

1
00:00:00,010 --> 00:00:03,226
>> Hello, and welcome back to E145, technology
大家好，欢迎来到E145科技创业。

2
00:00:03,236 --> 00:00:06,964
entrepreneurship. Our guest speaker today is Fergus Hurley.
我们今天邀请的演讲者是Fergus Hurley。

3
00:00:06,984 --> 00:00:11,054
He's an Irish mobile entrepreneur located in San Francisco.
他是一位爱尔兰裔的移动电话创业者，目前在三藩市，

4
00:00:11,074 --> 00:00:16,265
And he is the founding CEO of Focal Labs, which produced
他创办了Focal Lab并担任CEO，他们的产品有Clickster和Picbounce

5
00:00:16,285 --> 00:00:20,155
Clickster and Picbounce. And he's here to talk to us today
他今天会来和我们讲一讲他作为一个创业者学到的东西。

6
00:00:20,175 --> 00:00:22,907
about some of the lessons that he has learned as an

7
00:00:22,907 --> 00:00:27,782
entrepreneur. And he recently, celebrated an acquisition.
他的公司已经被成功收购了。

8
00:00:27,801 --> 00:00:30,814
So, I'm very happy that you could join us today.
非常欢迎你加入我们。

9
00:00:30,833 --> 00:00:31,033
>>

10
00:00:31,033 --> 00:00:32,033
[inaudible].

11
00:00:32,033 --> 00:00:33,283
>> And talk to us a bit about your experience.
谈谈你的创业经历。

12
00:00:33,283 --> 00:00:34,533
>> Delighted to be here, honored.
非常高兴能到这儿来。

13
00:00:33,783 --> 00:00:34,783
>> Great.
真棒！

14
00:00:34,783 --> 00:00:35,783
>>

15
00:00:35,783 --> 00:00:37,801
[inaudible] Great. So now that you've gone through kind of
好。所以你已经经历了基本创业的整个过程，

16
00:00:37,821 --> 00:00:41,362
the whole cycle of process of starting a company and then
包括创办一个公司并且被成功收购。

17

00:00:41,382 --> 00:00:44,539

having it be acquired. What would you say the most important
你觉得在这个过程中你学到的最重要的一课是什么？

18

00:00:44,559 --> 00:00:46,580

lesson that you've learned in this process?

19

00:00:46,600 --> 00:00:49,889

>> I tell you two big things that weren't taught to me at
我告诉你两件他们在MIT和斯坦福没有教会我的事情。

20

00:00:49,909 --> 00:00:55,434

MIT or the Stanford program that I did

21

00:00:55,454 --> 00:00:58,912

[inaudible] and. There weren't stress enough were Number
这两件事没有哪个更重要（两件事同样重要）

22

00:00:58,932 --> 00:01:03,352

one. You need to be amazing a product and you need to have,
你的产品必须惊艳才值得你去推出，

23

00:01:03,372 --> 00:01:05,945

the best product out there, otherwise you're wasting your
否则你就是在浪费时间。

24

00:01:05,965 --> 00:01:10,959

time. And, and. You know it. Product in movable web space
移动互联网领域的产品包括三个不同的组成部分，

25

00:01:10,978 --> 00:01:14,081

consists of sort of three different parts of ta-, a the

26

00:01:14,101 --> 00:01:18,844

team, one is design. Then the next part is development. The
一个是设计，下一个部分是新产品开发，

27

00:01:18,864 --> 00:01:21,864

next part is distribution. And those three parts, without
下一个部分就是经销。这三个部分，其中哪一个环节如果你做不到惊艳，

28

00:01:21,884 --> 00:01:24,778

being amazing at those three parts you're not going to be
你都不可能实现这个机会。

29

00:01:24,778 --> 00:01:26,355

able to execute on the opportunity.

30

00:01:26,375 --> 00:01:30,162

>> And just capture the value of doctory.

31

00:01:30,182 --> 00:01:33,424

>> Hm. So, so, how, how would you say you'd become kind of
你怎么判断什么才是业内的极品？

32

00:01:33,424 --> 00:01:37,284

top notch in industry aspects. I mean a lot of people around
很多人都说“对，设计很重要”，也都想要雇顶级的设计师。

33

00:01:37,304 --> 00:01:39,465
say design is important and wanna hire good designers.

