00:00:00.000 --> 00:00:02.000  
Joshua Wagner  
She yeah, it started now.

00:00:02.460 --> 00:00:20.770  
Vanessa Smair  
OK, OK. So thank you for joining us for the interview. We just want to get an idea of what because it is so broad, we wanted to get an idea of what your job is and how it fits into the industry as a whole. So we've got a few questions for you to explain basically.

00:00:21.640 --> 00:00:29.450  
Vanessa Smair  
That if you can, I'll start with the first question anyway. So tell us about your work and what exactly do you do? What's your role?

00:00:30.580 --> 00:00:49.150  
Sam Smair  
So I founded my own company. There it is. Delve for the record and I've started 10 years ago, so I'm my my title is the founder and CEO of the company. So I run the company day in day out, operationally, strategically, commercially.

00:00:50.770 --> 00:01:07.530  
Sam Smair  
I am not down in the weeds as I as I did in the past, being a coming from a programming background technical background, but I've got enough knowledge to try and get my way through conversations in regards to this skill sets and capabilities that we have.

00:01:09.030 --> 00:01:15.490  
Vanessa Smair  
Yeah. OK. So you you manage technical people, marketing people, managing people, project managers.

00:01:16.340 --> 00:01:18.670  
Vanessa Smair  
Those kinds of people, all the people that work in the industry.

00:01:19.470 --> 00:01:36.040  
Sam Smair  
Yeah. Look, it's in an organization. You don't wanna manage everyone, so we've gotta. We've gotta my, my, my exec layer of managers, operations, sales product and innovation. So they they deal with operations of their teams.

00:01:36.230 --> 00:01:43.690  
Sam Smair  
And I concentrate more about the the bigger deals, the high level interaction, communication with clients.

00:01:44.810 --> 00:01:54.760  
Sam Smair  
Building that relationship with with you know, my levels in organizations and and a Hawkeye on commercials as well.

00:01:55.140 --> 00:01:57.480  
Vanessa Smair  
OK. So we'll get on to that a bit more later.

00:01:58.160 --> 00:02:06.510  
Vanessa Smair  
Can you tell us specifically your part of the industry and IT where does it sit? So what what would you call your part of the industry?

00:02:07.510 --> 00:02:15.490  
Sam Smair  
Look, the way the way I look at it is like uh, every business and organization could utilize our product set.

00:02:15.850 --> 00:02:42.210  
Sam Smair  
And we're we're an emerging technology mobile first company. When I say mobile first is anything, if you think about it nowadays, anything that is done behind the scenes from back end systems and operations, everything's now presented, visualized, articulated on a mobile device or a mobile footprint platform.

00:02:42.650 --> 00:02:45.150  
Sam Smair  
And an app.

00:02:46.320 --> 00:03:07.660  
Sam Smair  
Whatever system it is, it's the it's more relevant now with COVID obviously that everyone's using their devices and and we've noticing in some of our clients. So we we target, as I said, almost every business is out there, but we concentrate more on on government, federal government, state government, large enterprises.

00:03:07.780 --> 00:03:13.880  
Sam Smair  
Uh, and the banks, utilities, mornings and so on, so.

00:03:15.080 --> 00:03:19.870  
Sam Smair  
I'll give you an example like federal government spend hundreds of millions of dollars on a my Gov.

00:03:21.270 --> 00:03:40.010  
Sam Smair  
I'm sort of notion of interactions ID and ID and and and a lot of systems behind the scenes. The only thing that I've interest to my Gov is how they interact with the users on their mobile devices. What has the citizen interaction performance?

00:03:23.750 --> 00:03:24.470  
Vanessa Smair  
The idea.

00:03:40.550 --> 00:03:44.550  
Sam Smair  
An innovation from this end.

00:03:45.790 --> 00:03:53.280  
Sam Smair  
And that's, that's where I've started the company and more. So investing and focusing on that in that regard right now.

00:03:54.070 --> 00:04:04.750  
Vanessa Smair  
OK. My last question before I hand you over to Josh is what are the like work do you have to do that sort of unrelated to IT, I guess what?

