

## Thinking Outside the Bud

Episode 320 - Jeff Sampson

<https://www.thinkingoutsidethebud.com/podcast/320-jeff-sampson>

### Jeff Sampson, CEO & Founder of Everscore, Inc.

Jeff is an entrepreneurial leader and storyteller with more than 25 years of experience in technology, marketing, product management, business development, and finance. Prior to Everscore, he was the founder of two marketing technology startups in consumer goods including myUpside, the first experiential rewards coalition in the world with over 100 brands including Red Bull. He pioneered data-driven, personalized promotions for wellness, and better-for-you brands with an emphasis on creating, connecting, and measuring online consumer demand to physical stores. Before his startup journey, he was a senior executive at Microsoft as the Director of Global Product Management for Microsoft Dynamics. Jeff started his career in investment banking and private equity with JP Morgan Chase and Bank of America executing leveraged buyouts of consumer goods and retailers for sponsors including Yucaipa, MacAndrews & Forbes, KKR, Forstmann Little, Hicks Muse, and Citicorp Ventures. He has served on seven boards and is currently a mentor to startups at CU Boulder. Jeff is a graduate of Arizona State University and holds an MBA from Goizueta Business School at Emory University.

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## EPISODE TRANSCRIPT

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### 0:01

You're listening to Thinking Outside the Bud where we speak with entrepreneurs, investors, thought leaders, researchers, advocates and policymakers who are finding new and exciting ways for cannabis to positively impact business, society and culture. And now here is your host business coach, Bruce Eckfeldt.

### 0:30

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**1:07**

Welcome everyone. This is Thinking Outside The Bud, I'm Bruce Eckfeldt. I'm your host, our guest today is Jeff Sampson, He is CEO at Everscore. We're going to talk to him about the world of cannabis. We're gonna talk to him about marketplaces, what that means how that how different companies have kind of created them and dynamics around it and where they're going. And their particular take and how they're helping companies, brands connect with consumers and really helped bridge the gap there. I think one of the biggest challenges in cannabis is developing relationship, those customers finding new customers, it's quite complicated in the world today, all the regulatory issues all the state by state regulations, like all these things, make it kind of tough for a lot of big cannabis companies to really be strategic around customer acquisition and customer retention. We're gonna talk about Jeff about what they're doing, how they're helping brands do this, and really kind of where cannabis is going as an industry. So with that, Jeff, welcome to the program.

**1:58**

Thanks for having me, Bruce.

**1:59**

Yeah, it's a pleasure. So why don't we be before we dig into everything you're doing with the kind of the world of marketplaces and cannabis, let's get a little bit of background, how did you get into this? How do you get into cannabis give us a little backstory,

**2:10**

You know, the origin stories are always fun, you know, this goes back to kind of coming out of the CPG and retail environment back in the 90s. And, you know, I had the opportunity as a as a young guy to carry the bag for a lot of a lot of really great mentors. And it kind of fell in love with the CPG and retail industry. And one of the takeaways there was the just the process of transformation. And the a lot of these a lot of these private equity groups that that we were doing work for the KKR is and Yucaipa has and Foresman metals. Technology was such a huge driver of change, and how they created value in the companies that they bought. So I just fell in love with it. And, and kind of got the chance to move over to the technology side, I worked with Sachin Adela for a couple years back on what is now creating dynamics kind of the early, early transition to cloud businesses. And so the two big takeaways here was pattern recognition. You know, the the the way industries are transformed and the tools to do it. And so when we, when we started Everscore, we're actually looking at a way to level the playing field for your, you know, your local and regional grocers that were getting crushed by Amazon and Walmart and Target and Kroger. Yep. And it was interesting to us because the, you know, the analysis was, you've got two stores in roughly the same location, you've got a finite finite consumption, finite population, and yet in the same 30,000 products on the shelf, so yeah, why is one going up 10%, the other one going down 10%. And it was, it came down to data. And it came down to something as simple as customer acquisition, and the fact that some people were doing it, and the others were not, and the ones that were doing it, were taking the share. And so we, you know, we thought, hey, this is a great way to use technology to be able to help out the Hometown Heroes, give them the same capabilities, man that was late 2019. And, and wow, just the world changed overnight. So we all know what happened to two grocery stores in the toilet paper aisles in early 2020. They had big problems to solve. Glad they did. But we got introduced to cannabis coming up on two years ago. And there was so many overlaps between the problems that we were trying to solve and

