Vanessa Smair  
So thank you for joining us for the interview. We just want to get an idea of what IT is 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  
Sam 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 (points at logo) Delv for the record and I've started 10 years ago, so 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 did in the past, 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 want to manage everyone, so we've gotmy exec layer of managers, operations, sales product and innovation. So they deal with operations of their teams.

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

00:01:44.810 --> 00:01:54.760  
Sam Smair  
Building that relationship with you know, my levels in organizations 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 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 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 more relevant now with COVID obviously that everyone's using their devices and we're noticing in some of our clients. So we target, as I said, almost every business is out there, but we concentrate more 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 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 work do you have to do that is sort of unrelated to IT?

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.

00:04:18.490 --> 00:04:28.390  
Sam Smair  
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 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 we're really hard to market and we wanna say to marketing 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 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 I keep an eye 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  
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 setting that is outside work where you know dinner, lunch is whatever it is. Sometimes I target these teams one 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 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  
and 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.

00:06:55.000 --> 00:07:19.890  
Sam Smair  
We do some of that stuff on a global lens where I spend a 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 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 I've got I've got this mantra that 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 have that notion is you know if you wanna be big and go hard at the market you need to play with your competitors or with your friends in it and 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 I think I'm 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 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 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 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 know who they are and they know who we are. Every now and then 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 game that we're in.

00:09:21.740 --> 00:09:25.770  
Sam Smair  
But 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'm assuming like 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.

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

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

00:10:50.810 --> 00:11:20.580  
Sam Smair  
We’re sovereign. So all our all our people 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 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 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 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 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 go to their events, we go to meet other people and there and interact.

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 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?

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 7,8,9 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, the set up in the company is solid and that takes time as well as long as the CEO is in control of their environment. So we use a lot of automation and efficiencies in what we do.

00:13:07.260 --> 00:13:20.730  
Sam Smair  
Anything that you look at like traditionally a lot of organizations 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 have a lot of resources in there to try and handle this, and it's not efficient. So you know 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 delivering well that's where I sit in now.

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, 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 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 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.

00:14:42.680 --> 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 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 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.

00:16:08.290 --> 00:16:26.970  
Sam Smair  
And obviously 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 Coronavirus hit, at that time we got given this.

00:16:52.490 --> 00:17:22.180  
Sam Smair  
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 Delv, 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 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 weight 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 was 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.

00:18:15.840 --> 00:18:27.400  
Sam Smair  
So it wasn't all the waste of time, but 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. How did you come to that idea? That’s what you wanted to do that 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 befriended him and I did this MVP for the federal police in here 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.

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

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.

00:19:22.630 --> 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.

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