00:04:05.400 --> 00:04:07.430  
Vanessa Smair  
You know the these sort of.

00:04:09.070 --> 00:04:14.960  
Vanessa Smair  
Umm, I guess you do admin you do because you're the founder. You've got HR, that kind of stuff.

00:04:15.900 --> 00:04:17.030  
Sam Smair  
So.

00:04:18.490 --> 00:04:28.390  
Sam Smair  
Almost time unrelated to IT. Obviously, when you run a business, uh, you're gonna have new ones and some skill set in running a business.

00:04:29.610 --> 00:04:39.860  
Sam Smair  
From a from a commercial sense, from future strategies, pivoting, resetting, growing. So all of that stuff is non IT related.

00:04:41.200 --> 00:05:09.790  
Sam Smair  
And some of the other stuff that I also do is the marketing piece as well. There's no organization that exist in this world without marketing. And so we're really hard to market and we wanna say to marketing it's, it's that relationship connections and communications with the industry, even the vendors as well as the customers, which is not it, but it's more towards marketing, advertising and growing together in regards to.

00:05:10.340 --> 00:05:11.690  
Sam Smair  
Footprint in the market.

00:05:12.040 --> 00:05:14.720  
Vanessa Smair  
OK, alright. Josh, take it away.

00:05:15.340 --> 00:05:16.970  
Joshua Wagner  
Well, my first question.

00:05:17.790 --> 00:05:22.880  
Joshua Wagner  
Uh, who are the? Well, what kind of people do you interact with at work?

00:05:24.750 --> 00:05:28.350  
Sam Smair  
Me. I name namely interact with my managers.

00:05:29.380 --> 00:05:40.770  
Sam Smair  
But we are a small company, just under 100 people and I like to always walk the floor as well. Give kudos to some of the people that went over and beyond.

00:05:41.470 --> 00:05:48.130  
Sam Smair  
And and keep an eye on on on everything not in detail, otherwise you're not gonna have enough time with the day so.

00:05:48.210 --> 00:05:57.540  
Sam Smair  
Uh, I'll get you know, if I if I wanna send a message, I'll send it to the managers and the managers will take her on every now and then we gather the whole team.

00:05:59.400 --> 00:06:21.110  
Sam Smair  
In a in a, in a in a setting that is outside work where you know dinner, lunch is whatever it is. Sometimes our target these teams went to many, but it's just for the smaller subset team just to make sure. If I have clear sort of guidance or instructions that I do that one on one on one of few rather than the whole company.

00:06:24.540 --> 00:06:29.950  
Joshua Wagner  
Also, what what are your main interactions with other IT professionals?

00:06:33.390 --> 00:06:36.420  
Sam Smair  
I live, breathe, smell.

00:06:37.510 --> 00:06:43.360  
Sam Smair  
8 drink IT, and especially if you're not connected in the IT industry.

00:06:44.160 --> 00:06:46.940  
Sam Smair  
And if you don't have a global lens.

00:06:47.280 --> 00:06:53.840  
Sam Smair  
And you will be just like your next door sort of competitor and so.

00:06:54.420 --> 00:06:54.880  
Vanessa Smair  
Sorry.

00:06:55.000 --> 00:07:19.890  
Sam Smair  
We do some of that stuff on a global lens where our spend fair bit of time overseas, you need, you know, we can't, we can't just think of what we're doing now is everything, not even nationally. Australia's GDP is 1% of the global global GDP. So what is the UK doing in terms of emerging technologies? What's resonating, what sort of success are they having? So you can learn from it and failures.

00:07:21.170 --> 00:07:44.540  
Sam Smair  
So the way to interact with some of those clients is to go and see them face to face and interact with them. Have a relationship, have a partnership that's from a vendor ecosystem. And and I've got I've got this mantra that you united, we prevail. So I've got this consortia mentality that not many small businesses have where I'm happy to get my competitors.

