[Interviewer] Emilio Alvarez Flores

It. Hide how? Hide this. Don't watch. Interesting. But yeah, man, that's basically some of the context. Can you like. And the reason, the way that I'm running this, right. It's like, it's super broad because, like, I don't want to bias you or anything.

[Interviewer] Emilio Alvarez Flores

Then where we're thinking and so like, can you just tell me a bit more about how the process works from end to from the conception of an architecture project all the way to delivering it to the final client? I mean, actually, before that, can you tell me a bit more about the size type of

[Interviewee] Samarth Gwalani

Yeah, so I've worked on various scales of projects ranging from doing interiors for homes, building actual homes in New Jersey, Maine, Long island, stuff like as well as doing commercial projects such as shopping centers and then all the way up to stadiums seen a broad range.

[Interviewer] Emilio Alvarez Flores

What was the stadium?

[Interviewee] Samarth Gwalani

It was Everton's new stadium that just opened Yeah, that's correct.

[Interviewer] Emilio Alvarez Flores

Did you get to know?

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I left. I'm no longer an architect. So by the time we finished the drawings, it took a few years and stuff to get So it's on my bucket list to go there.

[Interviewer] Emilio Alvarez Flores

Gotcha.

[Interviewee] Samarth Gwalani

So that was one of them. And the process is significantly different for all of them. I can start maybe with the stadiums, how it looks more formally and then work my way down to smaller projects if that's That's great. Yeah. So for stadiums, it starts with the company that's trying to build the stadium, putting to schematic designs.

[Interviewee] Samarth Gwalani

And then you like, you basically put that schematic in the shortlist. A few firms, or they select the form they want to go with for the schematic and you actually take feedback from them and build out the entire stadium schematic being like, no, we need capacity like this, we kind of want more historical elements, blah, So you refine the design and get it to a point that it's like a fully fleshed 3D model in the sense, as well as basic drawing sets where you see the floor plan, the room organizations. You don't go into like plumbing, electricals or anything at schematic stage. Okay. And once they're happy with the schematics, you basically are continuously qualifying for subsequent rounds. So they're three rounds, schematic drawings.

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Design development, but then not win another round.

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Yeah, you can. for example, a firm that's really creative would do the schematics and maybe a firm sometimes they'd qualify for design development, but then construction documents. They'd want to go to A Com or a massive company that has experience of putting together these projects because they're good at specifying the products and stuff. This specifically works for big projects, rarely for smaller projects in general.

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Construction, how big are these projects more or less in.

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I would say a couple of million.

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In. revenue for the firm or the total construction?

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no, the construction cost was 450 million or so.

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Okay, got it.

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Got it. And so can you And there's like, obviously a difference between the 2D 3D drawings. And there's always a back and forth, right?

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Yeah. I mean, in schematic phase, you're moving between 2D and 3D. Like, typically these drawing sets could be but as you go into design, development and construction drawings, you want your 3D model to like, a source of truth and your 2D drawings to come out of it, so.

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It should be a view of your 3D model, but like, in it's less important because you're trying to portray an idea, you're trying to move faster, you're trying to. So about accuracy. It's about the vision.

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Yeah. 80, 20,

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pretty much. I mean, you can be loose in it. Some views don't need to, like, like, mapped out.

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Gotcha. And then when it comes like, the. The way that different folks imagine there's a lot of back and forth and everything here. Like, how did I currently work? Is that going well? Are they. Are there things that could be done better.

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How they work? I mean, if it's a smaller firm, you typically call the construction team up and you're like, it's very informal. But in larger projects, there's a proper handoff process where you get to a certain level and you have syncing calls between plumbing teams and the architect, engine and engineering teams and the architect, electrical teams and the architect. And the architect kind of coordinates these things

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I would say a smaller firm, I don't know, a smaller firm is like, they like the flexibility of just like making stuff. I don't know. At least the ones that I've worked in that were smaller, they aren't that process driven. So there's, it's really informal. So I wouldn't say it's going badly or but it, I think it goes worse than larger firms, in my opinion. But yeah.

[Interviewer] Emilio Alvarez Flores

And then now when you start thinking about the different functions and sub functions that firms consider core versus things that they might want to like, reduce costs for outsourcing, can you help me better understand from your perspective how to firms typically think about these things? What makes more or less sense?

[Interviewee] Samarth Gwalani

In terms of producing costs?

[Interviewer] Emilio Alvarez Flores

Yeah. Via outsourcing.

