

Allison Rolish:

Ultimately, another great benefit that came is seeing how affiliate performed during the time. We felt more comfortable and we're increasing the budget. We just know that there's so much more to go in the way that they were able to perform and help us during this was so amazing. That we feel so confident about this channel and the way that it was managed during what was hopefully the craziest times that we'll see. We just have so much confidence in it now.

Lenox Powell:

I'm Lenox Powell, the host and producer of the Outperform podcast. On these episodes, I talk with Acceleration Partners' team members, industry partners, and clients, to bring you a behind the scenes' perspective on what the world's leading brands are doing to outperform in their business and marketing partnerships.

Lenox Powell:

Welcome to the Outperform podcast. Even before the coronavirus hit, Purple Carrot, the plant-based meal kit company was realizing impressive performance from their affiliate marketing program. Then between March and May, the number of subscriptions their program was driving was up well over a thousand percent year over year. Here to discuss the role their affiliate partners played in helping Purple Carrot grow their business during this precarious economic time and what was happening internally that helped their business keep up with this increased demand is Allison Rolish, Marketing project manager at Purple Carrot. Welcome Allison, great to have you on Outperform.

Allison Rolish:

Great to be here. Thank you so much for having me.

Lenox Powell:

Before we dive into our discussion about Purple Carrot's affiliate program pre-COVID and present, talk a bit about what your role is at Purple Carrot and what you do.

Allison Rolish:

Yes, so I've been at Purple Carrot for a little over two years now. I'm the marketing project manager, as you said. I handle all things partnerships. I took over our affiliate channel earlier this year. I also do some work in consumer insights. I've previously had a heavy focus on acquisition, but now I'm a little bit more on the customer satisfaction end.

Lenox Powell:

What have you learned about the affiliate model that you weren't aware of when you first started overseeing Purple Carrot's program?

Allison Rolish:

Yeah, so I had a really high level understanding prior to taking over the channel. I knew that a brand or person could promote another brand and they would be paid based on performance, but I didn't really know much more than that.

Lenox Powell:

Yeah, and I think that's actually really common. A lot of people kind of go into the marketing world and they're tasked with customer acquisition or paid marketing or something like that, and sometimes affiliate just kind of falls under that umbrella so they have to really quickly get up to speed and learn late. How did you learn about the model and the ins and outs, and how different it was from other types of channels?

Allison Rolish:

I think the biggest takeaway is that any brand, person, campaign, idea, we can really work with as an affiliate. The possibilities really are endless with this channel and especially with AP, whereas before I thought it was a lot more limited in what we thought was capable. I think just understanding that affiliate encompasses so much more of marketing than I really knew.

Lenox Powell:

Yeah, we hear that a lot. Once people... I think there's a lot of misconceptions. People think, "Oh, affiliate. It's A, either only use to drive sales," which is a good thing for many brands." But as you said, it's much more. And a lot of them think, B, it's only coupon partners. So yeah, we always love enlightening brands that there's this wide wide world out there of a partner-based marketing, so that's cool. In the highly competitive category of meal kit companies, Purple Carrot is relatively new on the scene, but you all have created a really unique niche in the food delivery and meal kit world with your focus on plant-based meals, which is a dietary lifestyle that more and more people are embracing excitingly. Talk about how your affiliate partners were helping you get the word out about Purple Carrot's brand and meal kit services prior to COVID-19.

Allison Rolish:

Yeah, so I think the concept of plant-based in general can feel a little intimidating to people who aren't used to it. Being able to work with a diverse group of partners that Acceleration was able to bring to us and kind of open up relationship doors that we didn't have, it allowed us to reach the broader audiences in ways that we can't do with the other more traditional marketing channels that we had. It was easy for someone who was vegan or plant-based to find us. But I think with affiliates, we were able to definitely branch out and be more widely seen by the public. And then what's even better is now that plant-based is becoming more mainstream. Acceleration Partners has just been able to really optimize with that and find ways to enhance the partnerships and the experience.

Lenox Powell:

That's great. We always love hearing those kudos. In November 2019, the documentary Game Changers came out, showcasing how elite athletes from weightlifters, triathletes, football players to special ops soldiers and physicians and medical researchers are all realizing significantly improved performance by following a plant-based diet. What impact did that documentary have on your business, and what role did your affiliate partners play in connecting that film with your meal subscription service?