00:07:45.400 --> 00:08:04.140  
Sam Smair  
With me in that circle so we can for a bigger players. So you gotta be you gotta have that notion is you know if you wanna if you wanna be big and go go hard at the market you need to play with your competitors or with your friends in it and to to build that ecosystem takes years.

00:07:46.830 --> 00:07:47.310  
Timothy Nancarrow  
Hmm.

00:08:04.840 --> 00:08:08.410  
Sam Smair  
And and I think I'm at A at a stage where.

00:08:09.170 --> 00:08:12.500  
Sam Smair  
We still got a fair way to go, but we're we're in a good situation.

00:08:15.020 --> 00:08:21.390  
Joshua Wagner  
Final question before I hand over to Tim, what are your main interactions with clients and investors?

00:08:23.230 --> 00:08:26.140  
Sam Smair  
So clients? Uh, a lot.

00:08:27.740 --> 00:08:43.090  
Sam Smair  
A client, if they don't hear from you or see in the face face to face, then they're gonna figure about you. So you schmooze, you do whatever needs to be to try and make sure the client, and if there's any issues, you give them your number. The CIOs and the CEOs.

00:08:44.590 --> 00:08:50.330  
Sam Smair  
To just make sure the delivery delivery is right. So lot of interactions with clients almost on a daily basis.

00:08:52.420 --> 00:08:55.330  
Sam Smair  
What was the other part of that clients as well as?

00:08:55.450 --> 00:08:56.400  
Joshua Wagner  
Are investors.

00:08:57.000 --> 00:09:05.080  
Sam Smair  
Investors on investors knock on the door a lot of times and we've been self sufficient.

00:09:06.320 --> 00:09:14.920  
Sam Smair  
For 10 years now, so we don't, you know, we we we know who they are and they know who we are. Every every now and then we get we get.

00:09:15.660 --> 00:09:17.110  
Sam Smair  
Interactions between us.

00:09:17.840 --> 00:09:20.420  
Sam Smair  
And that's just the the game that we're in.

00:09:21.740 --> 00:09:25.770  
Sam Smair  
But we we don't typically go out searching for those yet.

00:09:27.390 --> 00:09:56.640  
Timothy Nancarrow  
Can I add a quick question to that? Like add on a second? What about? I suppose stakeholders like in in the example that you do work with governments and like internationally as well. Do you have much interaction? I suppose there's a stakeholder because with the networking and working with those other competitors or the people in the industry, do you have what type of interactions do you do with other fellow stakeholders and such like legislation wise or?

00:09:30.530 --> 00:09:30.900  
Sam Smair  
Sure.

00:09:56.900 --> 00:09:58.540  
Timothy Nancarrow  
You know, sharing of information or.

00:09:59.030 --> 00:09:59.490  
Vanessa Smair  
Hmm.

00:09:59.910 --> 00:10:04.810  
Sam Smair  
So stakeholders in terms of like partnership you mean or?

00:10:04.800 --> 00:10:33.360  
Timothy Nancarrow  
Yeah, yeah, I suppose, like partnership or just I I'm. I'm assuming like in the suppose with the government contract or a big organization they want to, you know have a you know be associated with a company that they wanted to be associated with in that aspect I suppose. And I know that comes under the schmoozing and everything. But like is there any expectation that even from your stance do you expect to receive from other people that have an interest in the company?

00:10:21.690 --> 00:10:22.150  
Sam Smair  
Yeah, yeah.

00:10:22.030 --> 00:10:22.730  
Vanessa Smair  
Cortana.

00:10:24.960 --> 00:10:25.610  
Sam Smair  
Yeah.

00:10:34.640 --> 00:10:41.130  
Sam Smair  
Yeah. So you're coming. We we're on the panel. You know, you need to be on the panel to to try and get engagement, so.

00:10:42.000 --> 00:10:50.070  
Sam Smair  
Uh, we we always couple of things that we try and deliver a message to the market. We're we're in, we're in SME, small to medium enterprise.