34
00:01:39,465 --> 00:01:40,465
>> Yeah.
是的。

35
00:01:40,465 --> 00:01:43,378
>> But how do you, how do you go about that process?
你怎么判断这个过程？

36
00:01:43,397 --> 00:01:46,397
>> Yeah, I think, I think that one of things you think is
我觉得首先你得开始一家公司然后开始学习这些事情。

37
00:01:46,397 --> 00:01:48,397
you have to start a company to start learning these things.

38
00:01:48,397 --> 00:01:49,397
>> Mm.
嗯。

39
00:01:49,397 --> 00:01:52,397
>> But I think that there's the two main ways that I have
我看到过的一些人，一边启动公司，

40
00:01:52,397 --> 00:01:54,897
seen people get really good at these things while starting
一边把这些事情做的很好，

41
00:01:54,897 --> 00:01:57,397
company and then that helps them start their own company
这样就有助于他们很有效地经营他们的公司。

42
00:01:57,397 --> 00:02:00,581
more effectively is one. I. Getting an internship. So
方法之一就是做实习。

43
00:02:00,601 --> 00:02:03,427
working at a web company as a developer if you've
在一家网络公司做开发者，如果你有开发的经验，

44
00:02:03,447 --> 00:02:07,265
development skills, as a marketer, if you a marketer and as
做一名市场营销人员，（如果你有这方面的经验）

45
00:02:07,285 --> 00:02:09,920
a designer if you are a designer, then.
做一个设计师，（如果你有这方面的经验）

46
00:02:09,941 --> 00:02:12,191
>> You'll be working alongside these people who are amazing
这样你就有了和这些人共事和学习的机会，

47
00:02:12,191 --> 00:02:14,441
in development and, and distribution if you're the designer.
他们在开发，经销，设计方面都非常棒。

48
00:02:14,441 --> 00:02:17,441
And you'll be able to learn from them. And if you're the
你就有机会和他们学习。

49
00:02:17,441 --> 00:02:19,941

developer, you'll learn from the ad designer and then as,
如果你是开发者，你就会跟广告设计师学到很多，

50

00:02:19,941 --> 00:02:22,691

and when you start your company you can ask that designer
然后当你自己开公司的时候，你就可以让那个设计师介绍你认识一些朋友，

51

00:02:22,691 --> 00:02:25,191

who you are now friends with for introductions to their
然后通过这个人认识他其他的朋友，

52

00:02:25,191 --> 00:02:27,691

friends and they'll be able to help you find designers.
他们就会帮你找到设计师。

53

00:02:27,691 --> 00:02:28,941

Another way to find designers is dribbble.com.

还有一个找设计师的方法是dribbble.com

54

00:02:28,941 --> 00:02:29,941

>> Hm.

嗯

55

00:02:29,941 --> 00:02:32,441

>> And that's an amazing site out there for where designers

这是一个神奇的网站，设计师们把他们自己的作品上传到这个网站，

56

00:02:32,441 --> 00:02:37,344

to upload their work and, and, and yeah. That's the way we
所以这就是曾经我们找设计师的方法。

57

00:02:37,364 --> 00:02:41,732

found designers in the past and so.

58

00:02:41,752 --> 00:02:44,752

>> Great, great. So, so what about in, in your own case I
很好，很好，那么以你为例，

59

00:02:44,752 --> 00:02:46,252

know you were in the PhD.

你曾经是MIT的博士，

60

00:02:46,252 --> 00:02:47,502

>> Program and MIT and Electra Volunshare and Computer

61

00:02:47,502 --> 00:02:48,502

Science.

62

00:02:48,502 --> 00:02:49,502

>> Yeah.

对，

63

00:02:49,502 --> 00:02:51,002

>> And came out here to Silicon Valley and started your

然后你到了硅谷，并且马上创办了你自己的公司。

64

00:02:51,002 --> 00:02:52,002

company right away.

65

00:02:52,002 --> 00:02:53,002

>> Yeah.

对。

66
00:02:53,002 --> 00:02:55,002
>> So you didn't get a chance to get that work experience
所以其实你没有那个实习的过程，

67
00:02:55,002 --> 00:02:56,002
and meet designers first.
去帮助你先去认识那些设计师。

68
00:02:56,002 --> 00:02:57,002
>> Yeah.
对

69
00:02:57,002 --> 00:02:58,502
>> Is this something you would have done differently or.
如果（重新来一次）你会做不同的选择嘛？

70
00:02:57,752 --> 00:02:58,752
>> Yeah.

