

Episode 98

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SPEAKERS

Jason Duff, Hinda Mitchell, Ethan DeLeon

H

Hinda Mitchell 00:00

other people just start railing. Where are you? Why haven't you said anything? What are you going to do about this? La la la, right? And it becomes this whole thing, and you've taken what really wasn't probably a crisis and you've now turned it into one.

E

Ethan DeLeon 00:15

Welcome to the Small Nation Podcast, brought to you by Coverlink Insurance, where people are more important than policies. On this show, we unpack lessons from entrepreneurs, break down development strategies, and do deep dives on small town success. Our goal is to provide value to our listeners by hosting conversations that teach, inform, and inspire. Hey everyone, my name is Ethan DeLeon and I'm here on the road with the founder and CEO of Small Nation, Jason Duff. Today we're excited to be visiting the president and founder of Inspire PR Group, Hinda Mitchell, at their offices here in Westerville. Hinda, welcome to the show.

H

Hinda Mitchell 00:50

All the founders.

J

Jason Duff 00:51

Oh my gosh, we are so excited to be here in your studio, in your beautiful offices in Westerville.

H

Hinda Mitchell 00:57

Thank you, it's great to be here.

J

Jason Duff 00:59

Yeah, so I literally just got off an airplane about, yeah, you know, 15— oh, actually probably about 30 minutes minutes ago, drove a very short drive right near the airport. So you're very convenient to Columbus.

H**Hinda Mitchell** 01:09

We really are.

J**Jason Duff** 01:09

You're very convenient to the airport.

H**Hinda Mitchell** 01:11

Like, yeah, we consider ourselves a Columbus, you know, Central Ohio, you know, based firm. And, and yeah, but, but the city of Westerville has been great to us. I think we actually are one of those sort of hybrid— like, I think we have a Columbus address and a Westerville Schools, and, you know, zip code or all the things.

J**Jason Duff** 01:26

So yeah, Columbus is pretty popular right now, like, in the news, um, not only in Ohio, but in the country. There is a lot of development and things happening right now in this region.

H**Hinda Mitchell** 01:35

It is, it is. And it's really— it's been fun to watch. I grew up here, I think you did too, or near here, and it's just been fun to watch, uh, watch it change. It's, it's, you know, I remember you would go north of 270 on 23 and then nothing.

J**Jason Duff** 01:49

Farm fields.

H**Hinda Mitchell** 01:51

Yeah. And now it's stoplights. But that's good, right? Stoplights means there's something to stop for.

J**Jason Duff** 01:57

Yeah, yeah, absolutely. So you said you grew up around here. Where is, where is that specifically? And then did you stay here your whole life, or did you go somewhere else for college?

H**Hinda Mitchell** 02:04

So I grew up in Clintonville. My dad still lives in the house I grew up in, um, and then I gallivanted around for a little while to different cities, um, and went to college in Indiana, um, came back here, went to Akron for a few— I started back in Columbus after college, went to Akron for a few years, and then sort of started a crazy journey. And but we just moved back into Clintonville actually recently. Did you? Last kid went off the payroll, we, uh, we moved back into town. Yeah, so it's been great. We can walk walk to lots of, you know, if you know, are familiar with the Clintonville area, we could walk to lots of cool places on High Street. And, uh, it's just, just fantastic.

J

Jason Duff 02:42

Jenny's Ice Cream fan?

H

Hinda Mitchell 02:43

Jenny's Ice Cream fan, absolutely. I like the, um, I'm gonna forget the name of it now, but it's the one that has chocolate— Cayenne, Cayenne, Queen City, Cayenne, Queen City, the chocolate with cinnamon.

J

Jason Duff 02:53

Wow, really good.

H

Hinda Mitchell 02:54

Hot.

J

Jason Duff 02:55

Yeah, we had, uh, the former CEO of Jenny's Ice Cream on the podcast, um, John.

H

Hinda Mitchell 02:59

Oh, John Lowe.

J

Jason Duff 03:00

John Lowe. Yeah.

H

Hinda Mitchell 03:01

Hi, John.

J

Jason Duff 03:02

Yeah, great episode because what he did is kind of shared the Jenny's story you know, just when she started in the North Market and how they met, how they all started working together. And then, you know, like a lot of brands, talking about the highs of the success and the growth, and then also when they had a hiccup with the USDA and, and kind of going through that, um, and just how transparent they were about that situation. And, uh, today John has built a new company, Amok Ventures, that is helping other restaurateurs and food service businesses scale and grow. Yeah, but great episode. We talked through that PR situation, right? Yeah. And I refer back, I was, you know, excited to connect with Hinda today because another episode that I want to refer back to is when we interviewed the editor of Ohio Magazine, Jim Vickers.

H

Hinda Mitchell 03:53

Yeah.

J**Jason Duff** 03:53

And Jim was commenting, Ohio Magazine, if you're not familiar with it, they have the Best Hometown Awards. And so for a lot of those communities that are celebrated for their historic downtowns, their arts, their culture, the, those communities that people take day trips to. That magazine is, is great when it comes to food and beverage and places to explore. And, you know, Jim, we were asking him, like, for that small business or for that small town, how to get in the magazine. He was mentioning there were 3 key ways that a small business can, can, can get the word out about themselves. And he was saying, there's advertising, which is usually paid. There is marketing, which is, you know, designing campaigns and strategies that maybe then tie to advertising money that you spend to get that message or that campaign out. And then the last prong, and this is the one that I really was excited to talk about today, was this term PR. And for those of you that may be new to PR, we are lucky on— right in the show today have an expert. And literally in the name of their business, it is Inspire PR. I'd like you to maybe just general, what is PR? And then can you maybe share, Hinda, how did you get in the industry of helping people tell their stories and also celebrate the highs of what's happening in their business and also sometimes the lows?

H**Hinda Mitchell** 05:16

Yep. Yep, absolutely. You know, I was a communications major in college, but I didn't know anything about PR really at the time. And I went on to start my career doing some radio and then at the Arthritis Foundation and then a little more radio. And as I was moving back to Columbus, that was my brief stint in Akron. And as I moved back to Columbus, I sort of fell into an agency role and I had never been in an agency before. And I at that time realized, oh, this is kind of cool. Yeah. You know, what's PR, right? I was asking the same question. But I think, you know, to your question, sort of a top-line view of what PR is, PR really is, and you kind of stole my thunder, it's about storytelling and it's about your reputation. You know, PR is about sort of weaving the various things that your business does, that your brand does, you know, what you stand for, and weaving those into more targeted messages, right? Like you mentioned, you know, advertising is typically paid. Marketing really has a call to action, right? It's to get somebody to do something.

