Transcript

0:00
so let's start it fresh um I think uh why don't we start by introducing
0:06
ourselves so Rodrigo thank you for coming to the show I think we're going to talk today about an interesting
0:13
journey and insights that are based on your experiences um Rich set of experiences
0:20
so please introduce yourself yes fact my name is
0:26
ranco morning Colombia h been living in the Uki for 20
0:31
years now and I began my H career in finance the minist of
0:39
finance of the Republic of Colombia issuing bonds and restructuring the T structure that was my finance
0:47
101 ER continued into asru Finance at
0:55
HSBC after an NBA and then the financial crisis is hit and last in first out had
1:05
to go through the painful situation of leing a place that I love to work in and
1:12
start to work in the stress assets trading them and slowly I started to realize
1:20
that if I didn't learn how to program I then learn more math I will
1:25
lose my job and this trend has continued for
1:31
many more people in finance to make the story short I became
1:36
a technologist did a PhD in financial Computing um did a certificate in
1:43
quantitative Finance learn to be a Quant along the way what I didn't expect is I
1:49
became a data scientist and an entrepreneur as I enter the technology
1:54
world I realized that Founders are not demigods they're normal people
2:00
and I decided to become one so I founded two startups and took them from zero to one
2:08
with my other co-founders ra race capital and this businesses are running and
2:14
growing last year I departed from them and now I am
2:20
in I am a chairman of a startup in in Africa called Airi that it is
2:27
transportation Tech and I love
2:32
how with tech power products we can transform the world and I again again

2:39
many people have asked me how did I transition from Finance to becoming a technologist and a key player in
2:47
technology and I decided to give back to the world that became a a book that
2:53
originally was just an article we're going to come we're going to come to that we're going to come to that I mean
2:58
not want to spoil the suspense for our audience but I guess Rodrigo you
3:04
started your uh career probably 20 OD years ago right or more
3:12
so um you were born in Colombia um I guess you probably started uh I think
3:18
probably started working way back when buot went you so you where in the
3:24
digital space uh you a product manager right you can of you in a financial investment in space uh I stand to be
3:31
corrected um but you always had Innovative streak about you um but is what is interesting about your is that
3:38
you uh probably G moved away from a very promising role at one of the largest
3:44
banks globally HSBC and you slowly moved across to Tech
3:50
enablement so basically at the very start of the digitization Journeys in the late 2 uh 2000s and early
3:58
2010s uh it the whole data bandwagon and uh you have kind
4:04
of shaped your journey through a few startups that you mentioned can you tell
4:09
a little bit more us about you know what was your what was your background initially and I know you've been to
4:15
London Business School you you got you know you got um computer science degrees
4:20
um what what what tell us a look a bit more about your journey um in terms of
4:27
your um I guess what motivated you uh what was the um what were the
4:34
drivers yeah so let's go back in time my my my first job with
4:41
uh was in the National Coffee cross Federation of Colombia that
4:48
then uh directed to being hired by electronic Data Systems was as far
4:54
technology and I became their product manager in the digital space so we were
4:59

working on how to digitize the coffee tra for one of the largest exporters in
5:06
the world of coffee and it was really hard to see how
5:12
big corporates that run things on pen paper Excel and email was really struggling to
5:19
set up their commercial operation in a digital way and this costed Millions
5:28
meaning penalty is uh by not being on time etc etc etc and
5:36
and as did the the system became digitized I saw the magic of
5:42
seeing what systems can do to business they can give them shape form
5:48
predictability and reduce risk and unnecessary expenses that became a I
5:55
would say a a ground Truth for my journey and as time went by that I
6:02
didn't wanted to dip into Finance ER I remember being in finance and trying
6:09
to uh bring project project management a project management culture let's
6:14
organize things why did you move to finance obviously been started your your
6:20
professional career he in a company which was based on pen and paper trying
6:25
to do international trade in coffee and the to transition I think this probably
6:31
would have coincided with the with the bubble as well ined right so I can understand the
6:37
background for why digitization had become important and relevant and you helped them uh but then obviously you
6:43
ended up in finance right from a product manager helping a coffee grower expand
6:49
internationally how did you end up in finance it's one it's a great question one of the the my latest project was in
6:57
digitizing the internal contract system so how do you buy coffee
7:04
through the cooperatives from the coffee Growers and there was an issue in which
7:11
the coffee cowers could not benefit from the changes in the international markets
7:18
so coffee is traded in the sugar cocoa coffeine uh Exchange in New York I
7:25
forgot the exact name and cofs would generally historic sell at
7:31
a sustained price which means fixed price it could be good on bu it's like
7:37

an average price if you're a coffee grower and you see that the C contract is going high and you cannot sell well
7:44
you feel you're getting screed if it is going down you're protected so the whole point is can we create a mechanism so
7:50
coffee can sell and benefit from sport prices this meant we had to digitize
7:55
contracts for purchase of coffee and everything that comes from there
8:00
Inventory management Etc so then the risk management and coffee trading desk
8:08
could sell in bulk coffee internationally so is very standard and
8:14
I met the people who were doing that and I got I fell in love I would say with
8:21
options and the whole concept of derivatives Ras management and I felt
8:27
one day that I was sitting on the wrong side of the table that I need to learn
8:33
Finance so I I went back to University and learned and I realized
8:40
well you need to get out of here so where did you go which university did you go to this was at univ loses in bot
8:47
in colia okay okay you you still based in bot at that point in time yeah lovely
8:52
okay and from then on I wanted one of think that I I realized
9:00
was that if you really wanted to learn Finance it is not here you have to do it there were two places where I wanted to
9:05
work either the ecopetrol the state Oil Company because they were doing options
9:12
in oil or the Ministry of Finance so s deput in action as I was applying for EO
9:20
Petrol in the last round I met someone who was leaving the Ministry of Finance
9:25
so that person made the introduction to the Ministry of Finance we still friend she also went to
9:31
LBS and she entered petrol and I entered the Ministry of Finance and that was my
9:37
finance 101 issuing bonds restructuring the debt curve of the Republic of
9:43
Colombia changing the the 10 structure letting know about yield the difference between three
9:53
five 10 30 years Horizons in yield comparing the
9:59
Colombian bonds as a product to Turkey Brazil Mexico and and watching
10:08