71
00:02:58,752 --> 00:02:59,752
>> Would you reckon.
或者你猜想会怎样？

72
00:02:59,752 --> 00:03:02,502
>> I think that if I, I were starting again from scratch I
我想如果一切重新开始，

73
00:03:02,502 --> 00:03:05,288
definitely would do internships throughout my program in the
我一定会在我读书的时候去参加实习，选择那些我日后想要加入的部门去实习。

74
00:03:05,308 --> 00:03:09,824
sector that I'm trying to get into. But the, the other way
但是如果你没有实习还有一个办法，

75
00:03:09,844 --> 00:03:14,148
to outside of internships to learn about all this is just to

76
00:03:14,168 --> 00:03:15,168
use side projects.
就是兼职做一些项目。

77
00:03:15,168 --> 00:03:16,168
>> Mm-hm.

78
00:03:16,168 --> 00:03:17,418
>> So just start projects with your friends and.
和你的朋友一起做些事情。

79
00:03:16,668 --> 00:03:17,668
>> Mm-hm.

80
00:03:17,668 --> 00:03:18,668
>> And.

81
00:03:18,668 --> 00:03:19,918
>> Then with other people in your school and see who joins
看看你学校的其他人，看看谁会加入你们。

82

00:03:19,918 --> 00:03:20,918
you.

83
00:03:20,918 --> 00:03:21,918
>> Mm.

84
00:03:21,918 --> 00:03:24,168
>> And then you get to test out all these people and find
然后你就有机会检验这些人，

85
00:03:24,168 --> 00:03:26,918
out if you're good. If there's no designers in your school.
然后看看自己做的怎么样。如果你学校没有设计师，

86
00:03:26,918 --> 00:03:29,418
Go to the design school that is nearby. There's design
去到你附近的学校找人。

87
00:03:29,418 --> 00:03:32,168
school's in every city of the world nearly. And partner up
基本上每个城市都会有一所设计学校。

88
00:03:32,168 --> 00:03:35,668
with them and see if you can get some of them to work with
然后你和他们合作，看看他们能不能为你工作。

89
00:03:35,668 --> 00:03:38,668
you. And you only want to work with people who are very
你要和对你的领域非常感兴趣的人合作才行。

90
00:03:38,668 --> 00:03:40,418
excited about your field, and your space.

91
00:03:39,668 --> 00:03:40,668
>> Mm-hm.
嗯。

92
00:03:40,668 --> 00:03:43,418
>> So that's really where I think they There the two things
这两点就是我觉得，如果我重新再来的话，我会做的事情。

93
00:03:43,418 --> 00:03:46,668
that I would do if I was starting out again. I would do

94
00:03:46,668 --> 00:03:49,168
internships and I would do lots more site projects with
我会去做实习，我也会和朋友兼职做很多项目，

95
00:03:49,168 --> 00:03:51,418
friends and make new friends through doing site projects.
并且通过做这些项目多认识些新的朋友。

96
00:03:51,418 --> 00:03:54,078
And there's all these now hack-a-thon weekends, and start up
现在有很多这样的活动，”创业者周末“等等，

97
00:03:54,078 --> 00:03:58,287
weekends. And, those things are fantastic for people to
这都是给创业者提供的很好的社交机会，

98
00:03:58,307 --> 00:04:02,257

network, meet more people and start building some products
多认识些人，然后开始做一些产品，这样也可以让自己在一个压力相对小的环境中开始。

99

00:04:02,277 --> 00:04:07,939

in a low, A low sort of pressure environment.

100

00:04:07,959 --> 00:04:10,911

>> Where you actually get to test it out but it's not life

如果它行不通那么你又如何去测试它呢？

101

00:04:10,911 --> 00:04:12,661

or death if it doesn't work out.

如果不是在一个“生存还是死亡”的真实环境中？

102

00:04:12,661 --> 00:04:15,806

>> Right, right. And so you, you mentioned distribution as

没错，你的问题涉及到经销，

103

00:04:15,826 --> 00:04:18,826

the other element that's important. So how do you how do you

这是另外一个重要的问题。

104

00:04:18,826 --> 00:04:21,266

think about distribution and, and what are some of the.