where the industry was. And the difficulty for everybody the fragmentation, the brands, the growers, the retailers everything and so we adapted the model and and, and every score kind of came into its own.

#### **4:46**

Yeah, so I mean, give me some more details around where the similarities were what you saw happening in cannabis and then maybe maybe if I'm maybe I was a little bit different, like what translated from the work that you're doing in grocery stores to cannabis and then what didn't? Yeah,

#### **5:00**

I mean, we're talking about an industry which has the same architecture as CPG. You know, you've got in the grocery business, the customer is not the ultimate purchaser, the consumer. It's the grocery store. And so, yeah, you've got this complex supply chain that has a lot of different hands in it. It's difficult, you know, do you think about it from a biological imperative for a brand, I've got to get on a shelf. But I've also got to get off that shelf. And so the difficulties, you know, one of the things that was telling for us, my last company, we, we did experiential rewards. And we were, we were helping the up and coming better for you brands compete against the big CPG brands. And, and it was fascinating stat in 2018 90 of the top 100 brands lost market share to companies with less than \$20 million in revenue. Yeah. So gosh, you know, when you look at that, and say, hey, you know, the the relative power has changed in the industry, and consumers have a lot more they vote with their wallets. Bruce? So yeah, this was something where how can we take like the all of the lessons that we learned, how can we take the lessons which should be duplicated and adapt them to cannabis, and that's, you know, it really came to rallying around and being able to create a better consumer experience, but also an another option. I mean, we we live in an omni channel world, you're a consumer, I'm a consumer, everybody listening, as a consumer, we all have expectations that have been drilled into us from Amazon choice, convenience and confidence. And if you don't deliver those, they'll keep shopping until they find somebody that will. So nobody ever thinks about the massive amounts of effort and brainpower that it takes to make sure that what you found online, quickly ordered and shows up at your door. It's really it's magic, when it works right. And when it doesn't work pissed.

#### **6:46**

Right? Yeah, I think of recent recent times when I've been past orders got screwed up and didn't show up at the right place. Exactly. Everyone's got those stories.

#### **6:54**

So a lot of this was just being able to adapt that and say, Hey, listen, we're an omni channel world everywhere. Except for cannabis. There's only one choice for brands and cannabis. And it's just not a, it's not sustainable. So we wanted to be able to provide an option that that complemented the existing dispensary channel. But the bottom line, the goal was to solve for the fragmentation and bring new people into the industry. Give them an experience that they expect on everything else that they buy their pizza, their alcohol, their groceries, they want their cannabis the same way. And so giving we the bet we're making is that by providing this to brands, to provide a one stop channel, as an alternative, gets them more more margin, more shelf, more customers, all good things for brands, and that's where we think the future of the industry lies is with the brands.

#### **7:44**

Yeah, and it's definitely, I mean, brands are playing a bigger and bigger role, particularly as new people come into the cannabis market. And they're not as you know, familiar with traditional cannabis, or they don't, they don't know, their cultivars and their terpenes and they're, they're not, you know, they're, they're not wanks in

cannabis know, all the, you know, all the background. And they they kind of have to rely upon brands, right? I mean, that's the way we we navigate most purchases in the world, right? Like I I identify with the brand trust and brand, I'm gonna buy products from them, you know, I'm not going to do all my, you know, due diligence research, do my, you know, customer testing around it, like I trust them, right. That's why brands work. And that's why they they're so powerful. And we haven't really had them in cannabis. And up until a couple years ago, when you know, people started to really focus on building brands, you know, before it was all flour and THC content. Right. So now we're starting to get into this kind of brand new world. Where do you think we are? I mean, is this Are We? Are we well into this? Are we just starting as this you know, the future here? Give me a sense of kind of the role of brands in cannabis. Where do you put us