Allison Rolish:

Yeah, so I took over management of their affiliate channel early this year, so I can speak a little more to how it impacted Purple Carrot specifically. The effect Game Changers had on the plant-based industry as a whole was, for lack of better phrase, a game changer. All you needed to do was look at Google Trends and you'd see that there was a record number of searches for plant-based time right when the documentary was released. Also, what was so unique and amazing about that for us specifically was that

it was during that traditionally slow time which was November end of the year, but instead we were seeing record numbers as well. And I have no doubt and I know that what our Acceleration Partners team did was found ways to optimize that. As people were talking about Game Changers, they found unique ways of getting Purple Carrot in there as well as an attainable way. "You saw the documentary. Here's how you can incorporate it." So really being able to leverage Game Changers to help us was something I think that was really great for us during that time of year.

Lenox Powell:

And when I was chatting with the account team about your program and they had talked about during that time with Game Changers, you have some content partners, I think, some mass media partners specifically too in your program, correct me if I'm wrong, but through those content partners, it sounds like a few of them really latched on to that documentary and basically were saying through their content, through their articles saying, "Hey world, here's this documentary and here's this brand that offers exactly what this documentary is talking about." Is that kind of a way that some of your performance-based partners were able to help get the word out more about making that connection between your brand and the documentary?

Allison Rolish:

100%. And I think that is what really helped in our growth. It made that connection for people that if it was coming from us, it might be a little more marketing focus or feel marketing heavy to the audience. But having the content out there, making that connection for people to read, I think is really valuable.

Lenox Powell:

Yeah, and something else that the account manager had talked to me about was how enthusiastic your partners were to help make that connection. They were just so gung-ho and so delighted that this documentary not only existed, but that they could really help elevate your brand and just the incredible services that you offer to the world and really kick that up a notch. So that's really exciting too, is that you're having this extension of your brand, these team of partners who are out there shouting at the rooftops that you guys exist and that you also play into this much bigger picture that the documentary was really painting for people.

Allison Rolish:

Yeah, definitely. We were aware that the documentary was coming out and we were very excited about it. That isn't always a great gauge to know how the general public is going to respond to it, but we were so pumped and excited for it to be released especially on Netflix. But then to see the response, not just from just all over the country, but also seeing that people got excited when they were thinking about us as well as that kind of ripple effect, it was great. It's very encouraging. We're happy that people are now exploring how to be more plant-based, how to eat to be better for yourself and better for the environment. That ripple effect was, we weren't expecting for it. It's the thing you always hope, but it's been so great to see it.

Lenox Powell:

Yeah. And as you said, plant-based to many people is intimidating and they don't know where to start. And the fact that they can watch that documentary and get super inspired, think, "Yeah, this is my value system, and I want to follow this. This is kind of where I want to at least start evolving my food intake to, but you all make it so easy." "You want to learn how to do it. You want to at least start and kind of take

some baby steps in that direction. Great. We have meal kits that are already ready for you." So that's super cool that that documentary came out, and just between your partnerships and what you already offer were able to just kind of connect those dots for people. That's great. The documentary came out in November, but then December... That's not typically a month that most people associate with healthy, plant-based mindful eating. Did that increase in brand awareness in November and that increase in your knowledge of Purple Carrot but also your subscription signups, did that continue through December?

Allison Rolish:

It did. It's always difficult for us on two levels to compete with the holidays as a meal kit and then plant-based. People are like, "Oh, I guess got to put that to the side and accept the holidays." So that uptick that we saw in November gave us this momentum immediately after the holidays. Around the end of December, beginning of January, when people are like, "I got to start planning for the new year. I got to get back into the healthy habits and routines," there was always that constant uptick. It never went back down pre-Game Changers. They already knew about us. They'd probably heard about us at some point so they knew where to look and they knew what they were looking for. It was really great to see that it didn't die down after people maybe watched the documentary. It felt like that really resonated with them, and I think we again felt that effect of it.

Lenox Powell:

That's great. So you had a really strong November, December, January, and February?

Allison Rolish:

Yeah.

Lenox Powell:

And then COVID-19 suddenly became a household name around the world in March. People's shopping and consumption methods changed almost overnight. Talk about what you all saw happen with your business and affiliate program in the month of March.