你怎么理解经销？

105

00:04:21,266 --> 00:04:24,406

>> I think distribution is sort of the key in defining I

我觉得经销对市场中的很多产品来说都是一个关键因素。

106

00:04:24,425 --> 00:04:27,175

think for a lot of products out there. And, and so

107

00:04:27,175 --> 00:04:30,088

distribution comes in many different ways. And I know you,

经销有很多种不同的途径。

108

00:04:30,108 --> 00:04:33,358

you told me in your course you have used a slide from Dave

我知道你在你的课上说过，你用一张幻灯片讲过Dave McClure谈的

109

00:04:33,358 --> 00:04:36,108

McClure where he talks about all these different ways to be

所有那些把人们放到你的那个漏斗来的不同的方法。

110

00:04:36,108 --> 00:04:39,261

able to get people into your funnel. And, and so you know

111

00:04:39,281 --> 00:04:42,860

that's like search At Paid advertising.

比如说，付费广告，

112

00:04:42,879 --> 00:04:43,281

>>

113

00:04:43,300 --> 00:04:45,605

[inaudible] polls written about you. The mainstream media

对你的一些新闻报道，

114

00:04:45,625 --> 00:04:48,792

talked about you on television and radio. And, and all that

一些主流的媒体在电视和广播上讨论你，所以和这些相关的事情。

115

00:04:48,812 --> 00:04:49,812
stuff combined.

116

00:04:49,812 --> 00:04:50,812
>> Mm-hm.

嗯。

117

00:04:50,812 --> 00:04:53,075
>> And leads to distribution and there's no silver bullet in
在经销这方面没有什么新技术（都是传统的既有模式）。

118

00:04:53,082 --> 00:04:54,082
distribution.

119

00:04:54,082 --> 00:04:55,082
>> Mm.

嗯。

120

00:04:54,332 --> 00:04:55,582
>> We all wish there was

过去我们都希望会有，

121

00:04:55,582 --> 00:04:59,237
[laugh], but there isn't and which is getting out there,
但是没有，其实就是把你的信息传递到人们那里去，

122

00:04:59,257 --> 00:05:01,860
getting the word out there is you know, the most important
最终最重要的事情就是这个。

123

00:05:01,860 --> 00:05:05,399
thing in the end. And that's how, that's what defines
这就是如何定义你做的成功与否的标准，

124

00:05:05,419 --> 00:05:08,153
whether you're successful or not, is whether people know
就是看人们知不知道你，

125

00:05:08,173 --> 00:05:09,923
about you, especially in consumer internet space.
特别是那些在互联网上的消费者。

126

00:05:09,923 --> 00:05:12,923
>> Mm, and so is this a, is this an important enough aspect
恩，所以这是一个重要的方面，一个重要到你会放一个人专心去做的一个方面嘛？

127

00:05:12,923 --> 00:05:14,891
that you would want someone dedicated to this on the.

128

00:05:14,891 --> 00:05:15,891
>> Yeah.

对。

129

00:05:15,891 --> 00:05:18,891
>> On the founding team in the same way. You would look for
组建团队也是同样，你需要找一个设计，

130

00:05:18,891 --> 00:05:22,208
a designer. I think that, you know you need to have a
你需要有一个设计和一个开发者组成你的创业团队。

131

00:05:22,228 --> 00:05:23,652
designer and developer on your founding team.

132

00:05:23,652 --> 00:05:24,652

>> Hm.

嗯

133

00:05:24,652 --> 00:05:29,805

>> But, I think the distribution part is so specific to each
但是我觉得经销的这个部分对不同的行业来说有非常具体的情况，

134

00:05:29,825 --> 00:05:33,242

business that there really is experts out there on each one
针对每一个具体的行业都有一些专家，

135

00:05:33,262 --> 00:05:35,748

of these verticals that can get you distribution and you
这些人可以帮助你，作为一个创业者，

136

00:05:35,748 --> 00:05:40,298

need to, as one of the founders, as all of the founders need
所有的创业者都需要花精力的那些经销方法，

137

00:05:40,318 --> 00:05:41,350

to focus on, the

138

00:05:41,370 --> 00:05:42,870

[inaudible] to understand all the distribution mechanisms
帮你了解那些经销机制

139

00:05:42,870 --> 00:05:46,120

that are out there and be able to select the right ones and
以及找到适合你那个行业的对的方法和对的人。

140

00:05:46,120 --> 00:05:49,120

the right people in each one of those spaces. That is the

141

00:05:49,120 --> 00:05:50,870

person that can run the best campaigns.
这些人就是那些正确的活动运营的人。

142

00:05:50,120 --> 00:05:51,120

>> Mm-hm.