[Interviewee] Samarth Gwalani

In terms of outsourcing. So if I'm an architecture firm and I'm trying to outsource some of the work to a third party. That's your question? I like, typically we in the past have outsourced specifically for rendering and stuff like that because those become discrete deliverables. Not 365 days of the year you're not but you have renderers that renders that are required at the end of each phase, typically to show what the building looks So sometimes you can have a person that's skilled in the team that can do multiple things Or if you don't have that, then you typically outsource it to a rendering company because you don't need that service every day of the year, essentially.

[Interviewer] Emilio Alvarez Flores

Got and at what scale of a company does it make sense for you to have someone full time doing renders? And renders and also schematics.

[Interviewee] Samarth Gwalani

I mean, all companies do schematics But renders, a smaller company would make like. I'd say after a hundred person company would have maybe one or two renderers on their team, 500%. This thing, company or thousand company would have five or six renderers, through the year, doing representation and let an external agency just do something like which is helping you win the project with the renders.

[Interviewer] Emilio Alvarez Flores

And what about with the 2D drawings or not?

[Interviewee] Samarth Gwalani

I think that's highly uncommon, honestly, none. Like, the drawings are always done with the company from all architecture firms that I'm familiar with as well as the ones that I've worked with. Like, you're pretty much. That's like your source of you know. You wouldn't outsource that. what? Like I would say. Yeah, I wouldn't say many people outsource their drawings.

[Interviewer] Emilio Alvarez Flores

Gotcha. Because, like, for example, I've been speaking with interior design firms and they outsource that. But I think it has to do with their core capability. Like, they need that to do their work. But for them, it's like a look and feel that matters.

[Interviewee] Samarth Gwalani

So maybe in an interior design firm, if they're not technical enough to put together the details of how things come together, maybe they're doing it for that reason, so that they can focus on the vibes. But in an architecture firm, you typically always do it within the company.

[Interviewer] Emilio Alvarez Flores

Got it. Okay, And are there other functions like accounting, sales, anything along those lines where you think it would make sense to have external support?

[Interviewee] Samarth Gwalani

I think mainly you know, rendering marketing, that type of the. The external company doesn't need to closely know exactly what. How the building functions. the drawings. They can take an artifact of 2D models or 3D models and just make it look good so that when the client gets it helps them get the bid and qualify for the next round. So you'd outsource it, making it look like super luxurious, super nice. And like painting the vision.

[Interviewer] Emilio Alvarez Flores

I And, if you were outsourcing or actually better question, did when you worked in the firms that you worked in, did you guys outsource actively or not so much?

[Interviewee] Samarth Gwalani

Yeah, we did. We outsourced moderately for those periods in time when were trying to do renders and videos and stuff like that.

[Interviewer] Emilio Alvarez Flores

Got it. And then when you did like, did you do it offshore so there's a lot india and Singapore for or did you do somewhere else?

[Interviewee] Samarth Gwalani

I think we did a US based company. it's easy to build and typically you get a budget from the client. It's not going from your budget at this point because you've already qualified and are getting X amount of money for the proposal. So in that case you just work with the company you've always worked with and you just get them to do And they have a good portfolio, they have a good body of work. You trust the quality and stuff like that.

[Interviewer] Emilio Alvarez Flores

Got it. Okay. And like, do you think it's because I can make two arguments. one argument is in it.

[Interviewee] Samarth Gwalani

Could be.

[Interviewer] Emilio Alvarez Flores

Better to send it to for so that by the time you wake up, it's ready. Maybe just two times. Assuming there's another where I'm like, you probably want to be able to collaborate with these people.

[Interviewer] Emilio Alvarez Flores

Maybe the time difference is actually kind of a barrier. Like. Yeah. Can you help me think through where you. What do you think?

[Interviewee] Samarth Gwalani

why we wouldn't.

[Interviewer] Emilio Alvarez Flores

And where do you think most firms end up falling?

[Interviewee] Samarth Gwalani

Yeah, especially I worked in boutique designee firms, so they cared a lot about quality and craft, you know, while an Indian person can get the job done, marketing and rendering is a highly creative storytelling based thing. Like you've seen creative directors at all companies, they have a certain aesthetic about them. The way they talk, the way they think, it's like super abstract. And I guess they work to India, doing engineering work or something like but creative work, maybe the person is not as well was with an American creative director, for example.

[Interviewer] Emilio Alvarez Flores

Got it. And probably in there the time zone might make a difference because then you can give them a call and slowly but surely understand what they mean. All those things.