Allison Rolish:

Yeah, so March, and this is across the board, anybody could say this, it was beyond what anybody expected in every way. I think since we are a hundred percent plant-based so we're a little more niche than a lot of the meal kits, we're never sure how overall trends in meal kits and delivery will affect us, but it was unreal and unprecedented for us to see the new customer volume coming in. We were just hitting records. We thought Game Changers was a game changer for us, but we were really discovered in March. People were searching for meal kits and we were getting them the plant-based. I think people felt comfortable with that too, and kind of wanting to change their eating habits a little bit during all of this. We were not expecting it to be like that, but nobody was, I don't think anybody understood the impact it was going to have. It was monumental. And our affiliate team was there a hundred percent of the way every day dealing with it with us which I can't thank them enough for all of their help throughout the crazy time.

Lenox Powell:

And so what did the craziness look like a little bit in March? I can imagine so all of these orders are coming in and you had some experience with this big uptick in November and December and January and February, but nothing like March. And so what we heard from a lot of brands across the board, meal

kits and otherwise, is it's like drinking from a fire hydrant. They have all of these orders coming in and their affiliate partners are doing what they do so well. They're raising awareness and they're promoting the brand, but that also means this huge influx in orders. How did you all handle that?

Allison Rolish:

At the beginning, I'd say mid-March going into April, it really felt like we were climbing at the beginning of that roller coaster and we still had ways to go before we knew we were reaching the top of that ceiling of the volume we were able to see. The affiliate team was helping and we were optimizing where we could because we were able to grow. We had just that cushion. But then like with the rollercoaster, unfortunately, we did hit the top and things kind of literally just went up and down for a while. It was stop and go across the board with operations and with marketing affiliate we knew from the beginning, and our account team was very upfront being with the relationships. This isn't our paid search and all of those channels. We have to be very careful.

Allison Rolish:

We tried very hard to not let this impact the affiliate channel like it did but ultimately, we had to make tough decisions in the best interest of new customers and current customers. I think the thing we were trying to avoid was making promises that we couldn't fulfill. We were terrified of letting people down during a really scary time so it impacted operations. They got very creative. We luckily didn't have to do anything too dramatic but ultimately, what it did is we had to pull back for a little while with affiliate after ramping up so much. And kind of not knowing when it was going to end was, it made everything really unclear. We just didn't know week to week what would happen.

Allison Rolish:

We were talking with our operations team and our warehouses more than ever, but even that, even constant contact every day, you still didn't know what like three days away what it would look like. It was a lot, it kind of felt like a blur when looking back and try to think about it. But I think, ultimately, we came out on the other side of just that initial COVID spike in the country and handled it, hopefully, the best that we could have.

Lenox Powell:

I think a lot of people don't realize so you have your upfront team, the team that's out there and promoting you, and your marketing team, and your affiliate team, and all the other marketing things you're doing to attract new customers and maintain existing ones. But then, you have the warehouse that actually has to deliver what you are selling. How were you able to communicate? How was your front end communicating with the backend, the delivery team, to make sure that chaos did not completely ensue and it was just unattainable and you weren't able to really deliver on what was being sold? How did you can navigate through that?

Allison Rolish:

I think ultimately what we walked away with is the operations team had a better understanding of how marketing and projections work. And on the marketing end, I have a much better understanding of how our operations team runs and how the facilities and the people on the floor really work and operate. And not having that before, it would all kind of felt like numbers, but I think COVID made us address, really understand the day to day impacts that as a company we have to handle when things like this happened, and that branches out to how I was communicating with AP. They were so understanding

and amazing. At the beginning, we were like, "Let's optimize, optimize," and they were right on board. They had a plan right away. And then when we were like, "Unfortunately, we have to start pulling back and then we might turn it back on..."

Allison Rolish:

I think we just kind of understood that this is... We don't know what's going to happen and we can try to project as far out as we can, but just with that understanding, we have a plan in place. And I think having gone through it now, the communication is more open and coming up with multiple plans. And I have a better understanding of the relationships that I have, but also that, ultimately, Acceleration Partners has with all of their partners, that they create relationships and nurture the relationships for us. I think having that understanding allows you to put a lot more care into how we plan for the future.

Allison Rolish:

And then ultimately, another great benefit that came is seeing how affiliate performed during the time we felt more comfortable and we're increasing the budget. We just know that there's so much more to go in the way that they were able to perform and help us during this was so amazing. We feel so confident about this channel and the way that it was managed during what was hopefully the craziest times that we'll see. We just have so much confidence in it now.