### 8:43

in the words of the great American poet, the Joker, way till they get a load of us? I don't think we've seen anything yet. Yeah, yeah. And part of this is, you know, just think about this from from the pressures on a brand today. The dispensaries are effectively predominantly private label, they grow their own products, they use their own shelf space. So the life of a brand includes schlepping to 1000s of stores trying to get on scant shelf space with only part of your offering. And then very little to no customer acquisition to actually drive awareness once there to get them into the store and to once they're in the store choose their brand. So you know, the there's I don't think we've seen I think we've seen what what big cannabis can do. And there's some good brands out there I'm I love what, Charlie Bucktown is doing it Cresco Yeah, they're that some of the Wonder wellness the Mindy's edibles those are fantastic. Those are those are brands that I want to go out and buy. So I'm always conscious of that but for for brands that don't have a billion dollar balance sheet. Yeah, it's a bit more difficult. So you know, I think what's been happening and you're you called it it is whether consumers being reintroduced to cannabis, or it is a completely new experience. I mean, just look at the gap, the gap in the numbers you can use as a proxy for demand or pent up demand. What was the latest poll something somewhere between 12 and 18% of Americans were existing cannabis users, right? Yep. So what does it say when somewhere between depending on which poll 70 to 90% of Americans think it should be legalized? Yeah. There's something in that delta. That should scare the crap out of people. Yeah. Like literally, yes. Eventually, this is going to be in \$100 billion industry but not if we don't lay some groundwork and get some infrastructure in there for these brands to actually reach those consumers. Yeah. So there's, you know, I what I'm excited for is that once we once we can solve for that, you know, one of my the pleasure of meeting a guy named Don Keough from Coca Cola. Yeah, he was the COO, an Irishman. And, and one of the most, gosh, just a happy soul. But beneath there was an amazing mind. And he kind of explained brands to me in a way that that stuck with me and we were, I went to Goizueta business school at Emory. And so they would, of course, we get a lot of the the executives come down and talk and, you know, under the heading of there's always that guy in the room. Well, that guy, you know, ask the question, while Don was taking, you know, was taking suggestions and said, How do you sleep at night, knowing that you peddle sugar water to the poor and downtrodden of the Third World, and the others, there's a collective gasp in the audience, and, and Don never never flinched. Don said, Thank you so much for asking me that question. Because we think about that mother, who comes home at the end of her long day after working three jobs. And as she goes through the door, and she kisses her angels, as as they fall asleep, and she makes her way into the kitchen, and reaches into that icebox for that familiar bottle. halfway across the world, the Queen of England is doing the same thing. And in that one moment in time, they're equal. We do not sell sugar water, we sell refreshment. And it was kind of a drop the mic moment. And, and he's right, we have to stop pushing strains and terms. And nobody cares. It's about being able to introduce an unfamiliar product to familiar routines, this is what I do after I workout because it makes me feel better. This is what I do. When I when I need a little bit of energy, this is what I do. So it's it's

being able to make those connections from a brand level, instead of slugging it out saying, Well, you know, my, you know, my 24% thc a year.

**12:40**

Yeah, and it's fascinating, because I think, you know, on one hand, it makes sense, it's kind of logical. On the other hand, it just seems like we're so stuck as an industry like, you know, getting getting into this next mode. I mean, I guess, give us a paint your kind of picture of like, how kind of the cannabis world has worked to date and how you hope to see a change, you know, in the future from a relationship with customer relationship with brand role at the dispensaries? I mean, I I'm kind of curious what your vision for kind of the change is in the industry?