the MB index on a daily basis they went deep down then then to swaps basy swaps I
10:18
hear always Keen to look under the hood effectively that's what you are doing
10:23
you're looking under the hood I mean you're going into the the um fundamentals and I can I think the late
10:30
2000s were a time where Investment Banking was very high obviously we ended up with a recession uh in 27 to 2008 but
10:37
I think was it's a time of structured um you know Finance instruments right so I
10:45
notic obiously you you came and to London around that time and you were with HSBC um I'm presuming um tell us so tell
10:53
us the story like you know so obviously you you have got a grip on finance um topics you have made a switch from a
11:00
digital product manager helping a Colombian coffee Grower Association or um to expand internationally digitize
11:07
then you realize that you had to you had the opportunity to understand how
11:12
finances you know basically what the structures are you dug deep and then you ended up in HSBC and so help us uh tell
11:20
a little bit more about your story from there on yeah HPC was was a a great
11:25
training about what structured financing and structuring it itself so just for those who are not aware when you do
11:32
Financial structures you are isolating risks in different boxes which are special purpose vehicles that you
11:39
connect for a certain Reon so for example you're going to finance uh ship that is being built in
11:46
Spain and it might have tax credits for
11:51
finance that are sold to an investor and this is hypothetical I'm just explaining
11:58
and it allows house that the Spanish ship jart can't build the ship and sell
12:03
it to a buyer and that uh commercial
12:08
party who wants to invest can do it in a way that is tax efficient this
12:15
numerically is complex contractually even more and operationally further more
12:22
so this allows us to understand what I used to do Financial modeling um legal analysis and help the
12:32
legal construction support the approvals for a deal and once the
12:39

deal is running you need to do risk management on the deal continue supporting the Excel models they audit

12:46

the whole process that keeps it alive and until it's out of the portfolio so

12:53

that was my life between Excel legal contracts and approval meetings

13:00

and I and I also understand that following the period of the the recession um of the late 2000s I think

13:08

you went a lot more into restructuring um I guess debts I think

13:13

there was probably this and help me if I am misinterpreting this I think there

13:18

was an opportunity for you to dig deep into debts you know restructuring them and making sure

13:24

that um companies were able to survive the recession is that what you did so you of

13:30

swi I I became a a distress assets

13:36

Trader again a contact from London Business School and we were basically trading

13:43

lemon Brothers claims so when a company goes back from like teon brothers espe

13:48

with the size of the deals that were in the in place there there are many

13:54

creditors to the administration of Lima Brothers and those claims have to be

14:01

legalized in a certain way and you they they're bought and sold so someone would sell them at a discount to get cash

14:08

today and there's a buyer these are the Str asset funds who buy them uh with the

14:13

expectation of getting more than the price at which it was bought so er you

14:20

need to understand the fundamentals here but also you need to understand people because you're are helping people

14:25

overcome the pain of dealing with um stressed bankrupt asset to recover some

14:33

cash so it was a very important part of my life learning to do this and then I I

14:40

switch into optimizing portfolios to reselling indices to optimize

14:47

portfolios inverse lran functions and meny stuff and it was then

14:56

yeah so there was a lot of I know you were deep down in the weeds effectively and know you're really handson and you

15:01

know you understood the fundamentals and you were really helping Tangi companies you know meet their Finance obligations

15:08
and restructuring so so obviously you were a subject matter expert by this time right in what you did and then I
15:15
think this is where I guess we enter a phase in your life um where you made certain decisions about what to do how
15:23
to do so um tell us about like how come you at today you are uh technologist
15:30
right um you've have let a couple or three startups now or contributed three startups um in the tech space so help us
15:38
understand like how did you what happened and for the benefit for the benefit of our audience I guess the one
15:44
thing to note here is that I run this um playlist or a kind of a webinar podcast
15:49
called understanding technology right and the idea is to I guess share people
15:56
process technology what that relevant to technology and people's curiosity and
16:01
you know simplify what the understanding of technology and I guess your story
16:06
probably quite resonates with that so I'm all years to kind of hear your
16:12
journey there there were two truth moments one of them I
16:17
remember I was doing a deal with a Spanish bank and I thought I was going to close it done I said hold on a minute
16:25
in the screen the computer just gave me uh a better bit than you sorry it's over
16:32
I hang on the phone I realized at that moment I need to learn how to Pilot
16:39
computers presentation number one from there I did a bit of work what do you
16:44
mean by Pilot company I mean you've been using uh complicated models you've been building models you've been doing
16:51
modeling work effectively you know so what do you mean by piloting this particular experience
16:57
was and someone that was covering in a Spanish Bank was basically telling me
17:04
that an algorithmic process was giving them a better price on something that
17:09
was liquid and were we supposed to have an edge so it meant that there was
17:16
some systems and information in process that I could not control I could not compete versus a
17:23
machine and and for me that was a realization moment of I need to learn how to Pilot those machines

17:29
need to continue learning more math and learn how to program so it was a a
17:34
revelation the second Moment of Truth from then I went to optimize
17:40
portfolios was realizing that the guys who were trading
17:48
and doing the portfolio management one of them was a guy writing
17:54
code and the other one was a mathematician writing the models and and they were working together so I realized
18:01
that if I didn't learn how to write mathematical models for trading and algorithms I could not have a work like
18:09
them and it was then that I went back to school because it was my way of figuring
18:15
out so I went I did a PhD in financial Computing and as very early as I was in the PSD I
18:24
needed to finance it I didn't have a lot of money so I had to start working in par I was doing working fulltime and
18:30
doing a PhD fulltime it was very hard and I became a a data scientist The
18:37
Early times of of data science and um I was then leading a team and we
18:45
were writing algorithms for producing insights and automated Data
18:51
Mining and my experience in product came back so what are we doing here with the data
18:58
what job is the technology doing which modelss are we implementing and why how do we go from a test model and nice to
19:06
have exploratory data analysis to models in production mathematical that is doing
19:12
the job the code that is behind it and it just became fascinating right
19:20
so that grew as a passion and at that
19:26
moment I literally remember look looking at the founders as Demi gots and
19:33
realizing I can do this and that was the moment where I decided I was going to be an
19:40
entrepreneur lovely so very briefly for audience I guess tell us in like a few
19:47
minutes what your entrepreneurial Journey has been
19:53
uh yeah entreprene entrepreneurship is tough really tough nothing 50 times
20:00
harder than what you think is going to be you are going to build something that

20:06
doesn't exist they lucky you don't have funds and you're not going to be paid
20:12
much for it it's a high risk situation and if you don't handle high stakes you
20:19
shouldn't do it you don't know how to do risk management dynamically you shouldn't do it but I thought I I could
20:27
so after working for Z's
20:33
startup and seeing how things are done and there's
20:40
a an idea that that emerged which was
20:46
to create a predictive nutrition engine which is I don't want to go very
20:54
deep down in the weeds because it's very complex but to summarize this when you do exercise you need certain
21:03
amount of energy that demand and your supply for that energy comes from
21:08
food and your body needs to do different jobs needs to maintain its capacity fuel
21:16
itself as energy to do and recovery so a very talented team I was very an to
21:24
be part of we managed to convert what was the bleeding Edge science into an AI engine probably the
21:34
most advanced in world at this moment and then to build a a business around it so we had to build a product a B2B
21:40
product a B2B what was your product the product is a an app that you
21:49
input your workout and it tells you how exactly do you need to eat to F your workout to optimize for that purpose
21:57
that was the B2B B product and the B2B so help me understand this obviously
22:02
you've been very much deep into the weeds and finance you've done really lot of stuff and and then you had a wakeup
22:08
moment about having to learn a little bit more about how I guess technology
22:13
was shaping Finance so you went on to do your PhD you became a data scientist and
22:20
then I guess you mentioning you ended up in a company a startup that is now looking at uh Fitness and I guess health
22:29
nutrition predictive nutrition predictive nutrition so where does Finance come into how did you it seems
22:35
like you made a jump use jump across to something completely unrelated what you know why and I would