Lenox Powell:

That's awesome. And you kind of touched on this but there was... I'm sure everybody experienced a lot of stop but when we say stop, it was like we need to stop bringing new affiliate partners into our program, and then it was like, "Oh, okay, now we can put the gas on a little bit." "Oh, now we need to put the brake on a little bit." And it was just this back and forth and back and forth until you all came up with a better cadence that worked not only for your program, but also that would work for the operations team, the warehouse, to actually be able to fulfill the orders that were coming in. How did you all ultimately come up with that better cadence? Was it mainly just trial and error? What was it? How did you guys figure that out to make it a little bit smoother?

Allison Rolish:

I think ultimately it was after communicating and the understanding was there, basically working together, and brainstorming. I think we have practices in place and we had some voices thrown into the mix, when operations to have marketing input when operations is handling and ordering produce and thinking about the box volume and everything and understanding where marketing is coming from when they're saying, "We're trying to hit this number because of this," but then operations knowing that it's not just a number that we need them to hit but kind of knowing the story behind it and trying to be creative. We had multiple kind of fire starter sessions where we are trying to all come up and help operations, and operations giving a lot of inputs to marketing. So I think kind of understanding that before these two departments were a little bit more separated, so being able to marry them a little bit more has ultimately helped us just as a whole.

Lenox Powell:

And this is something we've actually written about as well. We saw this across the board, across our clients, across the industry, is a significant increase in affiliates applying to brands' affiliate programs, especially in the months of March, April, and May, of 2020. And I'm sure you all saw this huge influx of all of these affiliate partners suddenly going, "Yeah, we want to join your program." And yes, there's the

stop and go, but you also handled it very delicately and also very respectfully which was something that not every brand did. What was your philosophy around that of saying, "We love you. We want to work with you, but we just can't have you in the program right now because of X, because of we don't want to oversell and under deliver?" How was that communicated to your partners? And then second, follow up question to that is where are things now that the situation has kind of normalized? Are you now welcoming those back in, those partners in, or what does that look like?

Allison Rolish:

Yeah, so definitely at the recommendation of our team at AP, we made the decision in April that we needed to just stop accepting new publisher applications for a lot of the reasons that you touched upon a little bit. We were concerned about not being able to keep up with the demand. And we knew that we didn't want to start and stop just conversations. We didn't want to feel like we were making promises or making them think that we were going to be up and running with them anytime soon if ultimately we weren't able to. I think what our team at AP pointed out to us and I think is very true and helped us in the long run is that the partners appreciated us being upfront and honest about the situation we were in.

Allison Rolish:

It wasn't personal for anybody. It was a business decision and I think something that would affect them negatively if we tried to bring them on and then we were like, "Well, you can't run this," or "We can't fulfill these orders that you're bringing in." That would have longterm effected all of these relationships. So just being honest about the position we were in and then saying, "This doesn't mean that in a couple of months we can't talk to you. We would love to just keep in touch," which is what AP has done because a couple of weeks ago we were able to start accepting all the applications again which is great and we're back on a normal schedule of taking an applications which was always the goal. And I think doing it this way just helped us, help the AP, and help, ultimately, the partners.

Lenox Powell:

I think that's definitely something that sets you all apart as well and one of the reasons that the team loves working with you too, is how much you value your partnerships. Most brands who have an affiliate program, they value their partners as well and they love the sales that they drive and the new customers or the leads or whatever it is. But some don't totally see their affiliate partners as an extension of their brand and they kind of just silo them into another channel like paid social or paid search or retargeting, where affiliate is all relationships. And I think that there have been some brands that did not realize how negative of an impact it would have to shut down their program either altogether or just abruptly set commissions to zero. I love how you have explained this because you're speaking very candidly and authentically about it, but you're also saying, "Look, we had to make this tough business decision in the best interest of both our partners and of our business."

Lenox Powell:

But the key was is that you saw holistically and you communicated that effectively to your partners so that there was still that strong relationship either the future potential for that or the ones who are existing in your program. It sounds like you really communicated, "Hey, we have to pump the brakes a little bit, but we're doing this because of this reason." So that itself is a game changer, how you really all perceive within your entire organization at Purple Carrot, not only your program, but your partners and the role that they play.