J**Jason Duff** 06:22

Yeah.

H**Hinda Mitchell** 06:22

Okay. PR is about getting somebody to feel something. We want them to feel trust about your brand. We want them to feel you have integrity in your business. You know, we want them to understand what differentiates your brand, your business, your organization, and makes you uniquely you, right? You know, I can't look at Small Nation and go, they're, you know, an economic development group, right? Boring.

J**Jason Duff** 06:47

That's very boring.

H**Hinda Mitchell** 06:48

Great, you know. But if I start talking about your new Rainbow Row—

J**Jason Duff** 06:52

yeah.

H**Hinda Mitchell** 06:53

If I start talking about the way you have transformed Bellefontaine, then that's a story. That's something that matters to people.

J**Jason Duff** 07:00

That's PR. And where do you begin in terms of the process? You're a small business owner. You've created— let's say your name. You've got a logo. You maybe have an online store. It could be you just opened up your first storefront. How do you start to craft and even know what your story is?

H**Hinda Mitchell** 07:23

Sure. You know, really, you got to go back to the basics. It's how do you talk about yourself? You know, you know, we always talk about in our business, we talk about the elevator speech, right? Which is, you know, if you were going between floors on an elevator and you had to talk really fast about what that was, you know, that would be how you would do it. And so I think, you know, we always want to start with the end in mind. Who are you? What do you do? Right. It's sometimes it's that simple. And then we work through and, you know, ask some of those questions to yourself, you know. What does differentiate us? What do we do that— there are a lot of dry cleaning stores, right? But what makes ours different? Maybe it's you have a deep family history. Maybe you're the 6th generation of dry cleaners. I have no idea why I picked dry cleaners. We all need that. I could use a dry cleaning client. Actually, that's right. Maybe it's the 6th generation, right? Maybe you're doing something innovative that helps protect the environment. You know, maybe you're a brother-sister duo opening a whole chain of dry cleaners, right? You know, so all of those things that make you stand out from the crowd and you figure out what those are and you write 'em down. And ideally you want 3 to 5, no more, right? 3 to 5. Because then in every interaction, in every conversation, somebody says, what do you do? You can go, or who are you? Or tell me about your dry cleaning business. And you can say, we're this, this, and this.

J**Jason Duff** 08:42

Have you been to like some of the young professional events and the networking events? Maybe it's a business after hours. Yeah. And you're meeting new people. So I just— and I think what Hinda is saying is very helpful because I remember early in my career I would go up, you know, I've got that big stack of business cards and I'm trying to shake as many hands that I possibly can. Yeah. And it was always— someone would say to me, so what do you do? Yeah. And it was always struggle as an entrepreneur, like depending on your, your journey, you, you know, and mine at some point I helped sell concrete driveways. I helped rent storage units. I literally fit people with orthopedic shoes. So like describing all of that. Yeah. What box do I fit in? Yeah, exactly. When I think we, we all start with that. But what I would do is I ended up like defaulting down to something really boring. Like I was a licensed realtor for a while, so I remember saying I work in real estate. Yeah. And usually the conversation ended there. It wasn't like, tell me more about that. Like, is there, is there any tips like to stand out or to be different or as you're learning your story to get that elevator speech down?

H**Hinda Mitchell** 09:48

Practice.

J**Jason Duff** 09:48

Practice.

H**Hinda Mitchell** 09:49

Practice. And do it in front of a mirror. And again, that's why it needs to be 3, not 10, not 12. It's 3. You know, what do you do? I'm a 6th generation dry cleaning company owner. My brother and I are working on expanding this business. We hope to be in 5 Ohio cities by 2030.

J**Jason Duff** 10:06

Wow.

H**Hinda Mitchell** 10:06

Yeah.

J**Jason Duff** 10:06

Well, do you see what she did there? That gives a chance if you're in a cold situation where you've met someone for the first time. Yeah. It gives them a comfort level to ask more questions about it. And then as you're doing that, you can also reverse that. So tell me about yourself. And hopefully as you— and I love that Hinda was saying practice— as you practice with those people, you do get better at it.

H**Hinda Mitchell** 10:26

You do. It's a muscle. You got to flex it. You got to flex it. But it's really, again, if it is an authentic, from the heart kind of who I am, it should roll off the tongue very easily. But I think the thing that people get hung up on is, right, like, again, I'll just run with this analogy all the way. Everybody knows what a dry cleaner does. I don't need to do— well, you know, we take in dry cleaning 6 days a week from 6 AM to 7 PM.

J**Jason Duff** 10:51

Right.

H**Hinda Mitchell** 10:51

Yeah. Nuts and bolts. So what? Yeah. I mean, everybody knows what a dry cleaner does generally. Maybe they don't understand exactly what happens to make the magic. But, you know, and so it's like, how do you— again, you lead with the end in mind. What is it the most important thing you want people to know about you? And, you know, you are transforming small towns, right? That's the nugget, right?

J**Jason Duff** 11:11

Right.

H**Hinda Mitchell** 11:11

I mean, I'm speaking for you, but, you know, every—

J**Jason Duff** 11:13

No.

H**Hinda Mitchell** 11:14

But, you know, that's the piece that nobody else is doing. And maybe not— they, they are, but not to the same level, of course, as Small Nation.

J**Jason Duff** 11:20

Well, very kind. I appreciate that. And as we were going through that process, I'm going to be honest, I really struggled of finding our brand identity and messaging. And I talked to other founders, and it tends to be— I feel like that is actually a core strength that I have for other people, but when I try to do it for myself, I get stuck. Do you hear that?

H**Hinda Mitchell** 11:42

I, I do. And, and actually, that was going to be another point that I was going to make, which is the— you — another way to sort of help figuring out who you are is to talk to people who use your services. What does Inspire bring to your brand? What does Inspire bring to your business? You know, how did we help you, Small Nation, when you guys were just getting started? How did we— you know, what, what— and, and so pulling in that data, but also understanding the bigger picture too, right? You have to know you have to have a good handle on what's going on in your sector or in the business you're in overall too, so that you can then successfully drive your niche, right? And maybe it really isn't a niche, but you have to figure out how to articulate a difference, even if you are doing the same thing, like dry cleaning. So, right, so that difference of being family-owned, of being focused on growth, of being, you know, yeah, the, uh, the idea of being authentic.

