

## **Orange Bike Brewing Company**

0:00

my name is Tom Ruff I'm the founder of

0:02

orange bike Brewing Company we're

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Portland Maine's first dedicated

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gluten-free Brewery I used to be a huge

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craft beer lover but at age 54 I

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realized gluten and I just no longer got

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along I started the search to find a

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good gluten-free craft beer because I

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really wanted to enjoy the craft beer

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experience and that's when the light

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bulb went off Ellen Pugsley is one of

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the best Brewers in the world and he

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resides here in Maine and he came back

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to me after doing some research and he

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said I'm all in I think you have a great

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opportunity but unfortunately around

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that same time period there was a brave

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woman Brienne Allen who was the master

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Brewer at Notch brewing in Massachusetts

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she posted on Instagram how many women

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in the beer industry hippin harassed or

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discriminated against on her Instagram  
0:54  
and that's when I made a decision that  
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this was no longer just going to be a  
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craft Brewery to make beer that we were  
1:02  
going to be a purpose-driven brewery and  
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we were going to use this platform  
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to amplify those voices we've bookmarked  
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this money specifically to our tasting  
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room and our priority of making The  
1:16  
Tasting Room a space where all feel  
1:19  
welcome thank you for your time and I  
1:21  
hope to see in our Tasting Room soon  
1:22  
cheers  
1:24  
[Music]

## **B Lab U.S. & Canada: The Influence of B Impact Clinics**

0:01  
hello everyone and welcome to this amazing conversation we have prepared for you all with the  
University of New  
0:07  
Hampshire's impact Clinic I'm joined with Fiona Wilson who is the director of  
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sustainability Institute I'm here with Tom Rupp who is the owner of orange by  
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growing Caroline Cavalieri who was a youth and recent UNH graduate and was a  
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project lead in the impact clinic and Jeremy pair who is a sustainability  
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consultant and served as the Advisory Board member good afternoon you all  
0:35  
hello good afternoon thanks for having us of course

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um we want to jump right into the conversation with us we have a lot to unpack in a short amount of time I'm Fiona I want to start with you could you

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tell us how the UNH impact Clinic came about and how it has impacted the local community and your student advisors

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yeah I'd love to Lauren thanks and I'll take the first question first and then maybe you can prompt me on the second one

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um so in terms of how the clinic came about um so UNH is a public university

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um I as you mentioned I lead our sustainability Institute and we're really thinking you know in this decade

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leading up to 2030 we're really thinking about a public university Mission and

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how we can really do two things one is really to graduate thousands and thousands of young leaders

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people like Caroline who really have both the skill set and the mindset to be the leaders that we so desperately need

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to help us make this transition to sustainability and resilience and then at the same time as a public university

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our goal is also to really support the businesses and other organizations in

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our region on that same transition right so we're trying to really think about how do we as a university

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um connect with businesses like orange bright brewing and really help them with their sustainability goals so the B

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impact Clinic is one of the many ways that we're doing that at UNH um I was lucky enough to learn about the be

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impact Clinic model from a wonderful person called Jessica Thomas she's at North Carolina State University she

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really started the first BMP clinic in the country at the University um and a number of years ago she you

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know generously shared some insights with us and we created our own version of that clinic we've now been running it

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for about six years um and it was really driven by the fact that we know that students like Caroline

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are looking for a different kind of education they want Hands-On learning they want to be connected with real

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businesses doing real things about building a new kind of economy

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right uh not the economy that is depletive and extractive and calling so

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many of the challenges we see in the world but really uh an economy that's full of businesses doing good things

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that are you know net net positive um for for the world and then we also

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you know started the clinic because we were having conversations with people like Tom small business owners new business

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owners who are really interested in b cup certification but they just didn't

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have the in-house capacity um time skill to get it done and so we said okay we've got these two two

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demands from students from companies we have we have a solution to that um and so we started the clinic really

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trained students like Caroline in the methodology of the B impact assessment and and how companies get certified or