嗯

143

00:05:51,120 --> 00:05:54,641

>> Great, great. And so, in terms of, the other important
好的，好的，我们谈谈另一个重要的方面，

144

00:05:54,661 --> 00:05:57,276

aspect, the developer, how, in your own case, how did you
开发者，以你自己为例，

145

00:05:57,276 --> 00:06:05,495

find the developers for your start up, and how did you
你是怎么为你的创业公司找到开发者的，又是怎么雇佣他们的？

146

00:06:05,515 --> 00:06:06,515

recruit them?

147

00:06:06,515 --> 00:06:07,515

>>

148
00:06:07,515 --> 00:06:08,765
[inaudible]. So, I am, just like I said, actually,

149
00:06:08,515 --> 00:06:09,515
[inaudible].

150
00:06:08,515 --> 00:06:09,515
>> Oh, okay.

151
00:06:09,015 --> 00:06:09,215
>>

152
00:06:09,015 --> 00:06:10,515
[inaudible] I found, some of them. Andrew
我从朋友中还有其他一些联系人中，

153
00:06:10,515 --> 00:06:12,515
[inaudible] friends and contacts, from MIT and other places.
MIT还有其他一些地方找到他们，

154
00:06:12,515 --> 00:06:15,015
And, another way I know the people, I have found great
还有一个办法，我找到一些很棒的设计师是

155
00:06:15,015 --> 00:06:16,015
developers, is through

156
00:06:16,015 --> 00:06:19,298
[inaudible]. And so developers who are, committing a lot of,
开发者们都会给一些开放的社区写代码，

157
00:06:19,317 --> 00:06:21,762
code to the open source community in projects that are
这些都和我所在的领域相关。

158
00:06:21,762 --> 00:06:22,762
relevant to your space.

159
00:06:22,762 --> 00:06:23,762
>> Mm-hm.
嗯。

160
00:06:23,012 --> 00:06:24,559
>> And just reaching out to them.
所以我就接触到了他们。

161
00:06:24,579 --> 00:06:25,579
>> Mm-hm.
嗯。

162
00:06:25,579 --> 00:06:25,913
>>

163
00:06:25,932 --> 00:06:26,932
[inaudible]

164
00:06:26,932 --> 00:06:28,418

>> How did you convince them to work on your start up, as
你是怎么说服他们为你的创业公司工作的，

165

00:06:28,418 --> 00:06:29,418

opposed to somebody elses's ...

相对于别人（你用什么别的方法说动这些人？）

166

00:06:29,418 --> 00:06:31,918

>> That, that's, can I tell you the secret sauce, John,
我可以告诉你一个秘密嘛，John，

167

00:06:31,918 --> 00:06:35,653

sorry. That's easy, I can't be telling you that. But, no in
对不起，其实很简单，我不能告诉你。

168

00:06:35,673 --> 00:06:38,437

the reality, it's, it's a lot about the personal
但是现实中的实际情况是，大部分都是靠个人关系。

169

00:06:38,456 --> 00:06:42,550

relationships. Just convincing them that the idea is, ...
只要让他们相信你的点子是革命性的，

170

00:06:42,569 --> 00:06:47,057

>> Is revolutionary in that you are gonna be able to achieve

171

00:06:47,076 --> 00:06:48,076

a huge success together, ...
你们在一起会创造巨大的成功。

172

00:06:48,076 --> 00:06:49,076

>> Mm hm.

嗯。

173

00:06:48,576 --> 00:06:49,826

>> But The other is definitely ...

但是另一个

174

00:06:49,076 --> 00:06:50,076

>> Right.

嗯

175

00:06:50,076 --> 00:06:53,545

>> Not easy, In fact, Great, Great, So one last question if
绝对不容易。最后一个问题，

176

00:06:53,564 --> 00:06:57,653

you think back on your experience. Is there anything else
如果你回顾你的经历，

177

00:06:57,673 --> 00:07:00,923

that we didn't touch on that you would want to, you know
有没有什么是我们没有问到的，但是你知道我们有55,000线上学生，

178

00:07:00,939 --> 00:07:05,793

there's perhaps 55,000 online students and 120 Stanford
还有120个斯坦福的学生在听课，

179

00:07:05,812 --> 00:07:09,449

students who are listening so their wanting to do their own
他们也想要自己做成自己的创业项目。

180

00:07:09,469 --> 00:07:11,983

startups. What one piece of advice do you want to leave them
在你离开之前，你想要给他们一些什么建议？

181

00:07:11,983 --> 00:07:12,983
with?