**13:12**

Yeah, the the, the short answer is, it's going to start looking a lot like consumer packaged goods, it's going to in specifically kind of some of the better for your brand. So if you look look at need states and problems that people are trying to solve and being able to associate products with the answers to those problems. That's where you're going to start seeing new customers come in, and your end of the day THC, CBD CBN, CBG their ingredients. And once we understand that, that these are, you know, they're combinations of these ingredients that do wonderful things and help very specific problems, then people don't feel stupid, they can get educated, they know how to assess these products, you know, and like we were saying earlier, choice, convenience and confidence. I got to know what's out there can't just be with somebody that I don't know decided to put on the shelf. And I'm and I gotta be cool with their assortment. No, I will keep looking problem is is that for those brands, where you're going to look, how are you going to find them? I mean, effectively the industry? Can't we all know why the industry came up the way it did, how state level infrastructure because it was meant to bring taxes up. You would never create state level infrastructure. If you were doing a brand today. Oh, yeah.

**14:27**

The antithesis of a good strategy.

**14:28**

Exactly. I mean, there's, there's no economies of scale. And so and then it's it forces, you know, it forces you to be things that you you didn't want to be when you grew up, right it I don't want to be a retailer, I want to be a brand. I don't want to be a grower. I want to be a brand. If I could spend my day making emotional connections between my customers, my consumers and our products. That's a good day. And I want to do have as many of those as possible. And so what the industry, the industry, One Direction which is we got to go vertical. And if you're not part of that vertical life is, is really tough because you can't get access. And without that access, you can't get shelf space, if you can't get shelf space, nobody's going to see your products, in which case, you're not going to go out and do customer acquisition because you got nowhere to send them to it. So the good news is, gosh, that sound now on reflection, that sounds really dire. But it's there's a, there is a, there's a light at the end of the tunnel. And that is that, you know, when we look at the companies that are making huge investments for, you know, conceivably not because somebody in the executive suite decided I want to spend money here, that this would be somehow mapping back to consumer demand, all of the big ones, whether it's Instacart, go puff, you know, gosh, even, you know, Amazon, they're not, they're not investing in physical retail, they're investing in retail experiences, and different creative ways to get products closer to consumers, both digitally and physically. And so that, you know, that entails a, you know, a different model. Now, you know, arguably, there's no such thing from a licensing perspective as direct to consumer in cannabis. However, there

is a direct to consumer operating model. And that operating model comes with a ton of benefits, it's it really comes down to creating collaborative ecosystems where we can do what we're really good at, and everybody else in the chain can do what they're really good at. And we get all the benefits of being vertical without having to be so asset heavy and, and you know, all of the baggage that comes with that. So this is something where we can, we can take the existing regulations, give a what feels like a, a national consumer experience on the front end, and then solve for all the logistics and difficulty in the licensing on the back end. And for a brand, that means that they now have endless shelf, they have access to consumers, and they're gonna get the truth. Everybody, every brand I've ever met believes there are millions of people who want their products, and now we're going to get the answer.

#### **17:06**

We can test it. That's right. It's really, what are some of the brands? I'm curious what what brands you think are kind of strategically approaching this? Well, are developing kind of a good strategy. I mean, you know, it's, it's hard and difficult right now, with all that kind of state by state and kind of structure that we have, where do you see brand building actually taking place?