22:43
say it seems underated but it is not Financial Computing is behind it right
22:48
how do you use time series to make decisions how do you use the time series
22:55
of decisions to help someone optimize their decisions so if you think about it
23:01
this could be investment this could be risk management or it could be predictive nutrition exactly where so
23:07
the techniques of financial Computing became handy and by that moment as well
23:15
through many failures and learning the hard way against the wall in the floor learning
23:22
to figure out what how do you structure a good engineering team how do you set up a data science team how do you set up
23:29
an operations team how do you get Founders which Founders how do you raise
23:35
Capital set the finance function the operations function etc etc so that was
23:41
my life right so what happened to that startup what's what was the name of your
23:47
startup yeah that startup is called hexis still running yeah
23:53
okay and okay uh I departed in June last
24:00
year and okay I just see fantastic things growing doing what needs to be done more sales
24:08
strategic Alles I'm very proud to see the success of of heist nowadays I understand so I think um I
24:17
will just briefly interject here I think we'll bring in um the element that you
24:23
have taken the time in recent weeks and months right to try and find a way of
24:29
communicating your journey in a manner that is relatable by others and
24:35
something that potentially could could be replicated I
24:40
so I think you in a book or you tried to kind of share your thoughts in a book so
24:45
what inspired you to to do so and before that I'll say that in par I was working
24:51
in other startup okay called platum and platum is a by now p lator
24:59
platform that operates in Colombia is a fintech uh successfully working in uh
25:06
what is called the midm market financing uh
25:11
companies under where Banks do it and over retail so it is a a niche that is
25:18

very hard to enter you need to have a strong data angle very robust risk
25:24
management skills and it it is more related to my fix income words we need to do credit
25:31
profiling credit line sizing and because we have a little money we had to use
25:36
technology to do it in the best way so we use business process automation some
25:44
Ai and it's still running right so that the business is working and it uh works
25:52
by creating uh financing ecosystems we find
25:57
the wholesaler and typically they'll be giving uh days for late payments for
26:04
clients so we say let's convert that into finance and we start financing the purchases from that wholesaler in a
26:11
nutshell and as well some of factory it's working well it's a it's a business that I guess will grow substantially
26:18
over the following years and the operation is in Colombia I was the only one in the UK so at the end of last year
26:26
we agreed that was probably for me to to leave and I did I think it was it was
26:32
the right moment and I'm again proud to see how they're moving strong and doing the right things what was your role
26:39
there what was your role there yeah I was doing um head of quantitative research
26:47
and risk management and at that earlier stage I also was the the CEO so right done many
26:56
things uh and it it supported because it was behind the
27:03
point of finance and Technology supported that discover certain patterns
27:08
right being entrepreneur is not for everyone and people will always
27:14
underestimate how hard it is you really need to dig deep in you and find a way of doing things that will make a huge
27:21
difference so this book going into this book I I want to provide tools for
27:26
others to do it I I think uh startups are definitely a way to move forward the
27:33
world and if someone would have given me a tool to figure out what in myself do I
27:39
need to do better will save me years and probably provided a journey that would
27:47
have been more efficient okay so let's let's dig a
27:54

little bit just as you have you always dig deeper I'll look under the hood let's look under the hood of this
27:59
initiative of yours so here you are a journey that has seen you go move from coffee plant helping coffee grows in
28:06
Colombia to helping structure Finance deals because you saw an opportunity
28:11
that for coffee Growers you you know you to understand the structuring of Finance deals you worked you've got experience
28:19
then you kind of decided to apply the learnings of Finance in the technology space as vared as health I think I guess
28:27
um and also buy now pay later you know basically from fintech firms um and that
28:33
experience what you are telling us is that you've learned a lot along the journey and it's entrepreneurship is obviously not for everyone it's
28:39
difficult right but you want to share probably a your best part of your
28:45
learnings through this so tell us a little bit more about what are these learnings I mean how do you you know
28:53
obviously had opportunity to kind of review your book and you try to structure something call a reforge cycle
29:01
it sounds really good to me so tell us a little bit about what it what what is special about
29:08
this refor cycle what are the elements and uh who do you really have in mind in
29:14
terms of um I think the personas or is it for everyone that you written this book or
29:21
is it for yeah thanks I think it's a great question and and probably
29:28
I would say the reort cycle is is bigger than me I think it has a uh a life at
29:35
its own at this stage is something I want to expand into different areas and
29:40
I realized that that the natural place where to start was helping others recreate what I did
29:48
which is going from Finance to technology companies and hopefully startups that's what they want those
29:55
scups and when I was ideating this process because every
30:02
product you need to have a clear segment and a clear problem and I realized that uh there was
30:11
a a a problem that I knew really well going from a finance person to become a technologist so I thought how do I
30:17

communicate this to other people which has become part of how do I operate my operativ and I realized well it started
30:24
by explaining which problems maybe Finance professionals could would be interested to work on right so I'll
30:30
start with the chapter before that which is the space of possibility if you don't mind before we go into the re for
30:35
because it will give more substance and I realize that ER there
30:41
are six areas that are really important in startup and technology to benefit
30:47
from what a finance professional knows one of them is um the dealing with the revenue and
30:56
predictability in ftech in SAS so if you your Revenue
31:01
has high variance what to do about it right you can bring a finance
31:06
professional to help you structure the revenue Pipeline and
31:14
Implement discipline and finance function that will deliver a better
31:20
behavior and another key space is
31:25
the lack of expertise in risk management right this could be in lending for
31:31
example what I did but it also could be in the risk management of a
31:37
technological project when we write code when we're doing technology we should
31:43
always always be writing options call options by the way you should not be writing code if there's not an upsite
31:51
that will become an asset unless you're doing R&D to build that in the in the near future and then you liit how much
31:58
you you spend so the area of risk management applied into the operations
32:04
of a technology company with Finance profess can help can I can I just um
32:09
drop the floor briefly um in what I'm thinking about the it's a growing
32:15
tension I mean in my in my experience of delivering change and transformation the um the one tension
32:22
I've always encountered between engineering teams and general business is the bill versus bu tension H
32:28
effectively you either buy something to do your operations or you build something to do operations and the key
32:35

