and a good friend. So, I submitted my inquiry and said, 'I think you'd really like us, I'd love to send some product out and by the way, Kelly really likes our stuff.' Through Tim's assistant, about a month and half later, we went back and forth and back and forth and finally got to a point – 'cause, you know, I hadn't talked to Tim yet. Finally got to a point where I got a phone call from Tim and he sort of said, "All right, I do love your product, I did validate and verify that you weren't lying about Kelly and he does speak highly of your products. I think it would be great to have you on the show and it would be a natural endorsement for me and that's the only type of endorsement that I do. I don't work with products or companies that that I don't like.' Then came the gut-check factor of what the price was. He was very candid and he said, "Look, I don't do this to make a lot of money. I charge a very fair advertising rate in terms of CPM and especially with regards to how big my podcast is, I'm not charging anything that's crazy. There's cost associated with running this and I've built something great. If this is *make-or-break* money for you and your company is riding on this, I don't want your money, I don't wanna work together. Maybe we can find a way to work together down the road. I would love to work with you. I just can't have that beyond my conscience effectively.' I had a lot of respect for him saying that and so, thought long and hard, got a lot of input and advice from mentors, advisors, people in the company and it was about a 70:30 no to yes ratio. So most people said 'Don't do it' because it was more money than we'd spent on anything ever and so it was like, 'Look, why don't we just maybe dabble around things and see how this might work before we go chips on the table?' While it wasn't make-or-break officially, if we had lost that much money, that was not going to be good and so, ended up saying "Yes, let's do it." A couple of weeks later, our first podcast went live and it was, you know, when you first hear a rainstorm and you hear a couple of drops and then it's like the sky just opens up, it was like sale, sale, sale and just absolutely blew up in a – what is most remarkable, truly sustained way. Each day that the podcast hit, was huge. The second day, even bigger and on some of them, the third day was even bigger. And then it would drop down a little bit but we were doing close to our highest sales day ever, which was when we announced in the Wall Street Journal that we had raised this money and got a whole bunch of

coverage. We were doing close to that everyday even six, seven, eight, nine days after the first podcast. You just have to sit back and go, 'Well, I am very glad I made that decision.' Now, certainly there are decisions that have gone poorly and have cost dearly on the other side but ultimately, as you guys know and your listeners know and other guests you've had know, you make enough of the right decisions that wrong ones don't sink you. And so, that was one that I'll chalk up to and I said it in the article and shadow from the rooftops was one of the best decisions I've ever made.

Chad: Hey there listeners' hope you're enjoying today's episode with Kevin Lavelle of Mizzen and Main. We find it pretty astonishing that one person, one human being can have such an impact on somebody else's business. I mean obviously Tim Ferris has done some amazing things. He has quite the following but to get to a point where he is the single, biggest reason for making the best decision you've ever made in the growth of your business, that's pretty incredible. Hopefully you're finding that using podcast sponsorships might be a viable option in the future to drive more traffic and more sales. We'd love to hear more of those stories. If you're out there using podcasts to drive traffic and sales, let us know cause we'd like to know a little bit more and get some more case studies so we can talk a little bit further on this. But in the mean time, were still offering our Ecommerce email checklist: 18 Tips to Boost Product Sales on Your Website. If you want to get that checklist, you can easily get that downloaded to your phone and what you'll need to do; you'll need to use your smart phone. So I'm going to give you a second to get your smartphone out, go ahead and do that. One more second, all right cool. So, if you want to get that checklist, use your smartphone and text the phrase 'Checklist' to the number 33444. So, go ahead and get that checklist now, implement one strategy today and start seeing results as soon as tomorrow. We'll get back to this episode with Kevin.

Austin: It's really interesting because I think one of the tough decisions when people are looking at an opportunity like that is there aren't case studies, as many case studies out there for podcast advertising. How should other ecommerce executives evaluate opportunities like this in trying to decide if it's the right move for them?