#### **17:24**

You know, I'm pleasantly surprised, because when we started rolling out the model, there was a little bit of reluctance to talk to some of the MSOs. Because not that we felt that way. But we felt that they would see us as competitive. And the reality is the MSOs were two hats. They were a retailer hat, and they were a brand hat. So they're wholesaling. They're looking for points of distribution, they're looking for more doors they're looking for for more customer acquisition. And so that's an area where it's a natural place for us to, to work together. The point that we're getting into the industry, there's productivity caps, on all physical retail, just in terms of q, how many people that can get through, get through a queue at a time. And so you know, if you're if your wholesale business is taking off, well, now, you kind of get a taste of what it's like to be an independent brand, because now you've got to go to people that you would otherwise be competing with run fixed retail, and pitching them to take your products on their scant shelf space. Yeah. So there's a there is an understanding there, there's an understanding that we had a great conversation before Thanksgiving, where we were talking with, with a pretty successful MSO and just said, you know, look, we are we are so impressed with what you built and and how you built it. But we would never do that today, because the conditions have changed capital is, you know that I don't know whether we're in a good capital cycle or bad capital cycle. There's a lot of people out there respects, there's a lot of people out there thinking consolidations. While we are not at that point in the industry, yet, we're really not we should be making investments and making things easier solving the fragmentation. And, and people kind of have hopped, skipped and jumped to oh, well, let's harvest to roll it up. Yeah, we're not there yet.

#### **19:08**

I guess, how do you approach for an MSO? Like, I get this, they're kind of playing both right? They're playing both a brand and a retail or distribution model? I mean, at some point, do they have to decide are they split? I mean, how how do you see that kind of evolving? And how how do you see yourself kind of evolving with them?

#### **19:27**

Yeah, it's of course, it's going to evolve. There's no question about it. I don't think that the model is wrong. I think there was that there's, he had to establish a footprint, right? It kind of goes back to what we talked about before. Yeah, you gotta have something to sell and got to have a place to sell it. And if those two things didn't

exist, then it's on you to go do it. Yeah. So they, you know, they've done a great job. I think when when when we start looking at what it looks like to go from one state to a new state, and maybe that footprint so I want to sell in a new state. Would I make the same decision dropping 10 to \$20 million per dispensary just to drop, you know, a, you know, a 3000 square foot dispensary in this market. And maybe, and that'll give me a certain amount of throughput and velocity and shelf space and so on. But there's other ways to do it, you know, you start looking at, and what's really encouraging is you start looking at the states and what the states are doing from a licensing perspective. And they are, they're taking what California started with a with a type nine license effectively, you know, a storage depot and delivery type of arrangement or Darkstar, and delivery, and have improved upon it. So we've seen a lot of the states start not only separating out the vertical model, but you know, New York has come out flat out and said, You have to choose you cannot be vertical for two to three years. Yeah. So, wow, you know, that's going to drive decisions, you know, the other thing is, you start looking at, how can I be more capital efficient? Do I have to, you know, do I have to go max out my amount of dispensaries in the area. And if you want to remove dependencies in your supply chain, then you can do that. But, you know, I don't think anybody's happy with just kind of a, a cap on their productivity or their, you know, their their production, you know, they want to be able to take market share and, and serve more customers possible. So there's, you know, there's an openness there, not only from the state level, you know, to change the model, but also a willingness from just about everybody to explore that, because end of the day, we all want more customers. Yeah. And that's what it comes down to. So you look at this, you know, the social equity rules in the states that are that are surrounding these business models. And, and they're, they're, they're arguing or directing all of us operators in the industry to be more inclusive, to be more collaborative. And I think that's nothing but but good. Let's get more people into the industry. Let's get more consumers into the industry. And, and we've seen this movie before. This is, you know, Netflix and blockbuster. You know, what would blockbuster be today? If they had said, if somebody said, Hey, wait a minute, I think we might need to do things differently.

**22:03**

Exactly. They may be around. I think that one store somewhere?

**22:07**

Yeah, I think you're right. I think you're right.

**22:09**

So let's talk a little bit about where the kind of regulatory legal frameworks are going. You know, we there's been grumbings about, you know, trying to get some federal legalization pass, it's probably doesn't sound like it's gonna happen anytime really soon. But, you know, maybe next election cycle, you know, something changes, but, you know, assuming we go federally legal at some point here, how is that really going to play out? Because I think, you know, states have invested a lot of money into their local markets. So they have the licenses they've got, you know, people have, you know, put a lot of capital into these facilities and things like, Do you see, do you see states, you know, managing this protecting their borders a little bit? Do you feel like certain brands are gonna have a better shot at going kind of national versus other ones that have, you know, built a lot of local infrastructure, or they're going to be hamstrung? I mean, what, how do you see this kind of playing out?