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re-certified um and then we match them with companies like orange break Brewing to help them

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complete the assessment and um and go down the path towards certification

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that's beautiful I am curious to know um because we've talked before about the

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impact that the clinic has had on local business what has that looked like in the six years that the clinic has been

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running yes thanks for the reminder on that question so um we have at this point worked with

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um just about um oh hang on I have my statistics right here so we work with just about

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um 50 businesses 50 different clients um that equates to about 200 students so

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each team the team of four students um Caroline I'll tell you a little bit

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more about the team structure um and that equates across so those students work for a 15-week semester uh

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with their matched client those students are doing um at least four or five hours a week

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devoted to their project so when you add all that up it gets to be twelve thousands anyways

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student time working with their clients over the last few years and if we just conservatively say that you know we

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would you know hypothetically you know if those students were being paid um 25 an hour that equates to about

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three hundred thousand dollars at least conservatively of kind of economic impact and the students are actually

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getting it credit for this this is embedded as part of their UNH education

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um and and um and in terms of the clients we brought with um

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we have had um about 12 or 13 certifications we've

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had uh almost 10 re-certifications and we've got a number of pending

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certifications as well so um and in all cases the the clients we work with have kind of meaningfully

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increased their their score on the B impact assessment as part of the clinic I think that's amazing and that takes us

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into a segue with Tom who went through the impact Clinic Tom can you tell us a

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little about a little bit about how orange back Brewing was introduced to the clinic

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sure so and thanks for having me Lauren it's great to be here and you know Fiona

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sitting in front of us today I had heard Fiona's name uh mentioned several times

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and a little bit about the BM pet clinic but knew nothing about it um and then I owned a medical company I

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started 34 years ago I recently sold that and um my I started having health issues and

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it turns out it was gluten and I used to be a craft beer lover and not having

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Craft Beer due to my gluten sensitivities is what prompted this whole

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project with a gluten-free Brewery but also just with the world this was 2020

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is when you know this happened and with the world imploding politics George

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Floyd murdered uh covid um

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I and there was another movement taking place kind of a reckoning within the craft beverage sector

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um kind of the me too movement within the beer industry and this started was prompted by a brave woman Brewer in

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Massachusetts five days after I had the idea to start this Brewery

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um and so I did a deep dive I almost thought about pulling out when I learned about the toxic side of the industry and

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with you know sexism racism discrimination misogyny and I have a

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six-year-old daughter at the time she was a four-year-old daughter I I thought about you know this business uh I did

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not want to just start another crap Brewery if we were going to do this we were going to be a mission-driven brewery and we would use this brewery as

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a platform to drive change in the industry um in the world and the economy and I

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didn't even mention with the climate like imploding in the world imploding regarding you know climate and what's

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going on I was freaked out and um so I started this Venture Mission

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driven everyone advised me actually not to do anything with B Corp work because

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as a startup it's just not humanly possible at the time it was just me I didn't even have another employee trying

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to build out this model um and it started as a small kind of a lifestyle project initially like a six

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hundred thousand dollar small scale but then when I discovered kind of the opportunity on the business side you

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know it's grown into a multi-million dollar operation um but I did not have the support and so

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I I met with Fiona actually on a brew day when we were Brewing one of our recipes with Alan Pugsley by the way

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which has transformed our project he's a world famous Master Brewer that lives here in Maine so he's driving the beer

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side of the project for us so that allows me to focus on the business side and so I had my interview with Fiona at

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the brewery on a brew day and Fiona and her team sharing the bee impact clinic and the model for what they're doing and

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how they can support a small business and a small business owner who's stressed out

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you know trying to raise a lot of money trying to do good in the world but not able to do so

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um and so Fiona when I heard about this program the support that they would offer and with the younger the Next

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Generation the Gen Z who I'm really empowered and excited to work with the

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folks that are giving me hope for our future because they're calling out uh

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you know the BS when they see it and the green washing and all the washing going on which I love