thing so far I think the it has always been the last 10 years or so a bit more lopsided towards buy becausee you only
32:42
build if there is real IP or as if I'm interpreting your your talk correctly
32:49
options into for building something something that becomes an asset later on
32:54
right um I'm not sure if this is related to what you have in mind when you're talking about writing code um
33:02
so do do I kind of am I on a similar track or are you yes and we're going to
33:07
see it so I'll put the question on hold for a second I think it's a very important question and we'll pick it up
33:13
yeah if you don't mind okay so the the and the other spaces that I saw where Finance Professional Knowledge could and
33:19
experience would be very valuable were in regulatory complexity and then going
33:26
into how do we manage the funds that we raise right
33:32
when a VC uh gives you money they want to know that they trust the CFO how does he
33:39
report does he account how does it work what is the budget what the ex the actual expense verus the budget so
33:46
that's a space of possibility for finance professionals right and and and and it doesn't mean that you should need
33:54
to learn to code if you learn to code is a it's a plus especially fql I would say
34:01
more than anything else and but more important is that you understand that as a finance professional you can help
34:07
solve a specific problems and pain points of tech companies and that is a
34:12
reason to actually become a career switcher right so hang on hang on in this point when you say Finance
34:18
profession it's a very broad category right so in the industry you will have a
34:23
finance team who generally look after you know how much money there is is you know is there Roi on it is there kind of
34:31
is everyone has approved it um has it gone through the right level of procurement checks that's one aspect of
34:37
it generally in any kind of manufacturing company any kind of you know generally there's a finance department that does that who ow
34:43
responsib post the CFO and their role is usually they suggested that they on
34:49

would say no most of the time but that's I guess project structuring right but I guess another Finance profession

34:56

Spectrum are the investment banker are probably the Brokers and effectively who are structuring deals I guess it's a

35:03

very broad spectrum so what who in your mind is the finance professional that

35:09

you referring to here I say if you're a finance

35:15

professional that is not in the IT department of the finance uh business doesn't matter if it's buy side sale

35:21

site or brokerage if you aren in the it side I think is very natural for you to

35:28

to figure out how to translate into technology and it happens it's common because I see you already Technologies I

35:35

I I think my book is for those who don't have that capacity who are Finance

35:40

professionals and they they're looking for a Target so if we summarize that I

35:45

really said there are three Pathways one is risk management the second is the finance

35:53

function in a tech business and the third one is product management in which you could bring your Finance thinking

36:02

to do what is required in the product space

36:08

and that very like it's going to apply faster into a fintech into a defi into a lending business that in if you are

36:15

doing something very related like it was in predictive nutrition as was my case

36:20

in that case I was the guy who bring in Business acument Financial Planning risk

36:28

management ER Regulatory Compliance to the business so again let me put on a

36:34

devil's advocate hat I mean why should Finance professionals I mean I understand your story I mean you you always looked under the hood and you

36:41

have been curious and you've been as I as I interpreted to mean driven by curiosity to learn more to create more

36:46

value and that's a real entrepreneurial streak that you have inherent with you right but why should someone else just

36:53

care about it I mean they are a finance professionals they know basically um you

36:59

know Corporate Finance they know um they have lot access to a lot of tools out

37:04

there you know usually they big companies and they could a secure job why should they be even considering you

37:10

know I mean there's an IT team and a technology team to do other things so why should theyve been bed about it um

37:16

there's a huge change in finance at the moment right and what I perceive more

37:21

than 10 years ago that comput computational boxes will will make my

37:26

job irrelevant is just taking place more and more and more this is not going to stop and it's

37:32

going to affect as it has already done the Traders the sales office the risk management everywhere basically Finance

37:41

institutions are going to become more technology companies than anything else so what do you do with these smart Minds

37:47

that know how to hand finance and risk correctly many of them might like and be

37:53

interested in joining the te World it could be because of a genine interest or of fear of missing out but regardless I

38:00

think it's a good opportunity to to look into it so I'm going to tell you a story of a friend his name is ISA Jun he was at

38:10

Goldman Sachs uh after London mus school and after

38:19

structuring deals and making money one day he uh he said that's it I'm done I I

38:26

can't take is anymore and I remember having conversations we we used to hang out on

38:33

today a lot around London school and just meet for lunch and he

38:40

started applying for the big names gole Amazon and after 10 names he said I said

38:48

I'm done he said I flipped it I'm going to buy a business what do you mean mate

38:55

said yes I I want to go into technology the way is there uh I done a bit of

39:01

private Equity before a few years so he and other guys went and bought a business in India that was

39:08

doing uh a big a a mixture of Consulting and

39:13

sers and service and they bought the business he he was

39:20

the the Chief Financial Officer and one of the finances of transaction and

39:26

another friend who was a technologist was the CEO and they took over the business

39:32

improved it here there then they actually that and to make the story
39:37
short he really realized that what he could Ro bring to the them is that he
39:43
was the guy who understand Finance better than anybody else and that allowed them to structure deals improve
39:49
how they make proposals control risk Finance this transaction get that Grant
39:55
and so on and so on so he he became an operator from the finance function in
40:01
the business and he really says that in that
40:06
first business he learned about the mechanics it was the second business where he became the the
40:13
CEO and he now understood that engineers and technology companies
40:20
operate differently so he could speak their language he could understand what was going on started to see the value of
40:27
product as a function that deliver outcomes for the end client and he he
40:34
became he transform into being a finance professional fully proficient in a tech
40:39
company and and probably this gives us the space to talk about the refor cycle
40:46
should we go there just before we do that I think I mean um I will go back to my question about and I I I have some
40:53
views on it which I'll share with you about why should Finance professionals really care about tech I mean beyond the
41:01
bit that driving curiosity there a lot AI development where AI is obviously the hype you know it's a reality it's more
41:07
than it's not a hype anymore so I can understand the Curiosity and the desire however let's go back to the late 2000s
41:15
again right we obviously in the UK had I I come from the payments background and
41:22
U there was a lot of movers and shakers from a regulatory point of view in payments for example you had step out
41:30
the single Euro payment area which simplified how payments were made across Europe and you know there was a mandate
41:36
to perform certain you know simplifications about how much how much
41:42
time it took for payments to uh basically complete you know what is the cost of making a payment which meant

