# Audio file

[Boxed Chieh Huang.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hey everyone, just a quick announcement before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Start the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So a lot of you may know how much I miss seeing all of you at the live in person shows that we do around the country during normal times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So I am really excited to finally announce our first how I built this virtual event it's happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Month with Jay Shetty, Jay is a best selling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Former monk and Wellness coach. And if you're searching for purpose, peace and clarity in your life, or you're struggling to find meaning and motivation at work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You will not want to miss this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Please join us. It's happening on Thursday, March 11th and anybody around the world can take part For more information and tickets, head to nprpresents.org and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hope to see you there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:00:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I remember I was driving home from a meeting in New York and one of the folks that quit his six figure paying job to join the dream and sit in my garage called and said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Dude, I refresh the page over and over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's not broken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We got zero orders today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This dropped down to 0 two days in a row and he was like, dude, I I risked my livelihood to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Are you sure this is still going to work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[From NPR, it's how I built this show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I'm Guy Raz, and on the show today, how Chewing Co founded 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:01:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The first in a New Jersey attic, the second in a New Jersey garage and back one boxed, is now an online retailer that's been valued at more than $600 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[If you have a start up idea and you present it to someone you trust, there's a decent chance that person will ask you two key questions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What makes your idea different from what's out there and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Can you create a market for it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Now these questions might seem obvious, but they actually got much more traction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[After a book came out in 2004 called the Blue Ocean Strategy, the premise is pretty simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A good way to start a business is to come up with an idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Is significantly different or new and is relatively low cost to start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So instead of trying to compete with big players, try to find uncontested market space, A space you can completely own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Netflix is a great example of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Obviously it has more competition today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:02:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But when it started, it offered something completely different from the video rental shops, and it built a market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Its.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That didn't previously exist. Blue ocean strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Which brings us to today's story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Because this is a story precisely about the opposite strategy, or what's called the red OCE.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Strategy where you're essentially working to beat the competition with a different strategy. When Chew Huang and his partners launched boxed in 2013, they entered a marketplace with some pretty massive players. Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Walmart, Costco. Target, Kroger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You name it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But she believed there was an opportunity to build a solid business right in the middle of that ocean of competition, and he based this hunch on two key insights.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:03:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The first was that consumers would eventually start buying more things through their smartphones, and the second was that you could create an efficient, profitable ecommerce retailer by focusing on a narrow band of products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so boxed only sells the most commonly purchased items.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Things like paper towels and Oreo cookies, and Lysol and Cheez, its and Cheerios.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Get the idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And unlike Walmart, where a typical superstore carries 120,000 items, boxed only sells about 2500.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:18 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Which allows the company to negotiate lower prices on those items.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The idea for boxed came from Chase previous venture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was a mobile gaming company called Astro 8.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And at the time, it was still early days for mobile gaming, but Che realized that mobile phones.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Would increasingly come to dominate all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Of our lives.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But building a business, any business, wasn't in chaos original plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[His immigrant parents wanted them to pursue a stable, safe, prestigious career.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Che.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:04:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[As you will hear, chose to become a lawyer, which of course didn't last long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Jay was born in Taiwan in the early 1980s. His parents moved the family to the US when Che and his older sister were young and they sett.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In Baltimore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I think it's just like if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[America could write a brochure to all immigrants you know, even without writing it. It would say come to America. Study kids become a doctor. You live in a Mcmansion and life is good, right? It's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:21](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That should be the brochure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Sure, everyone read it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And and what did your parents do when you were a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They do for a living.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I remember when we first came to the states because the language barrier was a very real thing for my parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We had a really rough start to our stay in this country, meaning that my dad didn't have steady employment in the beginning, and then my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Worked as a register clerk or cashier at A at a Chinese takeout place right next to Johns Hopkins University Hospital there, and my dad sold odds and ends on the weekend at local flea markets in and around Baltimore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then my mom found her first white collar job as an admin up in New Jersey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so we lived apart for one or two years, I believe, where my mom lived up in Jersey and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Every weekend she would come down here or we would go up there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then eventually you and your dad and sister moved to New Jersey to all be together, presumably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And what did your dad do? When when you moved to New York?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Jersey. So we moved to new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[My dad actually started a sporting goods company, and so he was always rather entrepreneurial and he started a sporting goods company selling like paddle balls and platform tennis rackets and a rather nice sport.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, definitely I would say by the time I graduated high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We were firmly in the middle class, which was a far departure from where we started off life in Baltimore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:57 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:06:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You grew up in Edison, NJ and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What kind of things were you into as a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You into sports or into video games.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What? How would you describe yourself as a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, I would say decently outgoing, but a kid of the 80s and 90s, you know, Saturday morning cartoons.