**22:58**

Yeah, I love the magic eight ball questions. I'm with you. I don't think I think what's what's promising from a, from a public political standpoint is Nancy Mays just put out her her package. And it seems to be pretty similar

to Schumer's and you know, the rest of them. So I, all that tells me is that there is the willingness to get something done, but now they're gonna fight over it to see who can use it as an election prop. Yeah, exactly. Which means, you know, midterm, you know, midterms are coming up next year 2022. I don't see it getting done before then they're trying to get the safe Banking Act done under. I think under the defense bill, that would be that would be great. Because, you know, you haven't lived until you had a major money center bank, shut down your bank account for putting the word cannabis on your website. Exactly. Especially a bank that you used to serve faithfully and loyally Yes. I'm talking about you chase. Yeah.

**23:52**

Exactly. probably name a couple other bits in there, too.

**23:55**

But yeah, no, no doubt. No doubt. So, but look, I think the signaling game is on right. You know, Uber just did something with Tokyo smoke. Got a lot of respect for them. I think I think they want to get into this industry. But you know, the NASDAQ Listing is an impediment form. They they can't even flirt with the idea. Really is it's a blocker on Amazon to right Amazon, you know, Hey, guys, we like cannabis. Thanks, Amazon. Yeah. So our the takeaway is that the very second that we can we're coming in? Yeah. So these I don't think that there's any surprise here that's, you know, that is that day is coming? We don't know, you know, we don't know exactly when but you know, the there's a lot of it'll, it will be disjointed. There will be a flurry of acquisitions. And yet, it what it comes down to is being again, being able to meet consumer expectations and demand. Yeah. And then a lot of ways that's that's the name of the game, and they've got a lot of infrastructure and a lot of money to be able to do that. I think it's generally a good thing.

**24:57**

Yeah. Yeah, it's interesting. I mean, we've got these three players and on all these new players that clearly are going to come in when some of the other regulations change, and, and it's unclear exactly how it's gonna play out, someone's gonna be based on timing. And when this stuff actually happens, which is unfortunately, still still a little uncertain.

**25:11**

Well, and you know what, what is for all those, you know, massive name brands that we know that are sitting on the edge, they still don't know cannabis? Yeah. And you and I both know, that is a steep curve. It's just, I think anything, anything that those those, you know, we've talked about curious consumers, anything those curious brands can do to get up to speed on cannabis and prepare for this and to reach out and to work with some of the folks in cannabis. I would start that yesterday.

**25:43**

Yeah, being prepared. I mean, because it's, it's going to be a race once that gun goes off, it's going to be a very vicious race to, to get the get that market share. I'm curious, what are your next steps as a business? Like what do you what do you really focus on? What are your next strategic goals over the next, you know, a couple quarters.

**25:57**

So we've, we've spent the last couple of months embracing the the term cold start for a marketplace where you have to bring up both supply and demand at the same time, it is not for the faint of heart, it's I think I'm at the point where I've made friends with it and and we're good we understand each other but you know, it's it's



literally the marketplaces without any brands on a mark fun. So we've got to be able to lay the infrastructure and be able to get our brands in shape. And so we CBD has been easy. I mean, CBD CBD brands, we're onboarding right now and we can fulfill CBD brands out of two distribution centers, one in Salt Lake City and one in Nashville, with 93% coverage for the US two day delivery. So getting them on board is has been pretty straightforward. The opening up right now we are opening up in California, Massachusetts, Oklahoma, and Michigan got it. And not only are every state different, but every city in every state is different.

**26:53**

Every county is different.