41:49
like there was across the industry lot of kind of investment to make sure
41:54
regulatory requirements were met and obviously unfollowing from there open
41:59
banking payment service directive Etc opened up the market so effectively broke the value chain um if offl you
42:06
know how various services and banking could be provided to Consumer so it kind of led to the growth of the new Banks it
42:13
led to a lot of startups PCH firms I I think you have you have leveraged some
42:19
of that in your experience as well but I think what I see now I mean and then then and then gdpr happened the gdpr
42:26
obviously data privacy um became you know quite a big thing um lot of investment but I think what is
42:33
happening specifically recently is this EU data act right so within the EU data
42:39
act what it what it does is that implications in finance are kind of framework such as the financial data act
42:47
or the feda as it is called financial data Act Right data access sorry not act
42:52
financial data access which means that open banking principles that we were orig limited the payments ftech space
43:00
has kind of widened its net to broader areas like of financial data like loans
43:05
savings Investments insurance and obviously this means there's going to be another Spirit of
43:12
fintech activity in the space and opportunities coming up it builds on the whole point of data sharing across
43:18
financial services that Fosters Innovation you know empowers customer increases their choice but also it will
43:26
drive operational comp lexity right compliance probably will be a key requirement I guess more than like
43:33
thinking about like I I think to think about why people with specialist Finance
43:38
knowledge should think more about technology you know use adoption and also supporting is
43:47
all of this new opportunity that probably is opening up I'll pause here but what do you think I I love the
43:53
question I think the the finance professional which is what we focus so
43:58
far that is going to emerge more and more from
44:04
the future has to be a technologist from now on why because long on is the time
44:11

in finance where you could just succeed with Excel email and the pedigree that you build by the
44:19
transactions that you did that's not enough because we are moving long ago into work to finance
44:27
operates in vast amounts of data and decisions that are stored such in
44:33
systems so if you don't understand the value of systems and how to operate them create them and create product around it
44:42
you will just be left behind by the engineers who would learn finance and
44:48
grow in that space so in the computer science department at UCL where I did my
44:54
PhD it was very common when someone would say I want to go into Finance but I don't know if they'll hire me and the
45:02
senior people say don't worry mate you know how to code you know how to do engineering they'll teach you finance that's the iy thing that pattern is just
45:10
going to become more acute meaning if you don't understand math
45:17
Systems and Technology you will be more and more
45:23
Irrelevant in finance because the those who don't need to understand
45:29
systems are less and they now have the power of those who do so you need less people to control the whole ecosystem
45:36
and those who control might have the luxury of not understanding system but the emergence of the future is on those
45:43
who do and I'm seeing this very closely and this opens to a previous question
45:49
that you made is why should have finan person the technology and the reason is
45:57
if we just think about how banks are made in their systems and I seen it firsthand they're
46:05
made of patches of systems from the 80s or 70s oh yes with new ones yeah why do
46:11
they exist because those systems went through compliance and Regulatory approval that took years so that the
46:17
change to the system is more costly than anything else but that that makes the
46:23
operation of a bank run in a simple man might mean that
46:28
you have five guys that write cobal and manage and serve the support of a system
46:37
that it is 40 years old and they're going to pay ridiculous amount of money is the system flexible no maybe it's

46:44
extremely secure and and robust maybe not but it is patching a way that's that it cannot be done now fintex and other
46:52
lending paradigms that are over that are emerging might just say drop that let's start
46:59
with a fresh new stock and you can build a fresh new stock and produ the services of a bank in the mid Market with having
47:06
all that Legacy technology that will need an army of people to manage it so
47:11
if you are a finance person you want to do lending where Banks can't for example
47:17
is a problem that the private credit has they need to understand technology Banks European Banks today
47:24
cannot Lear how they used to lend one one year ago because of capital requirements hang on hang on and that
47:31
lending has to be absor by private credit funds and they are not ready for the speed of on boarding that it is
47:37
required so they're either Outsourcing or they're just having hicup in technology internally this is today
47:43
worth just so that our it's clear for audience right um I mean I guess you're
47:49
not saying technology for technology sake here right but we also talking about Finance professional as a as a
47:55
personal but when you say Finance professionals have to learn technology what do you mean do you mean
48:01
they need to actually learn how to write systems and code what is it what is it that you
48:07
you're saying that Finance qualify your statement when you say Finance professionals should care about
48:12
technology qualif thanks because because it could be very easily misunderstood
48:18
yes I'll put a concrete example let's hypothetically imagine a
48:25
private credit fund has has millions if not billions to lend but they don't have
48:30
the pipot to originate the loans so they could end
48:37
up using someone else's infrastructure like I think what is Goldman Sachs is doing in the US to connect all the
48:45
different pipes of cash with an originating pipeline that it is
48:51
technologically operated you have a platform where you originate loans and you have the end so what you're really
48:57
saying is I could be wrong again is the of Goldman sax it is a a patent that I see is if

49:06
you need to originate loans you cannot do it in the standard way you're going
49:11
to use digital channels a digital channel takes you to digital EMB boarding and it means you're going to
49:18
get to a touch point to a real system a bank for a loan in the UK on average has
49:25
16 systems of touch points for a simple loan it doesn't matter if it's a, pounds
49:31
or millions or billions it is very hard to handle if a
49:37
contract of a loan goes through 16 systems why not one or two why not one for origination one for loan management
49:45
and one for risk management for the life cycle maybe a fourth for loan collection a bank very likely cannot be
49:52
able of doing this in a different way again for regulatory constraints a private credit institution might want to
49:59
hire a third party and there few parties who provide this or they might try to do it in-house or they might just be and
50:06
I've seen it again horrendously stuck in doing everything by email can you imagine imagine a fund by email this is
50:14
the reality in 2025 I am reminded of a very close acquaintance who happens to be an
50:21
investment lawyer he basically he's a lawyer effectively but he does Investments
50:27
and I can see um a lot of stuff happening in terms of physical paper
50:33
reviews and I think it's a very expensive process I mean it's good for him it's a very expensive process I think for originating or structuring a
50:41
particular investment call it a loan or whatever um and I guess if you define
50:46
friction as a time it takes to do something I think uh I can understand the legal aspects because you know it
50:54
has to be really solid and sound but I guess um from uh from a from from from
51:01
the um but it is not it is an expensive process so let's let's make it concrete
51:07
let's imagine that a fund is going to it could be invest
51:15
or provide a loan to a third party collateralize we do you can do this in
51:21
email Excel contracts PF done but once the contract is allow live how do you
51:27
update that information it was already inefficient by email why not having a system where
51:33