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so getting accepted into this program and working with Fiona Caroline and then

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Jeremy help from my side to run kind of the orange bike business side and then we had another advisor Tara Jenkins

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who's part of conscious capitalism and also the Corp certified business

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um the student team transformed this project and I know Caroline and the team don't realize the impact they've had on

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me and our organization but through them when I first did this assessment Lauren uh we scored a 28 on the BMI Clinic

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certification process I was so embarrassed by that score and the

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thought of getting B Corp certified by just me there's no way I threw my hands

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up I'm done I can't do it and I gave up hope but thanks to Caroline and this team and working with them for this

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semester and have this student team like committed to our company so focused and

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with a strategy a plan weekly meetings and Caroline really drove that which you

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know I'm so grateful for that but through this team and this semester we are able to identify I forget what was

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the exact number Caroline for our increased score it was close to 60 points I think it was

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about like um higher 50s about 60. so if you're starting 28 it would push you to above

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80 toward 90. yeah so with that team's road map that

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they provided to orange bike literally handed to us on our graduation day the

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road map and said here now it's on you to carry this forward and we will execute on their vision and strategy and

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that's carried forward to this semester Dr Pierre has helped us build out a new team that we just wrapped up this

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session yesterday actually so now we're building out a new cohort for the fall so

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sorry to go on but no that was amazing in front of you every time we've done it

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you know we never could have done it we wouldn't be sitting here today Lauren if it wasn't for Fiona and Caroline and the

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B impact clinic at unh yeah I'm curious Tom is there a specific

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impact area from the B impact assessment that you have honed in on from all of the information that you've got from

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Caroline and the team at unh yeah so there's we identified we went

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through all the areas and Jeremy's really good Jeremy's the one for me with our he's uh on our Advisory board but

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he's also a business strategy guy on top of being a professor on top of being gluten free

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so yeah it's really good because I have all these ideas I want to save the world and

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Jeremy's really good about Tom we can't do it all these are the areas let's let's lock it in and go for

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it so I'll let God prepare share um you know the work that we're we're doing there and especially with the side

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pot because I've just been fascinated with this side pock model and what he's done there

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but I'd love Jeremy to chime in on the structure that you put in place for us

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you know using the clinic uh is the the tool to help us

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and I have to tell you that it's that energy that is so important to these types of projects that it keeps me going

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and uh yeah someone who's had a health issue and is very much gluten-free uh

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because I have no stomach but that's a story for another day um it makes these types of projects

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that's much more you know passionate and purpose-based and I think the purpose Dynamic here is what's so important

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especially if your firm is thinking about becoming a b Corp it is difficult uh for sure but at the same time it's

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really about uh taking the steps from a process perspective to understand it and I think that's where Caroline and Fiona

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and working through a clinical space like this really allowed for some exploration on a week-to-week basis

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which a lot of firms don't afford themselves that time to do uh and so when you're focusing on an impact area

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Lauren like you mentioned I think the commitments themselves Tom has a bunch of commitments in the in his his world

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uh which is wonderful but we needed to through this B Corp space really start

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to hone in and I think that's where Caroline and her team as we met each week I tried to lend some guidance each

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week and and keep them moving Caroline will speak to that whether that worked or not but I think it worked okay uh was

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this whole idea of really thinking about how do we hone in on those spaces so that we can see that Improvement and get

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to that you know I got 80 points is the is that space But at the same time it was really about learning and guiding

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and moving to a spot where we could continuously improve so I think the fact that it was possible was probably the

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biggest impact of this impact Clinic it was possible to get where we wanted to be

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yeah go ahead I think I was gonna say I think governance specifically if you

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want to think about an area on the assessment that was heavily looked at I

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think for us was we started with governance and every week as we moved through our timeline we would always

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touch back on those governance pieces because it was so foundational as to the policies and ethics that orange bike

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wanted to ingrain so I I feel like that probably was one of the bigger impact areas that we saw working in the clinic

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together Caroline while we have you I'm curious