J**Jason Duff** 12:37

One of the exercises that I think is important to kind of circle back on is, and you mentioned this earlier, is identifying identifying your values and surveying and kind of checking in on what those key phrases or words or things that you resonate with and how you can empower your employees to share those values. Can you speak to that a little bit too?

H**Hinda Mitchell** 12:58

Sure. You know, employees are our best brand ambassadors, but we got to arm them, right? You know, we got to arm them with what they need. Number one, so they say the right thing, but number two, so they say anything. Right. And so good, you know, I mean, but, and so the opportunity is to, you know, and we do that, you know, from onboarding forward. We went through this process here for a couple of years where we actually read our values every week at every staff meeting. And I kind of got sort of monotonous after a while, right? I sort of felt like it was like something kind of like, you know, saying the Lord's Prayer, right? You know, it just becomes that rote. And I was like, okay, we got to mix this up. But, but you got to remind your team as much as you do. This is my passion point right now is internal communications. I've been doing a lot of work work in that space. And, um, you know, ain't nobody gonna tell your story for you unless you tell them how you want it told. And that, that ability to help your team see, this is what we stand for, right? What we do is we write, we talk to reporters, we do these things. But what matters, and what matters is, is that we're telling authentic stories, that we're doing it with integrity, that we are representing our brands in the most ethical, engaging way we can. And so reinforcing that all the time. And I think, you know, a piece of that as a business owner is also about pointing out values-based behaviors.

J**Jason Duff** 14:17

Okay.

H**Hinda Mitchell** 14:17

You know what? I saw what you did to help him out when he was struggling. That's really in line with who we are as a company.

J**Jason Duff** 14:24

Yeah.

H**Hinda Mitchell** 14:24

Affirm that. You know? And so, and when you do that, oh, you know, that kind of click happens, you know? And then they're living it with you, right? You know, I tell you what they aren't. Sorry, Jason. But I tell you what they aren't is they aren't something you just stick on a wall and leave alone. Own, right? You know, it's not enough just to have a poster in a building. You have to be walking the talk, and you have to be reinforcing it as a team. And I just read an interesting article the other day about this, and it basically said values are great, but what you need to really do is define the behaviors that look like that value. You know, how does an employee understand what that value looks like? You know, we value integrity. Show me who doesn't, right? You know, it's a, it's a good value.

J**Jason Duff** 15:03

That's right.

H**Hinda Mitchell** 15:03

But it's everybody's value ideally, right? If you're a business owner, we expect I expect you to be acting with integrity and doing business with integrity. But if you say, what does that look like? That looks like these behaviors. And then people go, oh, and they get it.

J**Jason Duff** 15:16

There is a lot of restaurants out there, and particularly in the Columbus market, there are some of my favorite restaurants to go to happen to be owned by Cameron Mitchell's. And Cameron Mitchell wrote a book, I think it's now maybe about 10 years old.

H**Hinda Mitchell** 15:31

Yeah, quite that long.

J**Jason Duff** 15:32

Okay, but it is awesome.

H**Hinda Mitchell** 15:34

Yes is the answer.

J**Jason Duff** 15:35

Yes is the answer. And I want to just talk about that because I know you've worked with them and understand how important that is. And as a consumer, I aspire to, you know, to— I enjoy his restaurants because of that and because the employees and the way they treat me through that. Can you maybe share a little bit more about that brand and that messaging?

H**Hinda Mitchell** 15:57

Yeah. You know, I think that Cameron, you know, and I don't want to speak for him, obviously, but But the associates come first. And when you put your team first and when you reinforce to them that message of yes is the answer, you know, he tells the chocolate milkshake story, right? Which is, you know, the ability to get a chocolate milkshake in a restaurant that doesn't serve milkshakes. Right. And if they, you know, you have ice cream, you have milk, you have chocolate syrup, right? Or whatever. Yeah. Check, check, check.

J**Jason Duff** 16:22

Milkshake.

H**Hinda Mitchell** 16:23

We can make it. We have a blender. And so I'm sorry, Cameron, I'm like completely trouncing on that story. But you get the gist. And so I think what's important out of that is, is that what he gave them, he gave his associates empowerment to say, make a decision that's best for the guest. That's right. And we can all do that. Yes. You know, I do that.

J**Jason Duff** 16:47

And it really is every role in the restaurant.

H**Hinda Mitchell** 16:49

What's the right thing to do for the client? Right. Right. It's not about what's the right thing to do for the bottom line.

J**Jason Duff** 16:55

Or we don't have a procedure for that, right? We don't have a procedure for that, so I'm just gonna, right, not make a decision, right, right.

H**Hinda Mitchell** 17:02

Or, you know, yeah, there's a lot of, um, a lot of we don't do it that way. Yeah, I, I remember I went to a restaurant that was not a Cameron Mitchell restaurant, sorry, and, um, and I asked if I could sub out— I forget, it was something really innocuous, like can I have a baked potato instead of mashed potatoes, something that simple.

J**Jason Duff** 17:20

Yeah.

H**Hinda Mitchell** 17:21

No, no, no substitutions. This was a high-end restaurant and I was like, really?

J

Jason Duff 17:27

Are you sure?

H

Hinda Mitchell 17:28

Can you just put it back in its original form? Can I have a reconstructed potato instead of a deconstructed one? Exactly. And it's little things like that. But that employee, I think, was not empowered to go, you know what, this is irrational.

J

Jason Duff 17:45

Yeah. And we kind of see that.

H

Hinda Mitchell 17:48

I'm not gonna make potatoes, but it was just, I was shut down.

J

Jason Duff 17:50

You see that and it's kind of more the common experience that you see that people are unable to make decisions or you have an interaction with buying something on the internet and you're not even dealing with a real human. You're messaging with AI and they're not trying to cooperate to solve your problem at all. But I think that's a way to differentiate your brand is by really providing those values that, that personal connection. And shining at every level in the company. And I think they do a really good job of it.

H

Hinda Mitchell 18:20

They do. And empowering your team to say, I'm going to follow our values. I'm going to bring them to work with me every day. And, you know, people love purpose, right? I think that's another thing Cameron's done right with his Yes Is The Answer philosophy. It's also about, you know, our purpose is not to put food on a plate and put it in front of somebody. Our purpose is to create a great experience. Yes. And when you start and have the purpose course, as you're, as you're starting your day and you know what your purpose is, you know, our purpose is to create change and connection through communication, meaningful communication. And so, right, you know, it's like you start with that and then you do the widgety things that ladder up to that.