00:10:50.810 --> 00:11:20.580  
Sam Smair  
Uh, we sovereign. So all our all our people are are in Australia where the ownership is Australian, we born in in Canberra which is the most secure type environment for a company to be raised in. So we always we always you know try and push that mantra. So we can't get more engagements you know while why do you give it to the bigger players and so on. So that's the way I'll do that and we we we use lobbyist we have interactions with politicians.

00:11:20.980 --> 00:11:51.780  
Sam Smair  
And and we do that in Victoria as well. You're from Victoria uh with government as well. So that's a big part of what we do. And and we we do engage on a level that is based on reputation as well. So the more you do the work and the more you have reputation, we build that coronavirus and COVID safe app from reputation they came to us and said we need this prime Minister's gonna present it in on Sunday. Can you have it in two weeks? Yes we will and that's what we've done so.

00:11:44.760 --> 00:11:44.960  
Timothy Nancarrow  
Yeah.

00:11:49.700 --> 00:11:50.000  
Timothy Nancarrow  
Hmm.

00:11:52.430 --> 00:12:06.540  
Sam Smair  
Yeah. So there there's and and you're you're part of that. You're part of the, you know, the associations out there as well. I don't believe too much in them, but we part that because we go to their events, we go to meet other people and there and interact.

00:12:01.990 --> 00:12:02.280  
Timothy Nancarrow  
Hmm.

00:12:06.850 --> 00:12:23.700  
Timothy Nancarrow  
Hmm. Cool. So my first question is Umm, I guess in your current position you you have a lot of things to do and you have like a basically a company to run. But where do you find you spend most of your time on what aspects of your role?

00:12:25.460 --> 00:12:29.620  
Sam Smair  
Depends on the phase that we're in, right? So.

00:12:27.850 --> 00:12:28.070  
Timothy Nancarrow  
Yep.

00:12:30.350 --> 00:12:43.620  
Sam Smair  
This phase is when people start a company and they do everything like our multiple hats on 789 hats. You're a salesperson. You're a CFO your you know BDM, you're an engineer or whatever it is so.

00:12:43.690 --> 00:12:49.250  
Sam Smair  
The one we're at a stage now where.

00:12:52.030 --> 00:13:06.380  
Sam Smair  
You know, they set up in the company is is, is, is solid and that takes time as well as long as long as the CEO is in control of their environment. And so we use a lot of automation and efficiencies in what we do.

00:13:06.730 --> 00:13:07.240  
Timothy Nancarrow  
Hmm.

00:13:07.260 --> 00:13:20.730  
Sam Smair  
Anything that you look at like traditionally a lot of a lot of organizations use traditional, they use traditional tools, traditional systems, traditional services, traditional workflows, processes.

00:13:21.470 --> 00:13:52.360  
Sam Smair  
If you do that, you're gonna you're gonna have a lot of resources in there to try and handle this, and it's not efficient. So you know we we automate, we use AI and ML into artificial intelligence, machine learning, robotic process automation, whatever needs to happen to make sure things are seamless. So we don't need to put effort in thinking about that. We need to put effort in engaging more, getting more logos and and and delivering well that's that's where I sit in now.

00:13:27.400 --> 00:13:27.610  
Timothy Nancarrow  
Hmm.

00:13:49.690 --> 00:13:50.060  
Timothy Nancarrow  
Hmm.

00:13:52.760 --> 00:14:11.310  
Timothy Nancarrow  
And you because you mentioned that you used to be a lot more like hands on obviously early on in the development of the company back then, did you focus a lot on like I suppose like the programming or the IT aspect like the delivering the product and you would spend most of your time doing that or just still focus on building the company. So if you go back in time?

00:14:11.760 --> 00:14:42.600  
Sam Smair  
Yeah, the my main focus is to get more engagement because engagement gives you that power of revenue where you can reinvest it in the company and and have more people that could lower your effort in that regard by having the right skill set around, you're only as good as the around, you're right. So yeah, we did. I did. I did this a lot. I just wanted to go out there and showcase. It's like Richard Branson used to say, you know, you gotta you gotta think large and never say no. That's how Microsoft started, you know, Bill Gates.