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to know from your perspective because we talk a lot about what the next generation of Business Leaders and

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consumers looks like so what Drew you to the impact clinic and what was your experience like working with Tom and

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orange back Brewing yeah so I my junior year I began

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volunteering with the New Hampshire Food Alliance and working with um that team within the sustainability

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Institute I also did our semester in the city program where I was able to take

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classes in Boston with the college for social Innovation and do my internship

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here in Durham so I kind of was putting my feelers out for the programs in the sustainability Institute

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and my peer-to-peer Mentor was Jen Andrews and she actually runs the carbon

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Clinic so I kind of got an introduction to the B impact clinic and what they were

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starting with the carbon Clinic while I was in semester in the city so I decided to apply an interview for the fall of my

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senior year and it worked out so I worked as a just a student consultant with the Stout heart team which is a

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small marketing agency in Portsmouth um who actually just became certified a few months ago which is a big win

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um and then that work kind of just kept driving me I enjoyed it so much and being able to work on a team that I

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decided to come back as a peer mentor to work with orange bike

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um and I think just the idea of being able to work with companies real

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companies real clients real individuals throughout all levels of the

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organization was very appealing to me because my time throughout College was

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kind of weird with covid like I my first full year at UNH was my junior year of

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college so the ability to be able to work with a real company I hadn't had

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that opportunity yet with any internships I always worked for the UNH or did like an on-campus job or

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something like that so I really wanted to Branch out and meet people who were

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interested in and doing good and focusing on all those areas in the assessment because when it comes down to

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it it's so important that you're being thorough and looking at all those things and it just helped me learn so much more

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about how a business operates and how it could operate if some systems were more

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accessible or if there was just more purpose in in terms of business instead

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of just driving a profit right so as a recent graduate I'm curious has working

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with the clinic and and seeing what business can be has that shaped how you

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look at business and has that led you to wanting to work with the B Corp or even starting your own business yes

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definitely definitely I think it's kind of showed me how powerful the community is and how

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um how much I can really dive deeper into public systems that shape these businesses I I'm pursuing my Master's in

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public administration next fall which is really exciting to be able to work kind of

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seeing how those systems operate and the accessibility within them and how they do Drive businesses whether it's public

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private non-profit and it's just so refreshing to have worked with companies

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who want to do good and from the start like orange bike and then being able to work with Stout heart as well they they

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were an established company for I want to say five or six years before they started in the clinic

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and Mariah the the owner has just been like a ball of fire for those six years

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wanting to constantly do good and and ethics just all over within every area

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of the business so I think for me I've known now that I would love to continue

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to be a part of this community and working to help kind of Drive the access and

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give continue to give myself hope for sustainability in the future and how that that plays a role within businesses

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as well yeah I have one more question for you maybe what as um the Next Generation gen Z how

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from your perspective what role does gen Z play in the way companies do business as I was talking to Tom he told me about

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you all as this BS meter and I thought that was so funny but actually a good way to measure how companies do business

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I'm curious from your perspective what does that look like mm-hmm yeah so from the beginning when when Tom sat down

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with us for the first time he was like I want you guys to call me out on any BS so that's where that kind of stemmed

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from was just our first meeting we all were very open and vulnerable to this

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idea that um if this is if we're all going to work together on this project we all need to be honest and and speak

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what each other's truths are and what our opinions are so we can kind of form one unified opinion instead of all being

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all over the place but I think my generation is very intentional and

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purposeful I think um and I think at least for myself I I want to see ethics ingrained in every

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level of business and I think a lot of folks of my generation do too and I think our generation is just such an

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advocate and they'll continue to push businesses to make right decisions that

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will directly impact the consumers rather than the cash flow of the business and I think that's very

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important because like that's what I've learned about a lot in my classes Junior and Senior year for my business degree

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was kind of this this new wave of capitalism and how corporations can

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actually start to do good instead of um just looking to turn that profit for

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their shareholders so I think the more gen Z students learn about business the