J

Jason Duff 19:00

I love that. But in order for it to, for your employees to be able to have that experience and to, to go ahead out on that limb and do that, they have to be bought in, right? So I think one thing that you and I talked about on our call before the show was employee retention and engagement. Sounds like you've been doing a lot of work in that space right now, so I'm kind of curious, uh, for, for your clients, you know, how are you leading them and coaching them?

H**Hinda Mitchell** 19:24

Sure, it is, it is a passion for me right now. And I think since COVID you know, just the dynamic between employer and employee, you know, no question has changed, right? We're all still blaming COVID for things, but it is a different world that we were just talking about. And so when you are thinking about, we'll start with employee engagement. Employee engagement is a retention strategy, right? Talking to your employees, but more importantly, listening to your employees. That's how retention happens. And there's a lot of data out there right now that says, a couple of sort of key points that I would talk about. One is that we know that employees don't wanna just hear from the owner, the CEO, the head person in charge, right? They want to hear from the person immediately above them. That's the person they interact with each day. That's the person they trust. And one of the things that's frustrating to me is you hear from a lot of businesses who say, oh, I can't trust my managers and supervisors to carry our messages forward. And I'm like, well, then you probably need new managers, right? Or to do some training. Because we also know that half of employees would leave a bad manager.

J**Jason Duff** 20:32

Wow.

H**Hinda Mitchell** 20:32

That's a lot. That's a lot of people. That's a lot of people. And so why wouldn't we want to empower those managers to be ambassadors? Ambassadors and communicators. You know, maybe they didn't— they don't have a communications degree like I do. Maybe they don't practice it every day, right? But we can give them 3 bullets. Here's what you need to know about this change in our benefits, right? Do the stuff, do the other stuff. Hang the sign in the break room, right? Put it on the email. Do those things, but make sure your managers can articulate it and answer a question about it. So that's just one example. But also, um, we have another client that has you know, has an employee engagement program that really is centered on their values. So they have these sort of 4 pillars of how they operate. And it's about focusing on the people and the planet and the animals and the foods they produce. It's a food company, guess that. And, you know, and so, you know, each quarter we talk about why that matters. And one of the most powerful things, you know, and we— so we sort of infuse it across different communications. Plants at their plant events, things like that. But one of the things that I loved was on the People Pillar one year— it's hard to say that 3 times fast— uh, Pillar. But on the People Pillar one year, we had everybody bring in— and there's like a big, um, what do you call it, bulletin board, okay, um, at the entrance— and we had everybody bring in a picture that's their why of why they want to go home safe every night. Talk about powerful. Yeah.

J**Jason Duff** 21:56

So it was the people that they loved or their pets or their cars, their clothes. I love it. People love all kinds of stuff.

H**Hinda Mitchell** 22:04

They do, man. What gets you going home at night, right? Different for everybody. Yeah, lots of family, you know, and that's the thing, right? This is why we want to have a safe workplace. Yeah, because we want everybody to go home to those things they love. And how powerful is that, right? Again, purpose. Yeah, it's not about, you know, putting chicken in a container and shipping it off to a grocery store. Yeah, that's about bringing people together, and that's employee engagement.

J**Jason Duff** 22:28

Love that. Can you— one thing that's unique about your job is you get to help companies craft those messages to celebrate the things that they're most proud of, they're most excited about. And maybe that is expanding to a second location or a 100th location. I mean, you represent some big brands, but also you get those calls when things are not good. And can you maybe share, like, how you handle both of those worlds and maybe your role in that process?

H**Hinda Mitchell** 23:00

Sure. Um, so, you know, I mean, the storytelling is fun, right? It's the, you know, it's the person who, you know, maybe works on the front line at a plant who volunteers for a cancer nonprofit and, you know, did this, you know, lemonade stand in their front yard that raised all this money, right? Or something like that. And those little nugget stories, right, that are just those ahas. And, you know, those great positive stories to tell, you know. And like, as we're building out those messages and building out that branding, you know, we'll sit down and do a discovery session, you know. We'll ask them questions like, you know, what do you think makes you different than other people? You know, who do you think your competitors are? What brands do you admire? Um, you know, how do you— you know, what keeps you up at night? We ask them those questions too, right? Things like that, you know. What kinds of things are you thinking about? You know, what do you think is on the horizon for your industry or your sector of the economy, things like that. So we'll— and that we use that discovery session to start shaping out those messages, right? You know, if you could only tell somebody 3 things about your business, what would it be? Or, you know, one of my favorites, one of my friends does, um, if your business was a car, what kind of car would it be?

J**Jason Duff** 24:05

Oh, that's interesting.

H**Hinda Mitchell** 24:06

I did this with a client the other day and he started bringing off words and I said, so you're a Volvo? He's like, no, I want to be a Porsche. And I was like, okay, let's talk about the Porsche attributes of your It's so funny, right? Because he was like, "Oh, you're right." Yeah, that's actually cute. I like that. It's wonderful. So then, and then when things get hard, they do get hard, right? I always say, if you are a human, if you employ a human, if you serve a human, something's going to happen. It's not if, it's when, right? Because accidents happen. And sometimes people make mistakes. And both of those things can lead to crises of big and small. And so when we're doing crisis readiness planning with a client, we're thinking about things like what are those high likelihood, high impact scenarios, right? Because you can't plan for every little thing that could happen in your business. Somebody could slip and fall and break their arm. It's probably pretty likely that at some point in time that's going to happen, right? Somebody didn't sweep the sidewalk. Right. But not really high impact. Your brand is probably not going to be damaged by the fact that someone fell, right? You might have to give away some free coffee or something like that, but you're going to be okay. You know, high impact, a meteor comes out of the sky and hits your building and blows it up.

J**Jason Duff** 25:25

Yeah, really high impact.