[Interviewee] Samarth Gwalani

Yeah, I mean, the time zone is not a help here. It's a deterrent. Like, if it was about getting work done when I'm I'd expect it to be a super low communication type of work in But like, creative design is a high communication, high touch ideating type of like, work in general.

[Interviewer] Emilio Alvarez Flores

Yeah, got it. Okay, that makes sense. And then I think, is there anything that I'm missing, man? if you were mean, like, you're thinking of like, I'm currently in the exploratory phase. Right. Is there anything in the way that I'm thinking about this and I'm missing like, how architecture firms, interior designers, all these guys think connect with each other.

[Interviewee] Samarth Gwalani

Yeah. I mean, it would be helpful for me to know like, what you think the problem is with this thing. Then it would be like.

[Interviewer] Emilio Alvarez Flores

Yeah, so like, part of the context is like, from what I've heard is like, there's one. A lack of talent in the US to like, the turnover. Super high for architecture. Yeah, I mean, architecture, like, then just in like, design work, including And those things just like, lead to a lot of operational problems. Like, if you're an architect or interior designer, the last thing you want to do is like, you have a project, you're like, man, now I need to go recruit. Like, hold on to do that. Yeah, right.

[Interviewer] Emilio Alvarez Flores

And then there's an opportunity here to create like, economic mobility in Latin America because there is a lot of great talent where like, again, you're on the same time zone, all these kinds of like, you can provide savings while at the same time actually providing higher salaries to folks in Latam.

[Interviewee] Samarth Gwalani

Got it. Yeah. I mean, it could work. Like, which part of the process, based on the other conversations you've had, would you outsource to?

[Interviewer] Emilio Alvarez Flores

That's what I'm figuring out. There's like, part that like, it can be two 2D and 3D rendering, like some folks want, some of the smaller people want, like business consulting. I'm personally skeptical of it making sense because like, those. These firms are too small for my billable to make any sense.

[Interviewee] Samarth Gwalani

Yeah, I always find, like, design outsourcing really hard because there's no source of truth in terms of if something is right or wrong. Whereas like, accounting or engineering, it's easier because, like, it either works or it doesn't work. It's either. It's binary, it's right or wrong in some sense. So in those cases, like, yeah, like, if I was Running my own creative practice, I'd be more skeptical about outsourcing than, like, building out people external help, but I'm not just, like, I'm not losing quality, essentially.

[Interviewer] Emilio Alvarez Flores

And so, and for it would have to be in the same time zone, like, be able to, like, get on the phone, all those kinds of things.

[Interviewee] Samarth Gwalani

Same time zone, same, like, cultural thought process. Someone who. You'd want someone who's kind of, like, maybe gone to study in the US or something and, like, is running a firm back in Latin America. Something like, that would be ideal because then they can, like, speak things like, that.

[Interviewee] Samarth Gwalani

You don't think of bricks. Yeah, exactly. So the materiality is different so that there's like, a slight issue in detailing it out because you don't know what material to reach for because you're not familiar with the climate and things like that.

[Interviewer] Emilio Alvarez Flores

Gotcha. Yeah, that makes And hey, as I can continue, like, exploring here, do you, like, have any other friends who might be willing to, like, spend 20, 30 minutes with

[Interviewee] Samarth Gwalani

Yeah, I can message a few of my architecture friends and ask them to connect with you. Some of them are actively doing architecture right now. I've not done architecture since 2019, so.

[Interviewer] Emilio Alvarez Flores

Yeah, that'd be fantastic if they're still working. That'd be amazing.

[Interviewee] Samarth Gwalani

So I'll reach out to them for sure.

[Interviewer] Emilio Alvarez Flores

Thank you. You're the best. But yeah, man, I want to see you guys. Hopefully sometime over the summer.

[Interviewee] Samarth Gwalani

Yeah. Calm down, man.

[Interviewer] Emilio Alvarez Flores

Weren't able to come to Mexico

[Interviewee] Samarth Gwalani

Yeah, I know. Maria was really looking forward to so she's pretty bummed out. We met Louis Bolio last weekend for. That's for Raj's birthday. Yeah.

[Interviewee] Samarth Gwalani

His house looked crazy when Ria showed me pictures of it. I'm sure it was Beautiful.

[Interviewer] Emilio Alvarez Flores

Yeah, it was super nice. Yeah.

[Interviewee] Samarth Gwalani

Yeah, man. We gotta do it again when you're traveling back home.