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more it's going to show them how it should change for the better for

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our society and how it can actually impact individuals on a small level instead of on a large profit scale

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and Fiona I'm curious from your perspective since you have been with the clinic for since its

Inception what have

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you seen as far as trends go with your students coming through the program as far as how they look at business and how

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they they um work with companies who are looking

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to do good yeah that's a great question Lauren so you know I'll I'll take it even outside of the clinic so I spent

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the first um 15 years or so of my career in the business world I work for some large global companies and then in my mid-30s

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decided to go back and get a PhD and start teaching and leading in in

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academic organizations and so I've I've now been teaching and um you know leading

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programs around B Corps for about 20 years I was lucky enough my my

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dissertation for my PhD I was doing that work in 2008 2009 so just really when B

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lab was getting started the whole B corporate um B coats are a big piece of my

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dissertation and I've been weaving it into my teaching you know for the last

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uh 20 years or so and it was so interesting you know early on um you know very few students would know

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what the B Court movement was um many students can I and I've you know

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consistently taught students in Business Schools like Caroline but also I've taught students across the University from other different uh different

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different disciplines different majors you know and and predominantly you know

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the view coming in was you know business is pretty evil you know business is kind of the source of many of the problems we

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face in the world today and just huge skepticism that business really could be a thoughtful good and what's been really

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great to see you know over the last particularly the last I'd say five to six years it's just this real shift much

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more awareness amongst students of the B Corp movement you know still healthily skeptical right um rightly so

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um but really a growing awareness that there is a different kind of business there's a different group of businesses

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that are redefining what success means they were redefining the impact they can have for both their shareholders and

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their stakeholders and so you know you're seeing people like Caroline right you know they they really want to work

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for and buy from invest in companies that are aligned with their

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values and we've got green washing and you know that's why we so enthusiastically

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studied the B impact Clinic is because the B impact assessment that vehicle

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that b lab created and maintains is most the most incredible teaching

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tool right it really allows students like Caroline to go in at a really

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granular level and and really learn like what does it mean to be a truly sustainable Equitable business right

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it's not just platitudes it's not just a few you know Recycling and changing some light bulbs this is deep work across all

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aspects of the business and the be impact assessment is an incredible teaching framework right it

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essentially creates the curriculum for us for the um for the uh for the for the

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program and just you know just seeing you know just incredible enthusiasm for students um you know we always have more

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applications than we have places so we are able to select really fantastic things like Caroline

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um but yeah just you know huge and I think students also want something that then you know then they're not getting

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in their regular classrooms you know I'm I'm a professor you know I'm a big fan of of more traditional classes those are

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important but as we like to say you know that sort of more theoretical learning today is sort of necessary but not

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sufficient and so we need to complement that with this kind of really immersive Hands-On learning where students can

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learn skills you know Real World skills they can learn about Consulting and project management and communication

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um but they can also build networks you know for their future careers with people like Tom and um

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and Jeremy yeah Jeremy I'm I'm curious to hear from

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you because you've been a part of the B Corp Community for a number of years now I mean you're a huge proponent for not

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only the pipeline of students that come through the impact clinic but consultants and businesses

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um I'm curious what role do you see be lab as the as an organization playing and

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fostering impact clinics and supporting um the next generation of business owners and consumers

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yeah this this space if you want to nailed it as far as thinking about this is such a great learning tool for

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everyone and I think this is the this is the opportunity because every organization uh needs a strategy and and

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Tom mentioned my strategic work and this B lab space provides that strategy but

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it also allows for a a you know enormous opportunity to identify what your place

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within that is going to look like so B lab provides the basic five areas soon to be 10 potentially obviously if things

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start to change here um which I'm a major proponent of because it just adds another layer also

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though it can get that much more daunting so I think there's a real fine line here that we have to be able to

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think about because it could become difficult for some firms if it's not couched in the right way and this is

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where the clinic has allowed that to be really successful I think um I saw a statistic recently where I