H**Hinda Mitchell** 25:27

Very literally, exactly. Thank you. Thank you for picking up on that. But high likelihood, not so much, right? Yeah, right. So you're a restaurant company, or no, better, we'll use the food example. So you produce a food product in a manufacturing plant. Impact. Sometimes you see a foodborne illness. Yes. Sometimes you have adulterated product, right? Like, you've heard these stories, like, sometimes where a piece of equipment will— a metal shaving will come off, right? And you'll see the recall because they found metal shavings in something, right? Happens sometimes. Nobody's fault. Yeah, just happens, you know, equipment malfunctions, stuff can happen. And so, um, and so we try to— and that's could be high likelihood and high impact, right? Because 'Cause we produce safe food. That's one of our core values is we wanna make sure we're producing safe food. And so when it goes wrong, we wanna do the right thing. And so what do we do about that? And so that's then where we step in and start guiding through, okay, let's talk about that. If you had a situation where an equipment malfunctioning, you had a food safety recall, what are the kinds of steps we would need to take? What are the kinds of things we would want to say, right? Because again, one thing about crisis work is I think especially in this day and age, everybody has them, right? Everybody gets that accidents happen, mistakes happen. Um, your measure is not going to be did you have the crisis. Your measure is going to be what did you do about it? What did you do about it? Did you take the right actions? Did you put preventative measures in place? Did you learn from it? Did you train people? Did you get better piece of equipment? You know, whatever it might be. Did you get the product out of the market before anybody got sick, all those kinds of things.

J**Jason Duff** 27:05

So yeah, I think even on the marketing front, you see like a lot of small businesses listen to this podcast. So, you know, somebody brought out a pizza and it was cold, and you know, it was terrible service, blah blah. That negative review can become your strongest testimonial.

H**Hinda Mitchell** 27:19

That's right.

J**Jason Duff** 27:19

At the end, if the company makes it right. It's like you said, the way you handle it.

H**Hinda Mitchell** 27:23

Yeah, absolutely. That's the measure. That's the measure. Did you do the right thing? Because then people celebrate it, right? And you know, I mean, you brought up You know, food and things like that. Of course, you know, in the era where every single person with, you know, one of those things we used to call a phone, which is now basically only a camera. Right. And, you know, everybody's a photojournalist. That's right. So anybody in a restaurant who finds a worm in their salad or a fly in their drink, where's it going? Straight to social media.

J**Jason Duff** 27:49

Yeah. All right. At this time, we're going to take a quick break to hear a word from our sponsors. Big city dining in a small town. Now that's the Syndicate. Join them for fresh steaks, pasta, or seafood for dinner, or stop in for Sunday brunch to experience one of their signature dishes such as chicken and waffles, and maybe even pair it with a mimosa flight. Located at 213 South Main Street in downtown Bellefontaine. Tired of gyms not being open when you want to work out? Then check out the region's best 24-hour fitness center, Anytime Fitness, in downtown Bellefontaine. They have all the equipment you need and the best trainers and coaches to help you get in the best shape of your life. It's truly your one-stop shop for fitness. Anytime Fitness is open 24 hours a day, 365 days a year. How do you monitor, uh, or what's your advice to like monitoring your reputation? You know, you mentioned reviews, and there's a number of platforms, whether it's, you know, Google My Business, um, it could be something on Yelp. Yeah, that's a really big one.

H**Hinda Mitchell** 28:43

OpenTable, Glassdoor.

J**Jason Duff** 28:45

I mean, all of those, like, like, how do you, how do you know where to start with like monitoring your reputation?

H**Hinda Mitchell** 28:51

I You know, I think, I mean, a lot of it depends on what kind of business you're in. If you're trying to monitor your reputation as are you an employer of choice, then you want to be looking at things like Indeed and Glassdoor. And but by the way, more importantly than that, you want to be listening to your employees. You got to survey your employees and see, are they happy? Do they feel like they're communicated with? Do they feel like you're transparent and authentic in how you communicate with them? La la la. I could go on and on about that.

J**Jason Duff** 29:14

Yes.

H**Hinda Mitchell** 29:15

But, you know, so in that, in an employer business, you're looking for are we a good employer and what are the places we can go to see what people are saying about us? Now you have to do that with a measure of consideration because a lot of people don't go on Glassdoor to say, oh my gosh, this employer was the best. Yeah, that's not the place. No. You know, so you got to— and same, by the way, with restaurant reviews, right? You know, I don't know what the exact number is, but I have to imagine the ratio of people posting good restaurant reviews versus bad is is probably 1 good to 3 bad.

J**Jason Duff** 29:47

Yeah, that's probably accurate.

H**Hinda Mitchell** 29:49

We have keyboard courage. We like to go tsh and type, right? We got something to say, right? Right, 'cause I can do that. I can even use a pseudonym on what my name is for the review, right? So I'm completely hidden. But as a business owner, you gotta protect your brand and that means you gotta go look. You gotta go actively look. Now, if you're a larger brand, you can have resources like the kinds that we have that do that for you. They go out, they monitor on social media. But you can set up really simple things like Google Alerts. Yes. Is anybody— is there anything out there on the internet talking about my company specifically, right? And you can just have it feed you them as it happens. And then hopefully you'll catch some of that. You know, on social media, you can look at your own notifications and tags and comments, and you should be doing that, right? Because you also should be engaging. They call it social for a reason. Social media is not a push strategy, it's a conversational strategy, and you've got to be having two-way conversations. So if somebody posts I found a fly in my drink. And you know what you hope they say next is, I took it up to the front desk and they gave me a— or the counter— and they gave me a brand new drink and they gave me a coupon for a free meal the next time I come back.

J**Jason Duff** 30:57

Right.

H **Hinda Mitchell** 30:58

Winning.

J **Jason Duff** 30:58

Right.

H **Hinda Mitchell** 30:59

You know, I took it up to the front desk and they used a spoon and they dug out the fly and handed it back to me. That wouldn't be nice.

J **Jason Duff** 31:06

Not so much.

H **Hinda Mitchell** 31:06

Yeah. So you, you know, and that goes back, Jason, I guess, to what we were talking about. You know, in hospitality too, which is that your frontline folks also have to know to uphold your brand. You're not— you as the owner, you as the founder, you as the leader, you're not always going to be on the front lines. And so do other people. I just did a crisis training over in Indiana last week and we talked about, you know, they said, oh well, you know, only our CEO speaks to the media. I said, okay, you're in like 12 states. Wow. How are you going to get him there all the time?

J **Jason Duff** 31:39

Right. Yeah, right.