[Interviewer] Emilio Alvarez Flores

I'm not sure. I'm probably some point. I mean, this year I want to go. But dude, it's. This one has been insane with Delta V. Like.

[Interviewer] Emilio Alvarez Flores

I've been. I mean, struggle much. That's part of what. It's what I signed up for. It's like working a short day is 11 hours.

[Interviewee] Samarth Gwalani

Yeah, that's But what about the.

[Interviewer] Emilio Alvarez Flores

Still gonna go monetize them in one way or But I do feel like thesis is but the market isn't ready. It's kind of like the vibe I'm getting.

[Interviewee] Samarth Gwalani

Yeah, fair enough. And you're working with the co founder right now or.

[Interviewer] Emilio Alvarez Flores

Yeah, so for this idea, I'm working with another mba. I don't know if you know, you may know him. Gabe.

[Interviewee] Samarth Gwalani

No. Maybe if I. Face it.

[Interviewer] Emilio Alvarez Flores

Yeah, he's Brazilian. Yeah.

[Interviewee] Samarth Gwalani

Got. Got it. Got And are you specifically only looking at the alp, the building industry or other industries as well?

[Interviewer] Emilio Alvarez Flores

BPO in general. But that's a candidate. So part of our candidates is essentially we're looking for things that are unlikely to be taken over by AI, where there's high attrition in the function, where there's a talent gap. they the firms literally cannot have find enough talent because then it makes all the sense in the world. At least there's always details. But. Yeah. Okay.

[Interviewee] Samarth Gwalani

Super interesting, man. Keep. Let me know how it goes and I'll reach out to some of my friends. For sure.

[Interviewer] Emilio Alvarez Flores

Amazing, And. thanks for spending some time speaking with me on the weekend. Appreciate it.

[Interviewee] Samarth Gwalani

Of course, bro. Anytime. Let me know if you need anything else. For sure.

[Interviewer] Emilio Alvarez Flores

Appreciate it.

[Interviewer] Emilio Alvarez Flores

Talk soon.

[Interviewee] Samarth Gwalani

Bye. Bye.

[Interviewer] Emilio Alvarez Flores

Bye. ------- Clean Version for SFT LLM ---

[Interviewer] Emilio Alvarez Flores

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And then you basically put that schematic in the shortlist. They select from the firms they want to go with for the schematic and you actually take feedback from them and build out the entire stadium schematic being like, no, we need capacity like this, we kind of want more historical elements, blah, So you refine the design and get it to a point that it's like a fully fleshed 3D model in the sense, as well as basic drawing sets where you see the floor plan, the room organizations. You don't go into plumbing, electricals or anything at schematic stage. Okay. And once they're happy with the schematics, you basically are continuously qualifying for subsequent rounds. So they're three rounds, schematic drawings.

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Yeah. Via outsourcing.

[Interviewee] Samarth Gwalani

In terms of outsourcing. So if I'm an architecture firm and I'm trying to outsource some of the work to a third party. That's your question? I like, typically we in the past have outsourced specifically for rendering and stuff like that because those become discrete deliverables. Not 365 days of the year you're not but you have renderers that renders that are required at the end of each phase, typically to show what the building looks So sometimes you can have a person that's skilled in the team that can do multiple things Or if you don't have that, then you typically outsource it to a rendering company because you don't need that service every day of the year, essentially.

[Interviewer] Emilio Alvarez Flores

Got and at what scale of a company does it make sense for you to have someone full time doing renders? And renders and also schematics.

[Interviewee] Samarth Gwalani

I mean, all companies do schematics typically. I'd say after a hundred person company would have maybe one or two renderers on their team, 5. This thing, company or thousand company would have five or six renderers, through the year, doing representation and stuff like that. But I would say for smaller companies that are 20 to 30, that's when you typically outsource renderings or so. Because you're kind of not are small small, but you're big enough to go for big projects. And then at that time you're stretching your manpower. So at that point you're looking to continue producing and let an external agency just do something like which is helping you win the project with the renders.

[Interviewer] Emilio Alvarez Flores

And what about 2D drawings?

[Interviewee] Samarth Gwalani

I think that's highly uncommon, honestly, none. Like, the drawings are always done with the company from all architecture firms that I'm familiar with as well as the ones that I've worked with. Like, you're pretty much. That's like your source of you know. You wouldn't outsource that. what? Like I would say. Yeah, I wouldn't say many people outsource their drawings.