00:14:27.070 --> 00:14:27.340  
Timothy Nancarrow  
Yeah.

00:14:40.150 --> 00:14:40.690  
Timothy Nancarrow  
Hmm.

00:14:42.680 --> 00:14:53.150  
Sam Smair  
This is called saying I wanna 100 computers. He didn't have a computer in there and he said we'll deliver in five weeks. So they've gone and built it. So there's there's, there's that mantra where.

00:14:53.940 --> 00:15:03.560  
Sam Smair  
If you think it fits in, you gotta go hard at it. You know the you can't have an essays and the company, otherwise you become a little bit more negative. And that's my pet hate.

00:14:56.890 --> 00:14:57.130  
Timothy Nancarrow  
Hmm.

00:15:04.220 --> 00:15:04.650  
Timothy Nancarrow  
Cool.

00:15:07.030 --> 00:15:16.150  
Timothy Nancarrow  
What aspects of the work? Well, OK, what aspect of your role do you find most challenging? Like, what do you find being the biggest challenge or hurdle to overcome?

00:15:17.380 --> 00:15:20.070  
Sam Smair  
OK, so I'm.

00:15:20.830 --> 00:15:24.520  
Sam Smair  
I'm a control freak and attention to detail.

00:15:25.940 --> 00:15:27.180  
Sam Smair  
Customer focused.

00:15:28.290 --> 00:15:29.560  
Sam Smair  
And.

00:15:30.740 --> 00:15:35.260  
Sam Smair  
And OCD and all of these things that you know, I need to go and see sociologist about but.

00:15:36.490 --> 00:15:43.140  
Sam Smair  
And so any aspect that defies these four or five notions that I just mentioned.

00:15:43.980 --> 00:15:58.020  
Sam Smair  
Is is something that I get involved in and if an email is sent to Rebecca, one of my customer experiences and she hasn't answered that email in 2-3 days and I got a call about it through escalations.

00:15:58.940 --> 00:16:07.270  
Sam Smair  
That's, I'll. I'll put a little bit of effort. So that doesn't happen again and everyone needs to follow the mission of the company and the stuff that I talked about is in the mission.

00:16:07.490 --> 00:16:07.740  
Timothy Nancarrow  
Umm.

00:16:08.290 --> 00:16:26.970  
Sam Smair  
And and obviously that's that's internally focused externally on the business rather than on in the businesses, making sure the customers are happy and showcasing more of our product set. So we can farm what we have and go after new logos as well.

00:16:27.220 --> 00:16:38.250  
Timothy Nancarrow  
Umm. And finally, can you share an example of the work that best captures your essence or the essence of the IT industry? I know you mentioned the COVID safe app, I think.

00:16:39.170 --> 00:16:45.560  
Sam Smair  
So COVID safe app is everywhere like a the COVID set and the coronavirus app. I don't know if you remember back in March 2020.

00:16:39.280 --> 00:16:39.700  
Vanessa Smair  
Yeah.

00:16:46.900 --> 00:16:51.850  
Sam Smair  
When when Colbert hits Corona, at that time we got given this.

00:16:52.490 --> 00:17:22.180  
Sam Smair  
And and we worked so hard on it and we had a like a year and a half contract with the government on it. We've been in the news, we've been in the National 9 news with Peter Overton talking about Delvin, some of the issues and it was a little bit political between the Liberals and labor. And so we're proud that we were part of it, but we got infamously, we got, we got a little bit of.

00:17:22.570 --> 00:17:23.900  
Sam Smair  
Air time in media.

00:17:24.500 --> 00:17:31.640  
Sam Smair  
And but the one that the one that I was most proud of is that I spent a little bit of R&D to create this slow enforcement app.

00:17:32.390 --> 00:17:44.420  
Sam Smair  
Back in 2012, when it didn't exist around the world, I had FBI, CIA agency using it. I had meatball in the UK, Interpol we presented in Singapore.