H **Hinda Mitchell** 31:40

And fast, right? You know, unless you got a Concorde in your, you know, garage. Um, and so I said, you know, and so we trained— that was the why, right? So we trained the rest of his team to say, even though you all may not be the lead spokesperson for this company, you may be on the front lines, and you may be the first to encounter somebody with a camera in your face, or somebody, um, you know, or a reporter who just shows up on site unannounced. And so People have to be ready for that. You have to make sure your employees are comfortable telling your story and comfortable representing your brand. Then with crisis too, I think it's really just about making sure that they know the right things to say. The right things to say is not, yes, we had an adulterated product, we had a piece of equipment break, and now we're fixing it. Thank you for playing. The message is, Listen, food safety is at the center of what we do. We're a business that produces food for millions of people every day, including our own families. Right? And what a difference it makes when you add those 4 words.

J **Jason Duff** 32:44

Yes.

H**Hinda Mitchell** 32:45

Because even if you don't necessarily believe that I care about keeping your food safe, you can bet your bottom dollar I want to keep my kids' food safe.

J**Jason Duff** 32:53

Right. Well, and as a human, you can resonate with that statement more. And you make that connection.

H**Hinda Mitchell** 32:58

Call that shared values.

J**Jason Duff** 32:59

I feel it. I think all the listeners, as you said that, there's like this, this light bulb that goes off of how important the messaging is.

H**Hinda Mitchell** 33:07

Yes. Yes. It's, you know, it's finding that shared values. What matters to you matters to them. You know, I'll go back to my example of the worm in the salad, right? And it's video and it's moving and it's disgusting, right? But lettuce fields, worms, it happens sometimes, right? The good news is our food's really fresh. There's the positive of it. Yeah, we didn't charge you for a protein upcharge. But in all seriousness, when you also have to acknowledge, right? If they post that video, you can't be like, "Oh, well, that's nothing. Just pick it out," right? Or whatever, right? I wouldn't want to find that in my salad either. We work really hard to make sure that everything we put out there is safe and high quality. It looks like we missed a step here. We're so sorry, right? It's just, you know, it's values. And again, it's like, you know, but you also— my point is too, is you have to acknowledge, oh yeah, it's kind of nasty, right? It's a little gross. I wouldn't want to— I wouldn't want to find a worm in my salad either. We're so sorry, right?

J**Jason Duff** 34:14

Maybe a tequila.

H**Hinda Mitchell** 34:15

Yeah, maybe at the bottom of a bottle. I was about to go down a bad path, but I will not.

J**Jason Duff** 34:21

So, uh, you and I were talking. You've been in this industry for how many years now?

H**Hinda Mitchell** 34:25

Well, I've been in PR since 1998, but I have been in agency since 1994. You're a veteran. I, I suppose that's right. I think that's code for I'm old.

J**Jason Duff** 34:35

No, listen, I'm in that veteran category too, so it's okay. The thing that you and I were talking before the episode started is some of the training and the, the way that we used to do things, it's evolving and it's changing. Um, can you speak to some of those? And I know particularly with— we're seeing this in the news. I mean, you mentioned that everyone's got a phone and they're empowered as a reporter. And what are some of those things that you're seeing that's changing that you're advising your clients and just things to keep on our radar?

H**Hinda Mitchell** 35:06

Sure. Well, as I am a veteran, when I started in this business— well, there was no internet. I'm that old. But there was no internet.

J**Jason Duff** 35:17

I remember fax machines. We had all the good stuff.

H**Hinda Mitchell** 35:20

We had the thermal paper fax that rolled. Bad. Um, you know, and then I remember we had like one computer. We had a— our office was like 3rd, 4th, and 5th, 3, 4, 5, uh, floors of the building. And we had, um, one computer on the 4th floor that was dial-up, slow as molasses. Anyway, you know, so yeah, I've seen a lot. But, but what I was going to say about that is like, when, you know, think about a newspaper, think about Columbus Business First. We love our folks at Columbus Business First. Hi, Doug and Nick. Um, but you know, when we— when I started working with them they had to put out one paper a week, right? So they had to write stories for a Friday morning paper. So each reporter wrote about 3 to 5 stories in a week for the paper at the most. Now they have to write 3 to 5 stories a day because they have to populate the newspaper still. They've got a website. Yeah, they have a few email blasts that go out every day. Right. And they got to also pay attention to what's going on out there in the world with any breaking news that maybe they weren't counting on covering that day. Yeah, so, you know, we are in a 24/7 business now. And, you know, we used to do news conferences at 10 in the morning if you wanted to make the noon news, and at 2 in the afternoon if you wanted to be in the 5 o'clock news. But, you know, 2 in the afternoon was a problem because sometimes you were too late to get it to the paper to go out the next morning. So, you know, I mean, crazy times, right? We live in the wildlife, but information age. Yeah. And so I was, I was telling Jason earlier, one of the things that's been interesting in my role in crisis communications is for a long time, our advice, and it was the right advice, was to say if a client knows a crisis is coming, right, you know, we're going to have to do a recall or something of food products, we would often advise them to say, you might wanna just go ahead and start putting out information about that, right? Don't wait for FDA or USDA to tell your story for you. Make sure you, and you know, nobody likes a surprise. Customer.

J**Jason Duff** 37:16

So getting out in front of it.

H**Hinda Mitchell** 37:18

Yes, correct. We called it stealing the thunder. Stealing the thunder. You know, taking the wind out of their sails, things like that, right? Because ultimately in a crisis, and this is still true, you want to define your own narrative. You don't want somebody else to define your crisis. And the idea that nobody's going to talk about the crisis is just not reality, right? Because we love to talk about crisis. Um, so, but, but you know, in this day and age, there is so much information coming out. It's just this glut of information all the time. You know, I mean, your phone is blowing up and on your computer, you know, you're getting emails right and left. It's just, and so there is so much information going around that sometimes now we say, you know what, let's take a beat. Social media is the best example of this where we would normally look at social media and we would say, okay, you know what, this is starting to get some likes, starting to get some engagement. We better pin a post to the top of our Facebook page that says we're aware of these concerns and here's what we're doing about it, right? But we watch now and if it's not sort of escalating in the first 24 hours, we may not choose to say anything at all. Yeah, because we, you know, we also call that breaking into jail, right? We don't need to break into jail and tell people, hey, we have this problem, we have this crisis, because in 24 hours it might be gone. And we have the tools and the tech now to be able to know, is this escalating? And, you know, and of course definitions of escalation are different, right? We have some smaller clients who are like, you know, well, 100 people liked it, it's viral, right?

J**Jason Duff** 38:44

Yeah, not so much.

H**Hinda Mitchell** 38:46

Yeah. And so, um, and can you—

J**Jason Duff** 38:47

can I share, like, uh, for a small business that has those little hiccups, whether it's a negative review or let's say it's an employee that quit and is saying terrible things about you, can you maybe share some advice that, you know, and I think you, you used this term earlier, just take a beat. This is part of the par for the course. You're going to be okay.