**26:55**

So we're, you know, we're trying to standardize our playbook wherever we can, and then make make adjustments to be able to bring that in. But But again, a lot of this goes, this is good for us, because this is what every single brand goes through, who wants to sell in those states to try to, you know, identify supply chain partners and access to high quality, you know, high quality cultivation? And then how do I how do I get my products made? How do I get Where's what shelves? Are they going to go on? How am I going to find customers? And so we're solving that for them now. And so what I'm what I'm would expect for the future. There's a couple other states, we've got our we've started in New York, that kind of moved to the backburner when, when they decided that they actually meant 2023, not 2022. But thank you for that, because I was not spending a I was not spending any time with my family. So now at least I got a little punch

**27:53**

Your kids thank them for.

**27:56**

Yeah, thank you very much. But you know that that's something where once we've kind of got these playbooks done, and we've got like we're signing agreements with manufacturing campuses, and each one of those states so that we and then with our Native American Cannabis Alliance, where we're providing access to independent growers, indigenous farmers, effectively giving them access to the brands that sell in the marketplace, so that we can include as many people in the industry as possible and give them a way to have a business. So you know, the one of the cool things that somebody brought up, you know, that say, Hey, wow, you guys thought about how you could be the emcee for a lot of these micro businesses that the craft growers. And in when we tell the tale, Oh, of course, we talk about it all the time. Now, it was a great idea when it came up. We hadn't really thought about that. But you know, there's this kind of the craft nature, it's the craft beer, it's the same thing. It's it's being able to provide that that distribution, sales, marketing infrastructure for everybody, whether you're a big brand, or you're, you know, you're a small grower in Maine. So that's one thing that I'd be really proud to get done because that's where that's where we provide true opportunity. And the role of a marketplaces is a facilitator. We want to be able to facilitate a connection between a consumer and a brand, a brand and a grower. And, and people don't have to see the difficulty. They just need to see the the magic of wow, I saw it, I did it, it worked and, and we'll we'll stay up and work the hours and spend the money to make sure that it continues to feel like magic. I love it.

**29:29**

But good work. Jeff, if people want to find out more about you about the business, what's the best way to get that information?

**29:34**

So the marketplace is Everscore.com We're in testing now. We should have that up shooting for the holidays. We'll see. We'll see if if the technology behaves itself and and and if not, don't take it. Yeah, I should probably not tempted. So let's let's say let's say first of the year, anything else will be gravy. Yeah. And then for our brands, you know, any anybody interested? We've got Some information upon Everscoreconnect.com.

**30:03**

Great! I'll make sure that the links are in the show notes if people can get through good, good information. Jeff, thank you so much for taking the time today. It's been an absolute pleasure.

**30:09**

Bruce, Thankyou. Appreciate it.

**30:12**

That's it for this episode of Thinking Outside the Bud. Be sure to subscribe using your favorite podcast app so you don't miss our future episodes. See you next time.

**30:21**

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## About Thinking Outside The Bud

Thinking Outside the Bud is a business podcast devoted to driving innovation in the cannabis space. During each episode, we speak with founders, investors, thought leaders, researchers, advocates, and policymakers who are finding new and exciting ways for cannabis to positively impact business, society, and culture.

For more information and a list of recent episodes, please visit <https://www.thinkingoutsidethebud.com>.

## About Eckfeldt & Associates

Eckfeldt & Associates is a strategic coaching and advisory firm based in New York City and servicing growth companies around the world. Founded and led by Inc. 500 CEO Bruce Eckfeldt, E&A helps founders, CEOs, and leadership teams develop highly differentiated business strategies and create high-performance leadership teams who can execute with focus and rigor. Leveraging the Scaling Up, 3HAG, and Predictive Index toolsets, the firm has worked with a wide range of dynamic industries including technology, professional services, real estate, healthcare, pharmaceutical, and cannabis/hemp.

For more information, please visit <http://www.eckfeldt.com/> or email us at [info@eckfeldt.com](mailto:info@eckfeldt.com).

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