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think less than one percent of businesses are B Corps I believe and correct me if I'm wrong so there's a

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huge opportunity here for more people to get involved and we need these clinics at like every school across the country

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frankly um you know it takes away from some of the the uniqueness that is a unhb clinic

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but I can tell you I've been part of the B academic Community for a short period that's out of North Carolina State

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Jessica Thomas's group down there uh and just even being there for a small amount

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of time allow me to realize that opportunity that is here with all of the different firms that can be part of it

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and uh I think again B lab really needs to be that space because I

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don't see a competitor if you will we're really thinking about the competitive uh capitalistic dynamic

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uh to be the transformation that is so needed in business right I mean if you

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think about climate change we talked about before we're getting worse every year not better even with all of the

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commitments and so at some point we need business to really step up to the plate B lab can be that guiding force uh and

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it's folks like Tom uh that want to do the right thing they're going to help other people learn because they're part

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of this larger community so that's where I really see B lab as being the driver

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um and so important I also teach and I'm a professor at a couple of different schools and not many of my students know

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what B lab is and so to me there there's an opportunity for a lot more growth and

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that that to me is the exciting part of this and why uh again as I look at the landscape that I've been dealing with as

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a professional with businesses and in a Consulting Space is really the guiding

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post uh that can be ubiquitous and internationally ubiquitous as well many

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state programs but here we're really starting to think about this in terms of a wider scope so if you do have

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operations Tom's going to grow he's going to grow nationally he's going to go internationally I have no doubt and

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I'm I'm going to be there to watch that happen and to me if he expands into

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wherever that might be he can still come back to be labs and say I need help uh this is the guidepost I'm going to

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utilize okay and now that we're coming up on time so I want to leave room for advice

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that you all may have for perspective um companies who want to certify what

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that looks like um how they can join in on the impact clinics or even other resources that you

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all may know of that you can share with them and this question is for anyone

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yeah Caroline just to to chime in on Jeremy's

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comment and you brought up a good point Jeremy um the bee Labs the structure

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um Lauren we refer to that Weekly the work that we're really getting

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involved in now is the racial Justice initiatives that's kind of our driving

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force and that for me personally is my number one commitment for the organization

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and you know Logan Nemecek is another young student from University of

30:01

Southern Maine he was the main policy scholar that's actually been a part of Orange Bike Brewing through USM for

30:07

going on nine months now and he's continued his work this summer and just

30:12

yesterday I referred him to be Labs because some of the racial justice work

30:18

and initiatives on building a more just and equitable business model we're looking to do that within the

30:25

craft beer sector and I probably three to five times a week I tell Logan go to

30:30

be Labs dig find the resources we don't have to reinvent this I'm sure they have

30:37

like a road map and that for me has been huge and I'm actually on a plane

30:42

tomorrow to Pittsburgh to meet with the new national black Brewers Association the first in the world

30:50

um tomorrow they're having a conference and then the Barrel and Flow Festival which is one of the top 10 beer

30:57

festivals in the world for the black owned breweries and so we're meeting with them to be an ally and supporter

31:03

and move forward together strategically so we're using B Labs infrastructure and

31:08

models to share with the executive director from the national black Brewers Association on here's our work how can

31:15

we put our heads together to move forward together using the B Labs infrastructure so for me that has been I

31:22

never could have done on any of this if it weren't for the structure you have in place which is free it's open source

31:30

shared which we're looking to do with our business models that's what Jeremy and Luke and the others at Orange Bike

31:36

were doing is we're building these models and sharing them with other businesses here in Maine say look we've

31:43

already spent two years researching this here's the motto you have that you know and once you figure out some

31:49

improvements let's come back and let's build this together so we're not teaching our Silo doing this work but

31:56

doing it together so anyways I just wanted to share that for what it's worth and since the clinic I will

32:02

uh this is a clinic it's been really interesting to watch more people come onto these calls each week as they're

32:07

wanting to learn about this and so the excitement that this can bring uh can really make this a space where uh again