182

00:07:12,983 --> 00:07:16,516
>> Yeah I think, I think that the one thing that I was told
我想我在MIT被教会的一件事就是，

183

00:07:16,536 --> 00:07:20,582
at MIT, that I remember out of all the things I was told,
在所有在那里他们教会我的事情中，

184

00:07:20,602 --> 00:07:21,852
in, in my time there.

185

00:07:21,468 --> 00:07:22,468
>> Yeah.

嗯

186

00:07:22,468 --> 00:07:24,218
>> The one thing was by John Doerr.
是John Doerr教的，

187

00:07:23,468 --> 00:07:24,468
>> Mm-hm.

恩

188

00:07:24,468 --> 00:07:26,286
>> Who is a very famous venture capitalist here in silicon
他是硅谷一个非常有名的风投家，

189

00:07:26,286 --> 00:07:27,286
valley.

190

00:07:27,286 --> 00:07:28,286
>> Mm-hm.

恩

191

00:07:28,286 --> 00:07:30,786
>> And he came to visit MIT and he had a small group session
他有次到MIT来，有一个小型的学生交流会，

192

00:07:30,786 --> 00:07:34,036
with a few students, and I was lucky enough to be there and,
我非常幸运地在那里，

193

00:07:34,036 --> 00:07:36,536
the one thing he said was to maximise your learning early in
他说在你的职业生涯早期，最大化地增加你的知识储备。

194

00:07:36,536 --> 00:07:37,536
your career.

195

00:07:37,536 --> 00:07:38,536
>> Mm-hm.

嗯。

196

00:07:38,536 --> 00:07:40,786
>> And not to focus on making money and you know, being an

不要急着赚钱。作为一个创业者，

197

00:07:40,786 --> 00:07:43,286

entrepreneur, having to start, be a founder and all this
你要开始，做一个创始人还有很多其他的事情。

198

00:07:43,286 --> 00:07:45,536

sort of stuff. But just maximising your learnings and
但是你要最大化你的知识和其他的事情，

199

00:07:45,536 --> 00:07:48,036

everything else, all the rest of your success will follow.
然后成功就会随后如期而至。

200

00:07:48,036 --> 00:07:50,286

If you maximize your learnings, that means, learning in
如果你最大限度地去学习，

201

00:07:50,286 --> 00:07:53,036

terms of knowledge about how to be a better developer, how
去学习如何成为一个好的开发者，如何成为一个更好的设计师，

202

00:07:53,036 --> 00:07:55,536

to be a better designer, how to be a better

203

00:07:55,536 --> 00:07:57,286

[cough], pardon distributor. And then, connections in terms
如何成为一个更好的批发商，然后，

204

00:07:57,286 --> 00:08:01,302

of how to You know, who are the people that matter in your
建立你的领域的人脉，

205

00:08:01,322 --> 00:08:04,064

space and really building solid relationships with them and.
和那些人建立稳固的联系，

206

00:08:04,084 --> 00:08:06,971

>> Where they trust you and you trust them and building a
让他们相信你，你也去相信他们，

207

00:08:06,990 --> 00:08:08,303

great relationship there.
建立良好的关系。

208

00:08:08,323 --> 00:08:09,373

>> Great, well thanks so much.
好的，谢谢！

209

00:08:09,373 --> 00:08:09,573

>>

210

00:08:09,573 --> 00:08:10,573

[inaudible] your learnings.
我们通过你学到了很多。

211

00:08:10,573 --> 00:08:14,030

>> All right, well this has been really valuable lessons and
好的，这真是有价值的一课。

212

00:08:14,050 --> 00:08:14,220

...

213
00:08:14,220 --> 00:08:16,340
>> Yeah, and I'm looking forward to come back for the
我期待回到这，

214
00:08:16,340 --> 00:08:17,189
[inaudible].

215
00:08:16,340 --> 00:08:16,510
>>

216
00:08:16,340 --> 00:08:17,867
[inaudible], taking the time to come in and talk.
花些时间跟大家分享。

217
00:08:17,867 --> 00:08:18,037
>>

218
00:08:18,037 --> 00:08:19,097
[inaudible], yeah thanks very much.
谢谢，

219
00:08:18,673 --> 00:08:19,521
>> Great, thanks Jeff.
谢谢，Jeff

220
00:08:19,521 --> 00:08:20,370
>> Wonderful, yeah.
好的。