you can see the live risk could you connect to the cash flow of the party to
51:38
whom you lend money to see what is going on directly are they doing off sales are payments being
51:44
delayed uh could you control the mechanisms the call that that control
51:50
that contract well for example I don't know a penalty or a
51:55
reduction on rate because they paid early or a penalty because it was paid late could do this with systems but if
52:02
everything is done in well it won't is technically very very hard and if you're
52:08
talking about thousands or millions of loans you cut
52:13
so it it goes back to if you cannot think in systems and let's go into the
52:18
world of what is technology technology is applied science so if we talk about
52:24
information and Technology we're talking about applied science in processes to enable a normal operation so going back
52:31
to if a finance professional for example cannot separate the information about
52:36
what it is to make a decision monitoring a transaction or plan what needs to be
52:42
done but everything is cobbled up in an email you're just leaving money on the table and you are not getting the
52:49
benefit of a very brilliant person so but if you could set up for example just to make it up black channels that have
52:55
automated messaging to see the performance of a loan the on boarding of
53:01
a loan the approval process you have the data regulator compliant in one place if you want to see how it is in the
53:08
portfolio well you can see it in the portfolio life payments how do they affect etc etc so if you can now think
53:15
about it like a system that has different parties different data is
53:21
moving in and out and different actions that they can take place you just enter system thinking if you as a finance
53:27
professional cannot understand this you cannot manage the engineers who will build it or run it or which to buy so
53:33
you become a subject of someone else's sale which is perfectly fine because you
53:39
could buy a product that solv it for you but your scale potential will be limited

53:44
by how well you understand your technology so that is why I say that Finance professionals the new breed that
53:51
is coming if they understand technology they're going to be C in what that they can do and they become relevant faster
53:58
than what they think and probably what I want to do with this book is to give a chance to
54:04
all of them to update their systems their own personal way of doing
54:09
things andig what can be done that's that's great I mean I guess let me try attempt
54:17
to kind of proba give my interpretation of what I've heard from you so she saying if Finance professionals good as
54:24
they are at the work rely on treat tradtional means of getting information
54:29
like getting information through an email and then using their traditional processes perhaps an Exel spreadsheet or
54:36
a model to model the risk right they probably could have an attack from under
54:43
which is effectively uh set off I guess F being an example of financial data
54:49
access thats per fch firms to create a single loan origin for
54:55
example in your example a single Lo origination risk management system which kind
55:00
of makes use of Technology as you say appli science to kind of reduce the time
55:07
it takes to assess something make things more seamless then I think that's the
55:13
imperative for uh for for for basically fin professionals to take more of an interest in the valtion and development
55:20
of technology and understanding and how they can help make themselves more relevant and
55:26
useful to this I guess expected transition over coming years yes and I
55:33
will go further more which is product thinking right is it would
55:38
say the the finance culture looks back what I did and how it was done for the
55:47
technology company's culture and Technology as as a culture looks forward what can I do that simplifies
55:55
things the no interface so very likely and maybe we discuss this over a coffee you could be
56:02
in a situation in which a finance professional is asking you for all the
56:07

details and all the risks of purchasing this system versus that
56:13
one and on the other side you have the possibility of maybe building an in- house and allocate a
56:20
project a budget to make an experiment to see if maybe you can solve it in house and maybe that's cheaper and more
56:27
secure but just the the problem of of communication it is one is talking on
56:34
the evidence of the past and cannot decode the present and the other is that is operating on writing the present to
56:42
think what could be the future there's a mismatch that is huge and that is why
56:49
Finance professional need to speak technology and product and product people need to understand Finance so we
56:55
can build a better world together I and how how could that Journey look like for um for a
57:03
professional who is a practicing Finance professional and who wants to kind of who now understands the need to readjust
57:10
and um I guess contribute you know what could a journey you know look like you
57:16
know what are the factors they should bear in mind to probably be be seen as
57:24
um essential for even technology companies who are trying to affect these
57:30
changes yeah I want to show a diagram go for that explains this this is the the
57:37
framework I came up with from mapping what I did and what other friends have
57:42
yeah here first is the system disruption yeah
57:48
re realizing that your old models don't allow you to operate for example for me it was
57:57
with Excel I cannot really go through the data that I have access to so I need to
58:04
learn to program that simple
58:09
then reframing your expertise so what I'm really good at is understanding risk
58:15
management so how can I understand risk management on an ongoing basis to make sure that the technology
58:23
that we are building is what we need and this is my
58:29
case so risk management became a guidance to determine what product
58:35

should we be constructing and which one not because resources are limited and as I sted meant there was a
58:42
need to calibrate that execution meaning not all project in technology is as
58:49
relevant as the engineer thinks or the finance person thinks the
58:54
business needs thir projects that should be by the end client internal or or external of what
59:02
outcome do they need that is where we should be focusing and if you can then understand your risk management to
59:07
figure out where is the value you are now entering a system of
59:13
execution and now you can start operating a product operating a
59:20
technology that delers a value and then figure out and sell internally externally the
59:27
benefits of using a system so these systems allows us to reduce cost risk
59:34
manage risk in a better way or be able to deliver a gain that we are not
59:39
delivering and becomes revenue and you continue adaptive and iterating in
59:45
execution Loops if you continue doing this enough you realize that you're no
59:50
longer who you used to be you'll become from a finance professional that is
59:55
disconnected from technology from someone who operates as part of a system
1:00:00
in a technology company or even in a finance institution that can run
1:00:07
technology in the right way and and I'm passionate about it this is actually that is very exciting for me
1:00:14
right how can we help financial institutions in concrete private credit
1:00:19
funds need this painfully coming from a obviously change and transformation
1:00:25
background this kind of looks like an agile um in a loop effectively or or kind of a scaled um agility framework um
1:00:34
which is more focused on helping um if you think about an operating model as is today to a new
1:00:40
operating model and someone trying to make a change is to continuous in a complicated system so kind of taking
1:00:48
kind of an iterative approach to uh TR to move the needle based on certain
1:00:54
outcomes that you want to achieve and effectively taking feedback along the way that's what this seems to mean

1:01:01
indeed and why is this why is new why why do you think this is new for finance
1:01:06
professionals so yes so first of all building what you just said real agile
1:01:11
let's go it real that is agile that's delivering velocity and the benefits of it comes if
1:01:20
you get to continuous implementation and and continuous deployment cic right if
1:01:25
you you don't reach that on a daily basis span it the agile right if you see an organization that does standups daily
1:01:32
has a com board but pushes releases once a month that's not real agile they think
1:01:38
they are the whole point is you need to move that and and if you are have a company that for example pushes reduces
1:01:44
daily but they don't have a stand up those guys are agile so what does it mean it means that you need to act in a
1:01:51
way in which your testing changes daily without assuming that they're right or wrong
1:01:58
they need to make hypothesis and see if they work and if
1:02:03
they don't and if they do you continue in that Journey right this in in in if
1:02:09
you're going to finance back this is well described but the J KY criteria I don't want to go there there's a whole
1:02:15
world of there but this is what he doing is you you every day you're
1:02:22
pushing as you push code you're pushing decisions and changes that you can test
1:02:28
and verify very fast that you can push and put pressure on a system and see if the system replies with a signal if it
1:02:36
doesn't you are not in an interface or you don't know how to use a the API but
1:02:42
if you get a signal it means that and the signal could be no answer or the or
1:02:49
or or pointing that you are communicating the wrong way you can calibrate which is the difference between I use my past to go where I want
1:02:58
so I can come in today and so something for you where are you stock let me move
1:03:04
what is a constraint in your system today any do that now I'm value valuable
1:03:11
for you today that is the thinking that we need and that is how technology and great product are made so excellent I
1:03:18