32:14

the learning takes place and it can make it more ubiquitous um Lauren to your question I think the be local groups and Fiona may know more

32:21

about this but uh certainly they are a great place for folks to go to be able to understand what's going on locally

32:27

and continue their Learning Journey um you know Tom's is a manufacturing space and I have to tell you there's

32:33

less manufacturers right than there are of other people in this area because it's that much harder and I think this

32:40

is where we really need to put some critical time and the be local groups can help all groups be part of that

32:47

um but it's a really important factor here especially as we look to have that impact for the main folks that are manufacturing Goods uh in particular to

32:55

be part of this and uh again the service Dynamic can learn and teach and that's

33:00

where I think the be local as well as the clinics right can really be you know opportunistic in in getting you to that

33:07

next stage of your purpose-based growth Cloud closing Phyllis do you have questions

33:12

Caroline go first because I know she has to leave this moment here I said go ahead Caroline with your closing advice

33:18

I was going to say as a piece of advice I think from what I've heard from

33:23

clients at the beginning of the semester tour versus the end of the semester

33:29

um when a company is looking for certification or to embark on this process I think the biggest piece of

33:36

advice I could give is to have someone dedicated on their team to working through this process because

33:43

that's what the organization of that is what's gonna drive the success of the

33:49

work that is being done because if there is not one or a handful of people focusing on just this work

33:56

um it's not all going to get done and it's it's hard to spread it out across the organization to all these different

34:02

people unless there's one person specifically who has their head screwed

34:08

on straight through all the sustainability measures and through all the five areas of the assessment that if

34:14

if there's one person dedicated to it you can really Drive some change there

34:20

that's great Caroline you know I would say announces your question Lauren you know for businesses who are considering

34:26

B Corp certification um definitely find help right whether it's one of the the impact clinics

34:32

there's I think 16 or 17 of them around the country at different universities now

34:38

um but there's also wonderful uh Consultants uh in the in the b cup space who can help you as well if you want to

34:44

bring on Consultants including some students who uh there's three or four students who've graduated from Abbey

34:50

impact clinic and now have their own Consulting businesses helping businesses get be Court certified so there's lots

34:56

of resources to help companies get the cup certified you know it's hard because certification is hard

35:03

and it's sort of meant to be hard right I mean it doesn't have value unless it has rigor

35:09

and so I would just say like just commit to trying right you don't have to it's

35:14

it's all confidential you know you can sign up you can get the impact assessment for your company your

35:20

industry you can go through it you know like Tom you know when he first did it it was 20 20 something points no one

35:27

knows that except you um but what it does is it gives you a roadmap for how to get there

35:33

um so you know you don't have to commit to getting there you have to commit to trying um and I think the rewards are really

35:39

significant um you know I think it's just a better way to be in business it feels good to

35:44

be a business leader knowing that you're doing many of the things that are really helping contribute to a more sustainable

35:51

Equitable World um to Jeremy's point about the be locals around the country you know we are part

35:57

of the be local um in in Portland Maine there's 18 B Corps now in the state of Maine where

36:04

one of my colleagues at UNH is helping start one for New Hampshire there's 18 b cups now and you have it too it's a

36:11

great Community you know they're the right people you want to be hanging out with at this moment in human history I

36:16

think I think um you know it's uh it's lonely being a business owner and it's really nice to

36:23

be part of a community of like-minded people so um you know I think it helps you attract and retain employees it helps you

36:29

attract customers increasingly um just a just a great thing to do even though it has rigor to it

36:36

um I appreciate all of that advice that's very good advice y'all and thank you all

36:43

so much for joining me um I want to leave a room for you all to finish your days thank you  
Caroline

36:50

thank you Tom thank you Jeremy thank you Fiona and everyone if you want to learn more about  
becoming a b Corp or what

36:57

certification looks like you can go to [we.rbcorks.com](http://we.rbcorks.com) all right thank you bye y'all thanks for

37:05

hosting this thanks for having me bye-bye I know