Kevin: You know, there are a huge number of podcasts out there that you can dip your toe in the water, that doesn't involve a downpayment on a house kind of debt and I would say for people looking to test the waters, it would be, find some podcasts that you really relate to if you're your own type of customer and if not, find what your customers might relate too. And that's one of the beautiful things about podcasts is for pretty much every category imaginable, there are dozens if not hundreds of podcasts and so there are a lot of ways to just dip your toe in the water and check it out. I wrote the Tim Ferris Effect podcast edition. After my experience, one of the articles that really I couldn't shake out in my mind was the Forbes article and a guy wrote an article called, 'The Tim Ferris Effect' and it was about when Tim endorsed him effectively in a blog post just saying this is really a great book. He watched, and his Amazon Kindle ranking, which is the closest thing that you can have to a thermometer of how a book is doing, jumped from haven't-been-above-a-thousand to like top 45 almost instantly. And he had been on CNN, he had been in the New

York Times and none of those things moved the needle. As he says, this random guy who talks about kettlebells in San Francisco that has nothing to do with my topic, totally changed the trajectory of my book. And so it was researching other mediums that gave me a little bit more confidence to make the decision and then ultimately, I just felt it in my gut that it was going to be something that could be a truly leverage-point type decision. It wasn't going to be like, 'Okay, this is a good 10% return on investment.' It was either going to bomb and I was going to lose everything or it was going to be a crazy return on investment that could change everything and it thankfully turned out to be the crazy return.

Austin: That's awesome.

Chad: Yeah. It's amazing. The Tim Ferris Effect, just like anything, it eventually wears off. Right? I mean obviously, you said it was going strong for quite some time, I don't know if it's still going strong but with podcasts, obviously people still downloading this so I'm sure you're still getting that trickle in but as it potentially peters out a little bit, right, and you've got to do other things in order to acquire more customers, like what you going to do now to drive more online sales and we don't know where you at; whether you're going towards a million or you already passed that and going towards ten, but what are you guys going to do now that this thing has, I guess, made its way through the system and you're on to something else?

Kevin: Yes, so we got a lot of other things that have been working really well and we're going to keep doing that. One of the other things that really set us up for success is my very talented and brilliant wife. I'm not saying just because she's my wife. I mean, the results speak for themselves. She's been running our marketing for about eight or nine months now. As we moved into advertising with Tim, we had a whole bunch of things ready to go. So we had Google Ads, Google AdWords, Facebook Ads, all of these things to back up the fact that people would hear about us on Tim's podcast and then likely look for us or either forget about it and then we could hit them back later. And so we had a lot of other pieces of the puzzle together ready to take advantage of that trajectory and we've bolted on a lot of other things. So, if you like Tim, who else you might listen to? If you like Tim, what other things might you be engaged with and so that first kind of effort, we've just added to it several ways to where we have this kind of amalgamation of tactics and strategies to take advantage of the success that we've seen. Yes, were exploring a multitude of other podcasts. We are engaging in now, new and interesting ways that haven't thought about before just based on our experience in terms of our offline engagements in advertising opportunities. But I'll also say, we've been sold out of pretty much of everything we had since the first week of March and even still in the month of April, we were doing about three to five times our daily visitor traffic and revenue every single day. It's not all just listeners but it has reset what our baseline really is on a day to day basis.

Austin: That's awesome. What's fantastic about that and I think what's really an interesting part of the story is that you've had experience with these larger buys before and they haven't turned out the same way as this episode with Tim. Could you maybe touch on the Esquire Ad that I read a little bit about?

Kevin: Yeah, absolutely. So, that's a big part of what I talked about in the Tim Ferris Effect was, we got a great opportunity to advertise at a discounted rate based on timing



and availability and a host of other factors that happen in the media world in the December issue, so the Christmas holiday issue of Esquire. And we had a well-known athlete, a wide receiver for Miami Dolphins in his stadium wearing our product and a great beautiful Ad that was albeit different than a traditional Esquire Ad, where it's just a giant picture with no logo and no nothing; it just says, 'Gucci available in Paris' or whatever it is, and we had a few, very brief explanatory things about moisture-wicking, wrinkle-free, no ironing, no dry-cleaning and it did absolutely nothing for us and was not quite as much as advertising with Tim but close enough to it that I just have to shake my head. The cost of advertising in print is just so far-removed from the reality of what most startups or young businesses can even touch yet the results were abysmal for us. I've got a lot of respect for Esquire as a publication; I think it's fantastic and for the big, big players in the fashion industry, in the menswear industry, I'm sure it makes sense because they continue to advertise. But for the smaller businesses, print has been on a decline for a while anyway. For the smaller businesses, for me it was a definitive statement that I will not be playing around within print advertising again at least for a very long time.

Austin: I think it says something too about – I mean, if you look at podcasting and the growth of podcasting versus the growth of print magazines, whether it is fashion or whatever it is, where the advertising return is, is a good lead for where the growth is going to be. So, it's interesting to see; I am so bullish on podcasting and –

Chad: Really?

Austin: – to hear what you are getting back from advertising, it's just reinforces that belief because the money's going to find it and people going to spend more money on it. It's just really interesting to hear.