mean I can I I can relate and I empathize with this right however let me kind of rephrase my question so that we
1:03:25
we're asking a same question from a different angle and and that helps our audience right if you take a finance
1:03:31
professional today um they do certain task a b c d e for example right in a
1:03:37
particular way and obviously what we talking about if I hear you correctly is
1:03:43
a different I guess segment which is technology driven Finance disruption if
1:03:48
I may use that phrase and we're looking at certain I guess behaviors and certain
1:03:58
outputs like XY Z from the same set of
1:04:03
Finance professionals right so they're doing a b CDE e today and they are needed to do XY Z in cult from culture a
1:04:10
to culture B right so what is this as
1:04:15
this state of Finance professionals today and what is the mindset change
1:04:21
required um for basically to work and do what you was suggesting in this can you
1:04:27
help kind of share your thoughts on that yeah I I love the question because it's
1:04:33
it's almost Manifesto in itself as an
1:04:40
underlying momentum Force well I'll I'll the I'll decouple it there are two
1:04:47
books that I strongly recommend to anyone who has follow us up to this
1:04:52
moment one of them is called transform or Mar taken and the other is inspired
1:04:57
by him one is about product and other is about how you transform companies you
1:05:02
want to show that uh on your screen maybe um I have them most AUD books my
1:05:08
wife have the hard cover so I can't show them but uh we we can find them and put them and
1:05:17
what Marty K is pointing transformed is to create great products you need to
1:05:25
concentrate on delivering outcomes for the end user regardless that the user is an internal client or an external client
1:05:32
but to deliver great outcomes in a product you need to behind create what is a good product management team that
1:05:41
typically made by a tech lead a product manager and a product designer these three guys will have the

1:05:49
responsibility of delivering the hard outcomes but to do that the management has to trust to give these three guys
1:05:56
the hard decisions so what you most common will find where companies don't
1:06:01
transform is that the management does not want to give over the hard problems to the team why because they lose power
1:06:10
and it means there'll be shifting from a hierarchical pyramid to something that is more
1:06:15
flat so if you think about what was campan in h Automotive manufacturing
1:06:22
this is actually what happens managers will emerge SL the
1:06:27
floor they may have not competed University but they might not know more
1:06:32
than people who went to University because you could think about people who learn Six Sigma solving problems on the
1:06:40
ground and know how to fix and get that Collective support to collaborate and
1:06:47
figure out something that is very hard and they operate in a different way it's not
1:06:52
about the exercise of power up down is about being a leader by inspiring
1:06:59
others to figure it out together so you think this is very deep
1:07:05
and this is a hunch I could be wrong but my belief is that as it started to
1:07:12
happen already in some uh investment
1:07:19
institutions those who manag to move to that transformed product way of doing
1:07:25
things things will turn out to be more effective and cheaper to run and operate than those who don't what this means is
1:07:32
concentration of power without a decentralized and autonomous wave
1:07:38
operating will make that some companies will not break even go bus or or release
1:07:45
less margin so what is hidden behind the need for
1:07:51
cicd continuous implementation continuous deployment and
1:07:57
development is far deeper than what we might think and this is not theoretical
1:08:03
my view is because I've seen it in the ground is you bring these Frameworks in place because you have no
1:08:10
alternative so I I I embraced AEL because the swim LS and the waterfalls

1:08:16
were very very bad at predictive where my projects were going to overrunning
1:08:22
cost and time and when I switch to Agile let's go
1:08:27
to stories and try to achieve epic small uh units of theivy that are
1:08:34
functional for the end client I manag to move far more things faster and cheaper
1:08:40
than in the other way it's cont inuitive because you are using a system that is not predetermined and
1:08:47
pre-calculated to deliver something cheaper and better than if you did is
1:08:52
the finance traditional Finance stream Lane conflict versus the real agile in
1:08:59
product first principles right which is a whole
1:09:04
uh unspoken debate in management schools we were not thought this at London
1:09:10
Business School so what comes to my mind is the concept of value streams um
1:09:15
basically financing of value stream rather than financing projects I think
1:09:21
of financing uh I'm talking from a change uh perspective here right many a time in my personal experiences uh with
1:09:28
Finance teams Finance professionals and I'm probably referring here to it here again is that the tendency to think in
1:09:35
terms of projects uh which are have to give away return on investment in XY and
1:09:40
times but what they fail to see is that no change change by nature is change and
1:09:46
therefore one needs to be able to Pivot uh with an empowered team based on evidence that is coming from ground up
1:09:52
to say wi the change direction the ability run experiments but the end goal should be creation of value so if we say
1:10:00
we want to increase our sales by X percentage if that is what is need to be financed or we want to reduce our Risk
1:10:06
by Z percentage it needs to be that you Empower your product designer your product manager and your technical lead
1:10:13
to evaluate how you're going to do it now if along the journey you find out that your uh you need to change stack
1:10:22
the funding that was allocated whether it's 100 or £100,000 about you need to empowerer the team to deploy that

1:10:28
funding in the right manner I think it's it's a think about about products versus thinking about and value than about
1:10:35
thinking about projects um again my experience in around working with Finance professionals is kind of limited
1:10:42
to this um am I kind of speaking in terms of what you have in mind or I'm SP
1:10:48
on and there's a third book from rtk called empowered by the way that it talk exactly about that you need to have
1:10:54
empowered teams can make the hard decisions what to solve when how and which stack to use right long gone is
1:11:01
the world in which there was a technology Guru who would determine all the detail that's not possible this is
1:11:08
far too complex and far inefficient and then the other side what it means what he telling us is people in technology
1:11:15
need to understand how management and finance work to push forward great ideas
1:11:21
and finance and tech people Finance people and business people need to understand how technology works and creates great
1:11:29
product because otherwise they will become irrelevant it's more likely that the engineers will become the business
1:11:34
on finance people that the business on people will learn technology so this is why I'm trying to to support the little
1:11:41
ones which is a paradox in this case of the finance professional who could be left behind and become
1:11:47
irrelevant I think although although they are generally the big ones as decision makers and as the the big
1:11:53
pockets it's a paradox it's really interesting appr and I am just reminded by what I read in your book obviously
1:12:00
about the um the I mean the value although obviously we talking about risk to finance professionals but I think the
1:12:08
value that Finance professionals can add to Startup specifically for example I guess there's a lot of knowledge about
1:12:14
how to structure use Capital that is we talk about value stream right funding or
1:12:20
value uh value stream funding project but the ability to kind of make sure funding is properly measured deployed
1:12:29
assessed and kind of Founders and Technologies are guided in the journey