Allison Rolish:

Yeah, I think it went against everyone on the marketing teams like strategy, they be like, "We have to stop spending," because we just want to grow the business. We want to get out there in front of people so it felt so counterintuitive, but also with AP's guidance and just some thoughtful leadership, we really were able to think it through and not be super, looking at it as black and white, especially with affiliates. Like you said, it's relationships. And I think AP has allowed us to really appreciate that that is so much of this channel. It's nurturing that, and it's not just the dollars and it's not just the commissions and all of that. So that really was important especially during a pandemic, I think, to also kind of understand that us, AP, and partners were all going through that as well. We wanted to... We had to keep that in mind.

Lenox Powell:

What are some wins that have come out of COVID-19 for Purple Carrot's affiliate program?

Allison Rolish:

I think one of the biggest wins is kind of looking at the business a little differently at least from our perspective, thinking about what we were working towards and able to achieve across the country. We were able to get food to people who needed it and we're trying to stay safe, stay inside, again, during crazy scary times. So being able to provide them with that comfort of knowing they were going to be getting food is going to be delivered to their door. We were all onboard with ramping up operations as much as we can to serve as many people as we can was just really amazing. It helped give us a different perspective on exactly what we were doing.

Allison Rolish:

And then additionally, we were able to make a large donation right off the bat to Feeding America. We were able to provide healthcare workers with an ongoing discount through the end of May, if not longer, which is something we've never really done before. So understanding the times that we're in and looking at it as greater than just the business aspect, I think, made us realize the impact that we can have on people. And I think AP helped us really achieve that as well.

Allison Rolish:

And then another thing with the increase in demand, we were able to have our finance team. They must have worked throughout the night for the past two months because they were able to register in almost all of the states now. We have lifted the majority of NEXUS restrictions which has allowed us as an affiliate channel to grow and we can work with more and more partners all across the country, which I think is just going to help once all of this is behind us. That will be a lasting effect. And then additionally, we just have a growing and more engaged affiliate base because delivery was, is, and maybe for the indefinite future way more in demand than ever before with that interest and recognition. I think the lingering effect and the effect that will have on us is that will be a positive to take out of all of this in light of the kind of scary times we were in.

Lenox Powell:

You touched on so many good things and I want to unpack a few of them. But first, for those who don't know what NEXUS is, explain that in layman's terms. What is NEXUS, and why would your finance team have to be working 24/7 to try to get those restrictions lifted?

Allison Rolish:

I actually not... I have to make sure that I'm explaining this clearly. From my understanding is that for NEXUS, we needed to be registering sales tax and candy tax and certain taxes within all of the states in order to do business with companies within those states. If we weren't registered, then we were blocked from working with certain businesses within the states, and that's my understanding. I'm sorry. I don't know if that's...

Lenox Powell:

No, you're great. I mean, NEXUS is super confusing, and it's all... You're right. It's tax issues and tax laws, and the Supreme Court recently, they did something. I will include resources that we have on NEXUS, but I think how you described it is great. It's complicated tax elements of how brands can do business online in a state. And so the challenge really is that a lot of brands are like, "Boy, that would hit us really hard so we're not going to do business in that state. Also, what that means is we can't have affiliate partners in those states," which unfortunately closes the doors to many brands and partners who really want to work with those brands. So it's complicated is the short of the long answer.

Lenox Powell:

However, when I heard about this, this is what blew my mind is that you all, your team has worked to overcome all of those financial and tax barriers in order to really meet demand to a much wider audience around the country. This is huge. And it certainly didn't happen overnight, right? This is not something that was like, "Oh, finance team worked on it for a week and now it's done."

Allison Rolish:

Yeah, this has been an ongoing process for... I've only known about it for maybe a little over a year now, but I know it's been on our finance team's bucket list for so long. And I think COVID and the increase in demand just all across the country just gave them that push, that extra push that they needed to be like, "All right, let's do this. This is the time it's really important. Let's get this done. We're going to hunker down." They were unreachable for a little while because they were like, "This is going to be our top priority." And so the impact and being able to benefit from that and from an affiliate channel has been really great. That's a really big win. Yeah, for sure.

Lenox Powell:

And another thing that you touched on a little bit, but I want to make sure that this is brought to the spotlight because you all deserve so much kudos to this is you all didn't have to institute a wait list for customers. And that's pretty huge because a lot of brands did, and there's nothing wrong with that. But the fact that you all were able to find workarounds to that is really impressive.