[Interviewer] Emilio Alvarez Flores

Gotcha. Because, like, for example, I've been speaking with interior design firms and they outsource that. But I think it has to do with their core capability. Like, they need that to do their work. But for them, it's like a look and feel that matters.

[Interviewee] Samarth Gwalani

So maybe in an interior design firm, if they're not technical enough to put together the details of how things come together, maybe they're doing it for that reason, so that they can focus on the vibes. But in an architecture firm, you typically always do it within the company.

[Interviewer] Emilio Alvarez Flores

Got it. Okay, And are there other functions like accounting, sales, anything along those lines where you think it would make sense to have external support?

[Interviewee] Samarth Gwalani

I think mainly you know, rendering marketing, that type of the. The external company doesn't need to closely know exactly what. How the building functions. the drawings. They can take an artifact of 2D models or 3D models and just make it look good so that when the client gets it helps them get the bid and qualify for the next round. So you'd outsource it, making it look like super luxurious, super nice. And like painting the vision.

[Interviewer] Emilio Alvarez Flores

I And, if you were outsourcing or actually better question, did when you worked in the firms that you worked in, did you guys outsource actively or not so much?

[Interviewee] Samarth Gwalani

Yeah, we did. We outsourced moderately for those periods in time when were trying to do renders and videos and stuff like that.

[Interviewer] Emilio Alvarez Flores

Got it. And then when you did like, did you do it offshore so there's a lot india and Singapore for or did you do somewhere else?

[Interviewee] Samarth Gwalani

I think we did a US based company. it's easy to build and typically you get a budget from the client. It's not going from your budget at this point because you've already qualified and are getting X amount of money for the proposal. So in that case you just work with the company you've always worked with and you just get them to do And they have a good portfolio, they have a good body of work. You trust the quality and stuff like that.

[Interviewer] Emilio Alvarez Flores

Got it. Okay. Do you think it's because I can make two arguments. one argument is in it.

[Interviewee] Samarth Gwalani

Could be.

[Interviewer] Emilio Alvarez Flores

Better to send it to for so that by the time you wake up, it's ready. Maybe just two times. Assuming there's another where I'm like, you probably want to be able to collaborate with these people.

[Interviewer] Emilio Alvarez Flores

Maybe the time difference is actually kind of a barrier. Like. Yeah. Can you help me think through where you. What do you think?

[Interviewee] Samarth Gwalani

Like why we wouldn't?

[Interviewer] Emilio Alvarez Flores

And where do you think most firms end up falling?

[Interviewee] Samarth Gwalani

Yeah, especially I worked in boutique designee firms, so they cared a lot about quality and craft, you know, while an Indian person can get the job done, marketing and rendering is a highly creative storytelling based thing. Like you've seen creative directors at all companies, they have a certain aesthetic about them. The way they talk, the way they think, it's like super abstract. And I guess they work to India, doing engineering work or something like but creative work, maybe the person is not as well was with an American creative director, for example.

[Interviewer] Emilio Alvarez Flores

Got it. And probably in there the time zone might make a difference because then you can give them a call and slowly but surely understand what they mean. All those things.

[Interviewee] Samarth Gwalani

Yeah, I mean, the time zone is not a help here. It's a deterrent. If it was about getting work done when I'm I'd expect it to be a super low communication type of work in But like, creative design is a high communication, high touch ideating type of work in general.

[Interviewer] Emilio Alvarez Flores

Yeah, got it. Okay, that makes sense. And then I think, is there anything that I'm missing, man? if you were mean, like, you're thinking of like, I'm currently in the exploratory phase. Right. Is there anything in the way that I'm thinking about this and I'm missing like, how architecture firms, interior designers, all these guys think connect with each other.

[Interviewee] Samarth Gwalani

Yeah. I mean, it would be helpful for me to know like, what you think the problem is with this thing. Then it would be like.

[Interviewer] Emilio Alvarez Flores

Yeah, so like, part of the context is like, from what I've heard is like, there's one. A lack of talent in the US to like, the turnover. Super high for architecture. Yeah, I mean, architecture, like, then just in like, design work, including And those things just like, lead to a lot of operational problems. Like, if you're an architect or interior designer, the last thing you want to do is like, you have a project, you're like, man, now I need to go recruit. Like, hold on to do that.

[Interviewer] Emilio Alvarez Flores

And then there's an opportunity here to create like, economic mobility in Latin America because there is a lot of great talent where like, again, you're on the same time zone, all these kinds of like, you can provide savings while at the same time actually providing higher salaries to folks in Latam.