00:17:45.150 --> 00:18:15.760  
Sam Smair  
I had six people in the company and we were punching above our way to where all of these people were using our MVP, the minimum viable product in an app, and I failed in a regard that I didn't wanna have a say. I didn't have salespeople to go and present it and follow it. I would just consumed with the noise and the innovation and all of that stuff. But you learned your lesson and some of these aspects of what we've built is we're using now as well anyway.

00:17:56.560 --> 00:17:56.910  
Timothy Nancarrow  
Umm.

00:18:06.800 --> 00:18:07.060  
Timothy Nancarrow  
Hmm.

00:18:15.840 --> 00:18:27.400  
Sam Smair  
So it wasn't all the waste of time, but that's that's a proud moment where you were the first in the world used by CIA, FBI and all the other law enforcement policing around the world.

00:18:28.050 --> 00:18:30.260  
Sam Smair  
And I only had six people in the company.

00:18:30.580 --> 00:18:38.870  
Timothy Nancarrow  
Yeah. Wow. Did you buy? Did you? How did you come to that idea? That that's what you wanted to do at that time? If you don't mind me asking?

00:18:38.460 --> 00:18:45.780  
Sam Smair  
So that that came from a relationship and getting out there and being in the crowd and.

00:18:46.920 --> 00:18:52.420  
Sam Smair  
We had, we did some work for the Australian Federal Police, one of the innovate innovation guys.

00:18:54.000 --> 00:19:02.610  
Sam Smair  
I'll befriended so him and I did this MVP for the federal police in here and and all over the place as well. So it came from.

00:19:03.380 --> 00:19:06.230  
Sam Smair  
You. You never say you're lucky, but uh, you make your own luck.

00:19:06.780 --> 00:19:07.310  
Timothy Nancarrow  
Yeah.

00:19:08.750 --> 00:19:10.490  
Sam Smair  
Sorry, let me just open this door.

00:19:10.220 --> 00:19:10.880  
Timothy Nancarrow  
No, that's not good.

00:19:12.780 --> 00:19:13.970  
Vanessa Smair  
That's it anyway, isn't it?

00:19:14.350 --> 00:19:16.820  
Timothy Nancarrow  
That is, that is that was quite, Umm, that's quite cool.

00:19:15.310 --> 00:19:15.580  
Vanessa Smair  
Well.

00:19:17.000 --> 00:19:19.180  
Sam Smair  
Alright, I'll probably have to go get my.

00:19:17.050 --> 00:19:17.730  
Vanessa Smair  
Yeah.

00:19:18.350 --> 00:19:18.590  
Joshua Wagner  
Yeah.

00:19:18.810 --> 00:19:22.300  
Vanessa Smair  
Now we have to go anyway. Sam. We'll. Yeah. That was the last question.

00:19:19.960 --> 00:19:21.130  
Timothy Nancarrow  
We've just finished so.

00:19:22.600 --> 00:19:22.930  
Sam Smair  
Yeah.

00:19:22.630 --> 00:19:23.710  
Timothy Nancarrow  
Thank you so much, Sam.

00:19:24.090 --> 00:19:24.540  
Joshua Wagner  
Thank you.

00:19:24.510 --> 00:19:28.800  
Sam Smair  
No worries. Thank you guys. Any anytime you can send me an email and I'll I'll follow up with you.

00:19:29.400 --> 00:19:30.180  
Timothy Nancarrow  
All right. Thank you.

00:19:29.680 --> 00:19:31.040  
Vanessa Smair  
OK. Thank you.

00:19:30.510 --> 00:19:31.920  
Sam Smair  
Thank you. Bye.

00:19:32.070 --> 00:19:32.580  
Vanessa Smair  
Aye.

00:19:34.010 --> 00:19:34.330  
Sam Smair  
But.

00:19:35.310 --> 00:19:35.960  
Vanessa Smair  
Hello.

00:19:37.580 --> 00:19:38.270  
Vanessa Smair  
Thanks guys.

00:19:38.540 --> 00:19:39.770  
Joshua Wagner  
I'll stop the recording now.

00:19:39.800 --> 00:19:40.190  
Vanessa Smair  
Yeah.