1:12:34
through probably the learnings and deep expertise about risk mitigation risk management I guess what I'm trying to
1:12:40
see is that this one very corporate structured way of looking at finance and other is like you know finance managing
1:12:48
finances is the key for any entrepreneurial success right and that's that's a skill set that's an art in its
1:12:54
own respect I guess when I asked you originally a finance professional does ABCD in in this this side and they
1:13:00
want they need to do XY Z for a startup my mind was like you know that that shift in mindset and also what is it I
1:13:07
mean what so you talked about a product designer you talked about a product I guess U manager you talked about
1:13:14
technical lead um there is a finance role there right in terms of a call it a
1:13:19
mini CFO for that value stream right and how does that how does that operate let's apply it I love a question so how
1:13:26
this becomes practical is you should not try to get funding for a long project you should
1:13:34
get financing for a prototype that is a product discovery on which we agree with
1:13:39
the finance person how we're going to measure it and we measure it as outcomes so if we say we allocate three to six
1:13:46
months of product Discovery to solve this particular problem that helps this
1:13:52
client and we can figure how we can monetize reduce cost so reduce risk and we can actually demonstrate it it is
1:13:59
irrefutable then you'll allocate more resources prototype work it was measured can we now do a product about it or can
1:14:05
we implement it live of course do it and that is going to be cheaper than doing a
1:14:11
different way it thinks it just it just needs the mindset jump that sometimes is
1:14:20
more expensive in effort than in money on the people involved and the decision makers so today I would
1:14:30
say what I would not like to see or with whom I would like to work I would not
1:14:37
like to work with with business operators that don't understand that there is a need for a new
1:14:44
paradigm I'm happy to work with those who have done the change or are ready to go in the direction so this means you

1:14:50
that work you work in change management many times you don't get this until there there is blood in the street
1:14:56
until they're really Imaging because of the previous bad decisions but what if
1:15:01
we could learn how to do this before we get to the critical point before the
1:15:08
wall hits and becomes AC crash so on that note we' been speak for a while so
1:15:14
I'm going to pull us back to I guess um some final thoughts on this fascinating discussion rrio and so I guess what uh
1:15:25
do you what do you expect people who I mean
1:15:31
I guess we're going to promote uh you know we share the details to your book shortly with our audience so what do you
1:15:36
expect them broadly to take over why should they give me three reasons why they should be reading this particular
1:15:42
book that you have written yeah I think they should read this book to understand
1:15:47
the need uh for getting into that technology
1:15:53
world the product world to understand for who they are the opportunity to
1:15:59
continue their career if they want in technology companies because they have
1:16:05
valuable ways of thinking and solving problems that are very much needed and
1:16:11
also that doing it is not straightforward they might run into
1:16:18
certain counterintuitive uh mistakes so why not
1:16:25
prevent that by doing it in the right way from the beginning I got a copy of your front page on on the on the
1:16:34
screenshot so lovely Rodrigo and I guess uh my final question to you on this note
1:16:44
is okay we read this book what next you know you know is that what is the call
1:16:50
what do you what do you what is going to going to be the journey so people have read the book and what comes after this
1:16:57
yeah so learning in Behavior change science help helps certain people helps
1:17:04
them to activate the need but if you want to go to make the change you're going to need implementation tools and
1:17:10
that is something that well you and me we be discussing together is how can we

1:17:16
use agentic AI to make small changes on a daily regular basis to facilitate this
1:17:24
journey but I think that's chapter another day I like your phrasing
1:17:30
of micro interventions right so I think what I really like the reason I guess I
1:17:36
wanted to have this chat with you is I have seen loads of people come up with Frameworks loads of kind of marketing
1:17:42
material but you know key thing is that hook people into doing something and then assume that you know you got a hook
1:17:49
and you got you got you got you know basically people are committing their time effort and money to doing something
1:17:55
but many times I've noticed and I personally have been U I guess suffer from some of this decisions where
1:18:02
something looks too good to be true but then many people are after it and then you join but then you realize actually
1:18:07
you know there's no execution because I guess as I think we've discussed strategy without execution is
1:18:13
effectively a Decay a journey first Decay right so many of time people are
1:18:19
hooked by saying ah this know this a big hook to get people in but there is no
1:18:24
execu there's no support I think the reason I I want to reinforce I think the reason I wanted to have and I obiously
1:18:29
reviewed your book twice now and giving you this is I think I like the idea
1:18:35
about helping people actually realize what is being promoted so what is being
1:18:42
promoted my knowledge is you are a professional in a particular field you are curious about another field you want
1:18:49
to make the move but you are not sure how to do that now what best is to
1:18:54
the best way in my view is to look at someone who has been or a few people who have been to the journey get that
1:19:00
knowledge out give that knowledge make people aware like I have done this and
1:19:05
this is how I have done it but then sometimes that is not sufficient because people need help right I think what we
1:19:11
want to do is to provide people that help after that they have read the journey they can relate to the journey
1:19:19

and then they want to be part of the journey so then we do experiment we use I think what we have in technology today
1:19:25
didn't exist eight months ago the whole AI agent architecture is a revolution
1:19:30
right and the ability to actually apply psychology driven micro interventions to
1:19:36
promote not behavioral changes right yes and and that that's a whole topic that I
1:19:42
love and very passionate about and what if we leave that for for another session true true true let's read that bit but I
1:19:49
guess um we wait for some kind of hopefully we can have some feedback from
1:19:55
our audience about your book who would love to read so how can they how can they find your book yes we will leave in
1:20:02
the link below how to reach out the book and we'll be proed in social media and
1:20:09
it's very important to highlight that as well 70% of the profit from this book is going to be used to finance kids to
1:20:16
learn math and to write well because in my opinion those who can understand math and can be good at expressing themselves
1:20:24
with the one able Drive challenge the challenge that is needed to move
1:20:29
forward so rrio on that note thank you for coming on the show so this is understanding technology we look forward
1:20:35
to your releasing um I will probably be U wrapping this up at this point in time
1:20:41
and tidying it up and Publishing it on our YouTube channel and any other challenge that may be relevant but thank
1:20:48
you any final thoughts and comments from you all I really appreciate the
1:20:53
opportunity for this this conversation I I enjoyed it and it was very interesting for me and I hope it is the same for for
1:21:00
an audience and thanks for bringing in relevant content as you've been doing on
1:21:05
a regular basis it makes a difference lovely speak to you take care take care
1:21:11
bye
1:21:23
byee
1:21:53
e
1:22:23

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