Allison Rolish:

Yeah, definitely kudos to operations for finding a way around that, or not around that, but not having to do that. I think what it ultimately came down to is we wanted to get meals and fresh food out to as many people as possible. And so we did have to make some concessions, we weren't able to add extra meals into some boxes, but ultimately, I think being able to serve more people when you understand the actual context of what we were in, that was the biggest thing and that was the ultimate goal. Yeah, we were ready for it. We were about to turn it on. We were like, "This is going to happen," but with just amazing people working so hard to figure out, there isn't just one way of doing it. We were really lucky that we didn't have to do a wait list for people.

Lenox Powell:

And those are huge wins and I'm really glad you called them out because you all deserve a lot of kudos and credit for that. What are some learnings that you all have taken away from this situation that you think will be applied, or that you are applying moving forward?

Allison Rolish:

I think definitely in something that has been mentioned a lot throughout this is just bridging communication and, operations and marketing working much more hand in hand. Having gone through those first couple of months of COVID, we've learned what our absolute limits are as opposed to pie in the sky like, "It'd be great if we could hit this number." Now, I think we have a much better understanding of restrictions and that will ultimately help us plan hopefully a little further out. Even if we do see an upswing in orders again, we can kind of understand, "All right, if this is on a similar projection, we have to pivot this or that way." I think being able to see a little bit further out maybe in the future, it will help our affiliate channel, because obviously we're always going to try and steer clear of it affecting affiliates but kind of giving any pre-warning.

Allison Rolish:

Maybe having a plan B, C, and D in place if we need them, because knowing that we've probably run through multiple different plans through all of this. I think it'll be helpful having just gone through that. And then additionally, AP has gone back to the drawing board and they've not made just one projection for the rest of the year but two, and that just speaks to me we really don't know what the future holds, but them being able to really understand that it could go anyway and we have plans in place, we have protocols. We're always in touch. We definitely communicate so often, and they've been so great with following up on any questions or asking questions before I'm even able to say something about it. It's just been really great for people to know we can't super far out in advance, but also at the other way we have this understanding though of what's maybe to come. Just lots of great learnings.

Lenox Powell:

You had mentioned the concept of a projection and how the Acceleration Partners team has put together not just one but two projections. What are those projections? What does that look like?

Allison Rolish:

We have the understanding, I think, as a country that there is a chance that, we saw that first wave of COVID, and that might not be it. We might be seeing waves especially as we get closer to the fall and winter. So what AP was able to do and honestly do very quickly was come up with two different sets of projections. While our business has benefited from COVID, I hate using that word, but just understanding that if there is a second wave, we're going to see box volumes skyrocket again. And if there isn't, understanding that we might see order volume drop a lot. People are anxious to get out. So kind of understanding how that plays into our business model for the rest of the year. Strategy will look very different if there's a second wave or if there isn't. So always having that understanding and a plan in place for our business is really important.

Lenox Powell:

I think that's good. I think that that is a critical takeaway that anybody listening to this whether they have an affiliate program or whether they don't, but though looking at the rest of the year from the lens of those two projections of, "Hey, everything kind of may get back to a normal seasonality and looking at

that projection for whatever it is, finance, marketing, recruiting, what have you," or "What might a second wave look like and how could we project, how we shift and adjust?" I love that the team did that and that's great. Even for me also being in a marketing seat, I think that's vital for any marketing professional to look at their marketing, not just their affiliate program, but their marketing and even their business from a CEO, CFO, CMO level of a lens of those two projections. I think that's so smart.

Allison Rolish:

Yeah. I think having that in place will make whatever comes in the second half of this year feel a little bit less like a shock. We don't have a crystal ball. We don't know what's going to happen, but just feeling we do have a plan in place no matter what happens is comforting in a sense. Just knowing it's not going to be a scramble and we don't have to put our customers at risk. We don't have to put prospects at risk, and we don't have to also maybe put any relationships through affiliates at risk.

Lenox Powell:

Well, I think that's the perfect takeaway to leave our listeners with. Allison, I have so enjoyed speaking with you about Purple Carrot, your affiliate program, and how you all are navigating these very interesting times. So thank you very much for sharing your perspectives with us.

Allison Rolish:

Thank you so much for having. It's been a joy.

Lenox Powell:

To those listening, we so appreciate you tuning in to the Outperform podcast, and hope you found this information useful and insightful. Ultimately, that is our goal. At the bottom of the show notes for this episode, we will be sure to include Purple Carrot's site so you can learn more about their brand, their plant-based meals, and their affiliate program. And we'll also be sure to include some information about the very complicated entity that is NEXUS. Until next time, keep outperforming.