H**Hinda Mitchell** 39:09

Yes, absolutely. Um, I think, yeah, if you've got somebody sort of that's, that's getting at you on social or things like that, that it really is important to breathe. Because the other thing to you— and again goes back to this idea of the glut of information— you have so much information coming at you 8 ways to Sunday. I might scroll past and see that video of the worm in the salad, and I might just go, eh, that's kind of gross, and then I move on, right? We don't need to go tell that customer who looked and then just scroll or fight with them.

J**Jason Duff** 39:36

Some, some business owners, I see this because it is—

H**Hinda Mitchell** 39:39

some—

J**Jason Duff** 39:39

your business is like your child, and it is very hurtful and offensive when someone goes at you, and maybe it's misinformation or they're wrong, and your natural inclination is, I want to fight.

H**Hinda Mitchell** 39:52

Yeah, don't call my baby ugly, right?

J**Jason Duff** 39:55

But really, in those cases, fighting and, and having that dialogue out in that form is usually not a good recommendation.

H**Hinda Mitchell** 40:02

No, I think if there's something you can clarify, right, like, you know, "Did you report this to a manager? You had a problem, did you report it to a manager?" "Can we take this conversation offline?" is always a good thing to do. "Can you DM them, instant message them through Facebook," whatever it might be, and just say, "Can I talk to you offline?" Airlines are really good at this. If you've ever put a post up when you're mad about being stuck at an airport, and what do they do right away? They say, "Can we connect with you?" offline, right? And so that's really important, right? Because yeah, you don't need to air your dirty laundry for everybody. It's okay if what you think the right thing to do, again, if you can lean into a value and you can say, oh, that's not the experience we wanted you to have at our restaurant, can we take this conversation offline or can we reach out to you to gather more details? Yeah, great advice. So you get that good values message in there. So if anybody sees it, they see that you did engage, right? Because what you will also see sometimes is if you don't, if it does get let, legs and you are silent, then what can happen there is then other people just start railing. Where are you? Why haven't you said anything? What are you going to do about this? La la la, right? And it becomes this whole thing. And you've taken what really wasn't probably a crisis and you've now turned it into one. And that's a problem too, right? Another thing that's really important, as you know, and this is true for business owners of any size. I know you've got some smaller businesses, some rural businesses, some larger businesses um, you know, make sure that you don't just let people tag you automatically. Like, I'm gonna tag you, look at your settings, and I'm gonna put your picture up, you know. But, but, uh, you know, you can have it say, you know, I, I want, I want to approve anybody who tags me. Doesn't mean I can't write, I was hanging out with Jason and Ethan today, but it won't show up on your pages unless you've approved the tag, for example. That's just one measure of sort of keeping it a step back so that you have the ability to say, oh yeah, this is somebody who was here, a customer who's saying something great, I want to get that on there. A customer tries to tag you with something negative, you have the ability to sort of go around it. Now that's not going to keep it from their page, but it's going to keep it from showing up on your followers' pages.

J**Jason Duff** 42:12

Really good advice. Yeah, that's great advice.

H**Hinda Mitchell** 42:14

Easy thing to fix.

J**Jason Duff** 42:15

You mentioned different sizes of business, and as we kind of round out this portion of the show, what kind of, what size of businesses and what kind of business should think about engaging in a firm like yours?

H**Hinda Mitchell** 42:24

So, you know, there are a lot of fantastic folks out there who do PR, and there are agencies and freelancers and folks of all different sizes. I think if you really want some professional advice, go out and talk to somebody, right? And like, a lot of times people will come to us and maybe we're too big for them, but we'll say, you know what, here's this great freelancer who works sort of one-on-one, lower rates, less overhead to deal with and things like that. You know, reach out to them. They can be helpful to you. Trust them. And so, I think it always is an opportunity. And I think if you are going through— one of the things that we do a lot for folks, in addition to sort of the ongoing work, is people bring us in for change management, right? Are you going to be making a major acquisition? Are you going through some other kind of significant change in your business, right? Are you merging with another company, right? And so, you know, Honda and Nissan, right? There's going to be people behind the scenes behind the scenes talking about— it might be done by the time this airs, huh? Oops, sorry. No, it's okay. It's true. Don't know. Ethan can make that go away. Yeah. But if you have two big brands that are suddenly coming together, you want to hire some counsel to help you figure out— there are a lot of stakeholders that have to know that, right? You got shareholders, and you have employees, and you have customers, and you have regulators, and you have elected officials. And so that's the time when someone will bring in outside counsel. Sometimes day to day you can do it yourself. You know, other folks say, you know, listen, we can do our, our paid or our social content. We want you to help us with paid social, right? Help us with the strategy behind it, making sure we get the right eyeballs. We can— we'll take the pictures of the food at the restaurant, you know, we'll take the pictures of the holiday signs, you know, we just want you to help make sure it gets to more eyeballs. And we need your expertise on, say, paid or on Google Ads or YouTube Ads or something like that.

J**Jason Duff** 44:09

Yeah, yeah, thanks for unpacking that a little bit. Um, I am going to move us on to our next show segment, the rapid-fire Q&A. So the The question is your favorite caffeinated beverage of choice.

H**Hinda Mitchell** 44:21

Black coffee.

J

Jason Duff 44:22

Black coffee? Anything? Just drink nothing? Just black?

H

Hinda Mitchell 44:25

No. And I literally, it's not only so bad that I can't drink other kinds of coffee. It just doesn't work for me.

J

Jason Duff 44:33

Cold? We ever do cold? Hot coffee.

H

Hinda Mitchell 44:35

Black hot coffee. Hot black coffee. 90-degree day.

J

Jason Duff 44:38

At home or in the office? Or do you like to go out to coffee shops? At home.

H

Hinda Mitchell 44:40

All right. At home. You know, I was told once, I don't even know if it's actually true, but I was told once that the Costco brand coffee is actually made by Starbucks. And so that's what I buy. Really? There you go. Is that a commercial? Am I allowed to say that?

J

Jason Duff 44:51

No, Costco sucks me in too. It's like I go there for like produce. The only one here sporting local Coffeology in Delaware. Ooh, good pitch for them.

H

Hinda Mitchell 45:00

It wouldn't have been good for my carbon footprint to drive all the way to Delaware. Okay.