[Interviewee] Samarth Gwalani

Got it. Yeah. I mean, it could work. Like, which part of the process, based on the other conversations you've had, would you outsource to?

[Interviewer] Emilio Alvarez Flores

That's what I'm figuring out. There's like, part that like, it can be two 2D and 3D rendering, like some folks want, some of the smaller people want, like business consulting. I'm personally skeptical of it making sense because like, those. These firms are too small for my billable to make any sense.

[Interviewee] Samarth Gwalani

Yeah, I always find, like, design outsourcing really hard because there's no source of truth in terms of if something is right or wrong. Whereas like, accounting or engineering, it's easier because, like, it either works or it doesn't work. It's either. It's binary, it's right or wrong in some sense. So in those cases, like, yeah, like, if I was Running my own creative practice, I'd be more skeptical about outsourcing than, like, building out people external help, but I'm not just, like, I'm not losing quality, essentially.

[Interviewer] Emilio Alvarez Flores

And so, and for it would have to be in the same time zone, like, be able to, like, get on the phone, all those kinds of things.

[Interviewee] Samarth Gwalani

Same time zone, same, like, cultural thought process. Someone who. You'd want someone who's kind of, like, maybe gone to study in the US or something and, like, is running a firm back in Latin America. Something like, that would be ideal because then they can, like, speak things like, that.

[Interviewee] Samarth Gwalani

You don't think of bricks. Yeah, exactly. So the materiality is different so that there's like, a slight issue in detailing it out because you don't know what material to reach for because you're not familiar with the climate and things like that.

[Interviewer] Emilio Alvarez Flores

Gotcha. Yeah, that makes And hey, as I can continue, like, exploring here, do you, like, have any other friends who might be willing to, like, spend 20, 30 minutes with

[Interviewee] Samarth Gwalani

Yeah, I can message a few of my architecture friends and ask them to connect with you. Some of them are actively doing architecture right now. I've not done architecture since 2019, so.

[Interviewer] Emilio Alvarez Flores

Yeah, that'd be fantastic if they're still working. That'd be amazing.

[Interviewee] Samarth Gwalani

So I'll reach out to them for sure.

[Interviewer] Emilio Alvarez Flores

Thank you. You're the best. But yeah, man, I want to see you guys. Hopefully sometime over the summer.

[Interviewee] Samarth Gwalani

Yeah. Calm down, man.

[Interviewer] Emilio Alvarez Flores

Weren't able to come to Mexico

[Interviewee] Samarth Gwalani

Yeah, I know. Maria was really looking forward to so she's pretty bummed out. We met Louis Bolio last weekend for. That's for Raj's birthday. Yeah.

[Interviewee] Samarth Gwalani

His house looked crazy when Ria showed me pictures of it. I'm sure it was Beautiful.

[Interviewer] Emilio Alvarez Flores

Yeah, it was super nice. Yeah.

[Interviewee] Samarth Gwalani

Yeah, man. We gotta do it again when you're traveling back home.

[Interviewer] Emilio Alvarez Flores

I'm not sure. I'm probably some point. I mean, this year I want to go. But dude, it's. This one has been insane with Delta V. Like.

[Interviewer] Emilio Alvarez Flores

I've been. I mean, struggle much. That's part of what. It's what I signed up for. It's like working a short day is 11 hours.

[Interviewee] Samarth Gwalani

Yeah, that's But what about the.

[Interviewer] Emilio Alvarez Flores

Still gonna go monetize them in one way or But I do feel like thesis is but the market isn't ready. It's kind of like the vibe I'm getting.

[Interviewee] Samarth Gwalani

Yeah, fair enough. And you're working with the co founder right now or.

[Interviewer] Emilio Alvarez Flores

Yeah, so for this idea, I'm working with another mba. I don't know if you know, you may know him. Gabe.

[Interviewee] Samarth Gwalani

No. Maybe if I. Face it.

[Interviewer] Emilio Alvarez Flores

Yeah, he's Brazilian. Yeah.

[Interviewee] Samarth Gwalani

Got. Got it. Got And are you specifically only looking at the alp, the building industry or other industries as well?

[Interviewer] Emilio Alvarez Flores

BPO in general. But that's a candidate. So part of our candidates is essentially we're looking for things that are unlikely to be taken over by AI, where there's high attrition in the function, where there's a talent gap. they the firms literally cannot have find enough talent because then it makes all the sense in the world. At least there's always details. But. Yeah. Okay.

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