Chad: I also don't know if Gucci, who is putting their ads in Esquire can really find out how big that return is. I mean, do they even track that? Right? It's probably just a drop in the bucket for them so they don't even care what's happening. It's little different obviously for what we're talking about. Also Bryan Hartline was the guy in the Ad; right?

Kevin: Yeah.

Chad: Well, let's hope he can turn it around for the Browns when he comes to Cleveland. He's signed with the Cleveland Browns, baby.

Austin: We're all pulling for them.

Chad: All right, we are all pulling for Brian.

Austin: They're going to need some help.

Chad: Yeah. That was my obligatory sports drop here in this podcast; we'll go on to the next question.

Kevin: Love it, love it.

Austin: Well, I'm more of like a – as we move kind of out of this to a more of a broad sense, I mean, from just your day to day, what resources you would recommend other ecommerce store-owners to help them in their business whether it is with daily productivity or optimizing their site; anything that you use and you would recommend whole-heartedly?

Kevin: Yeah, I mean I've got a couple of tools. I don't know how, I mean, I worked in a very corporate environment for a few years and in one of them, I wasn't even allowed to use an iPhone, I had to use a Blackberry and getting out of that into, okay, you know, my butt's on the line, I've got a team that – their future's on the line; building out my own system of what it takes to get things done, I'm amazed at the resources available today. I don't know how people used to start businesses or get things done. Shopify has been a tremendous resource for us getting off the ground and they are a great, great, very young startup, ecommerce business 101. Got a ton of resources, they're fantastic to use. On a daily basis, Slack has cut my email probably by 30%-40% percent. I love Slack, it's absolutely fantastic. As a team, we use Asana for task management and productivity. Dropbox is huge; I don't have documents stored anywhere anymore so having Dropbox is really great. Evernote is an increasing resource for me; I did not understand how powerful Evernote was until the last few weeks. It is fantastic and then the standard things from a social media perspective, I use TweetDeck, we use a social media platform, the social media marketing team uses their own thing but I used TweetDeck just to kind of stay on top of a few topics on what's out there. And then the iPhone is ever-present and a pretty fantastic resource for me. Surprisingly, I used Outlook for email on my phone because they just bought Acomplia. I don't if you guys have used Acomplia but for me, that blew away mailbox. I really loved Acomplia and Outlook bought it. I hope Microsoft doesn't screw it up but I'm not going to hold my breath.

Austin: Yeah. Finger crossed. You get six months until they roll out their tweaks.

Chad: So, Kevin we got a couple of questions left, well, really actually just one question left but before we ask that final question, where can our listeners connect with you or find out more about you?

Kevin: Yes, so we are Mizzen and Main. That's our tag on Facebook, Twitter and Instagram. My Twitter is @KevinSLavelle and then Mizzenandmain.com is our website; pretty much any attempt at spelling that in Google and you will find us. Love the name, not the easiest to spell if you haven't seen it before but hoping we continue to make it a household name.

Chad: Perfect. And then the last question here, maybe a little bit more based on your experiences, so based on what you've experienced so far in building your business, where you at today and then a little bit on your discussion today, what's the one thing that our listeners should do to start seeing some type of result or improve their business – pretty much today like what can they do, what should they do?

Kevin: The age-old phrase, 'What gets measured get managed' Ferris recites that quite a bit; that's Peter Drucker's quote. To me, you got to bring a level of discipline to the activities and actions that you have. If it's just yourself, make sure that you've got a budget and you've got forecasts and you're holding yourself to that. Certainly, it's going to change the minute that you do it and if you got a team, make sure that they are sticking to the activities and budgets that they are supposed to do. But at the same time, you've got to set a framework and let them go conquer but make sure that you're staying on top of things because a day can turn into a week, can turn into a month, and turn into a quarter and then all of a sudden, you're half way through the year and you've lost track of what you started out to do. So, getting on top of those things and building the systems around it to make it effective is critical.



Chad: Awesome. That's good advice and I am on the same page with that. 'What gets measured gets managed' most important thing to think about. So, Kevin, man, thanks for joining us today. It's been awesome learning about what you've been doing and I think I might go buy myself some shirts here in a little bit. I'm pretty excited about that.

Kevin: Thank you. Appreciate the opportunity.

Austin: Thanks a lot, Kevin.

Transmitter: Thanks for listening, to get even more actionable insights from the most influential experts and the most successful CEOs in ecommerce, to help you grow your business from one million dollars to 10 million plus, visit [Ecommerceinfluence.com](http://Ecommerceinfluence.com).