J

Jason Duff 45:05

Yeah, yeah. Fair enough.

H

Hinda Mitchell 45:06

No, I'm a coffee pot coffee girl. Okay.

J

Jason Duff 45:09

All right. Yeah. I respect it.

H

Hinda Mitchell 45:10

How about you?

J

Jason Duff 45:11

Oh man. I love coffee. So I do a pour over every day. I have beans from, I think, the Roosevelt right now. So local here in town. I always stay stocked up, but my wife is also a barista, so that helps.

H**Hinda Mitchell** 45:23

Ah, inside track. Iced tea.

J**Jason Duff** 45:26

Yep. I like coffee. I get a lot of it. I usually am always carrying iced tea with me. Nothing in it, but just cold iced tea.

H**Hinda Mitchell** 45:32

I'm not much of a soda drinker, so pretty much. And I don't love iced tea either. I like hot tea. There's a theme here. Yeah.

J**Jason Duff** 45:40

Awesome. Next question is How do you rest and recharge? Ooh, I like this one.

H**Hinda Mitchell** 45:45

Oh, that's a good one. Not as much as I should. I read, but I read garbage books. I don't read like—

J**Jason Duff** 45:52

Romance books? Are you a romance person?

H**Hinda Mitchell** 45:54

No, I like— I know that kind of sounded bad. Not a harlequin. Sorry. Psychological thrillers, right? I like the ones that are sort of have the twists and turns. Yes.

J**Jason Duff** 46:04

Stephen King?

H**Hinda Mitchell** 46:05

I like some Stephen King. I like, I read a woman named Marie Force. I read J.D. Robb, which is actually the pseudonym for Nora Roberts, who does write romance novels. But she has a pseudonym under J.D. Robb that she writes some more like edgy stuff. And so I like those. But, but I mean, and I call them garbage. But like, my point is I'm not reading like business books or nonfiction that's going to make me a lot smarter. I'm just reading to escape. That's good. But recently we just got back from Jamaica and I said to my husband, I said, you know, sometimes you want trips that are like educational, right? I took my kids to London and we ran all day every day seeing all of the sites, right? And that was great, but boy, I was exhausted when I came home from my vacation. And so we went to Jamaica and it was mindless, right? We just sat there and they brought us drinks and, you know, put out our towels and we didn't have to do, think about anything all day every day. And that's really So that's the big recharge, right, when we do that. And we try to do that a couple of times a year.

J**Jason Duff** 47:06

Yeah, good for you. That's awesome. And then last fun question here is, if you weren't doing this kind of work, what would you be doing?

H**Hinda Mitchell** 47:13

I would be in HR. I would be a recruiter. I can see that. I love matching people. And I still do it all the time, right? Like, somebody will say, gosh, we really need a new one of these. And I'll be like, ooh, I know somebody for that, right? I know the per— I love— so it's more— HR, you know, maybe not the nuts and bolts of HR, like benefits and healthcare, but I would like to do that sort of high-level corporate executive recruiting stuff because just matching and knowing the right candidate and knowing the culture of the company and being able to put them together always gets me excited.

J**Jason Duff** 47:43

Super cool, great answer. Um, a couple closing questions here for you. One is, if there was a professional development resource that you could, uh, point people to that was impactful for you, what would that be?

H**Hinda Mitchell** 47:54

Uh, I'm thinking, um, PR Daily is a website and a newsletter that has a lot of good PR tips. Media Post, also on the marketing front, a little more marketing-ish. Um, and I like both of those. I think those are great. Also really just being, you know, I always tell my team to be a student of the craft, right? Like, get out there and just read about industries, read about your industry, see what people are talking about. You know, if you want to have PR for your business, you got to see what kinds of stories are being written about the business that you're Yeah, really good.

J**Jason Duff** 48:29

Great resources. And then where can people follow you and your business to keep up with the work that you're doing?

H**Hinda Mitchell** 48:34

Oh, sure. We are inspireprgroup.com and @inspireprgroup on Instagram and Facebook, same name. And, you know, I'm Hinda Mitchell on all the places and I'm pretty much the only Hinda Mitchell in the universe, I think. So you can find me just like that, all of those same places. I'm pretty active I'm active on LinkedIn, and I would love to have people come talk to me on LinkedIn too. Great. And I will have a two-way conversation.

J

Jason Duff 48:58

That's right, learn from the best. I love it. Hinda, thanks for being a guest on the show today. You, your energy, your positivity, um, the resources that you share today, very, very helpful. Um, thanks for, for being, um, someone that inspires me, because I think, you know, we talk about founders and entrepreneurs, it can be a very lonely world. There has been points in my life, in my career, where I have been able to celebrate things, and there's also— and she has helped me and been the biggest cheerleader, but there's also been moments where like, this just happened to me, I don't know what to do. And she is that 911 call that has helped me and people that I know navigate those waters. So just thank you for being that. I know probably a lot of our listeners, a lot of people, um, you are that person for a lot of people. So thank you.

H

Hinda Mitchell 49:42

I appreciate it. Oh wait, can I tell Jason's deaf story really fast?

J

Jason Duff 49:46

Sure.

H

Hinda Mitchell 49:46

Yeah. So you are, you are one of those people for me too, and I would tell that in random things that I have done, at one point my husband got stranded at the Bellefontaine Airport and don't even ask, it's a whole long story, but he got stranded and I was like, and he's like, I can't even get an Uber out here. And I'm like, shh, we got this covered. I know somebody. I know a guy.

J

Jason Duff 50:06

Connecting people, right?

H

Hinda Mitchell 50:07

Here's his ride right back on the Uber.

J

Jason Duff 50:10

Our local team member, I think Nick or Shannon, like literally showed up and got him back to Columbus. So we got it. God bless you.

H

Hinda Mitchell 50:16

So that was a great story. I get to publicly thank you for that now. But you know, like, Jason Duff knows everybody. He'll find somebody who can get you there.

J

Jason Duff 50:23

You got it. Thank you.



Hinda Mitchell 50:24

Thank you.



Ethan DeLeon 50:25

Thanks for tuning in on this episode of the Small Nation Podcast.



Ethan DeLeon 50:27

We hope that conversation proved valuable to you, and if you enjoyed it, be sure to share the episode and follow the show on Spotify, Apple Podcasts, or your favorite podcasting platform. You can also subscribe to the Small Nation YouTube channel if you prefer to watch your episodes. Follow Small Nation on social media, and we'll see you in the next episode.