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, a lot of the Looney Tunes that was on some of the X-Men, you know, NBA on NBC back in the day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Know watching the Knicks versus the Bulls going out to play basketball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Rollerblading around the neighborhood?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So that was basically my childhood in Edison, NJ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was was it really important to your parents that you did well at school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Unbelievably so. You know when you think about immigrants that move to the states, you know, they only know what they know. And that's if you get an education, work hard, you should be able to move up this ladder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so, you know, I always like to joke, but I'm only half joking when I say, you know, it's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A bee is like basically an F and then if I get A/C and just like see you later, don't come home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So that was very true in our household and they drove me pretty hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I guess when it came time to go to college, you went to Johns Hopkins, you got in Johns.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, I mean, it's a great school, but but particularly I guess sort of special for your parents because your mom had worked at a Chinese takeout restaurant right next to Johns Hopkins when she first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, it was a bit of a homecoming for all of us because, you know, I remember my mom one time. She told me that, you know, maybe your kids one day will will be able to go to this awesome school called the Johns Hopkins University.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And that kind of sucked with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's one of those probably fleeting comments that parents don't ever remember saying later in life, but it stuck with me and and so when time came, that was the goal that I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So I remember when I told my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Dad, I got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:08:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was one of the few moments and to the say one of the few moments in my life that I've ever seen my dad emotion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then, you know, my mom was super happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And my mom? Yeah. Didn't really lose it until I feel like we were in the dorm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then you know, it was, it was a healthy cry that my mom kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So everything I I felt like all that hard work, and I even think for my parents all that risk that they took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Moving to a new world kind of paid off on that day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was your plan when you got to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like what did you want to study and what you think you would do with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I didn't have a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[My plan was to kind of realize this dream that my parents had a generation before they thought we could realize.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So my plan was again to Hopkins, and once I got in, I had no plan after that and and I'm sorry for the people listening to this from Hopkins, like all the folks at Hopkins who don't have a plan, you end up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Majoring in economics and that's that's what I that's what I did and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:09:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Know at Hopkins, at least when I was there, you had the School of Engineering and the School of Arts and Sciences.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But then everyone from the engineering school would call it the School of Arts and Crafts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so I was an econ major in the School of Arts and Crafts at Hopkins.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You graduate in in 2003 with an economics degree from Johns.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Really great degree in school and. And So what did you decide to do to pursue?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So I was at the Career Center, which at that time was a little shack on on, on campus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I remember walking in and looking for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Where there was some consulting firm that was holding a \*\*\*\*\*\* session. And then there was a few. There was one lady that was standing at the door of this thing called the jet program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I was like, what is a jet program?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And she said you basically move out into Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's a cultural exchange and you get paid for it and you learn the language if you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But we put you in Japan in a public school and you really kind of teach them the language and the culture. You don't want to learn more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:10:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I was like that sounds not so bad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I remember sitting in on that info session instead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And ended up applying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you get into this program and where do they send you in Japan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The funny thing is, on that application I think they do this to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Ask you where do you want to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so like any newbie to Japan, you're just like, oh, Timberland, Tokyo #2, you know, Kyoto?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Kyoto.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Maybe Osaka will throw in a Yokohama you know round at the top five, and then I'm sure the other end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like haha.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And they send it to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you know your orientation for the program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In downtown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're in the middle of the Tokyo that you always dreamed of, and you saw on TV.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then you're like, yeah, man, this is what I signed up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is gonna be a rocket year and then you get on this bullet train the next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It goes further and further out of really rapid speed outside of Tokyo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Then you start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:11:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're like 30 minutes out. You're like, not bad. You know, I can take a 30 minute ride Tokyo, and then once you're an hour out, you're like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What did I do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Drop you off where I got dropped off. It was. You know, I remember sitting or lying on it to Tommy in my apartment, staring at the ceiling, just questioning my decisions in life. Because I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What happened? They're sending you out into the stick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[For the most part, and I got sent out to the property.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Middle of a rice Paddy in western Japan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So tell me about the the school that you were assigned to, the kids that you taught.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. So I was assigned to several schools, all within the same town.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This was a I would say, a middle class town, public schools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[About 200 kids in enrollments, all following me around the neighborhood every chance they could get. Wow. And so I was just, like, curiosity, and I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:12:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I had to go to the supermarket later and later at night because, you know, as soon as the kids would see me there, they would follow me and report back on like what I bought and what I like to eat. But but that's what I did for two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Years of my life. And how did you manage?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To just kind of navigate Japan, because I I'm assuming you didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Speak Japanese.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you know, probably most people saw me as native East Asian who just had really good English skills.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:24 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And that's not who I was. You know, I kind of want to say no. Like, I watched the Bulls growing up, you know, bulls versus Knicks X-Men on Saturday morning, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. So yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But I would imagine if you pulled all the people I interacted with, probably at least 50% didn't see that side of me being Asian American.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's kind of a insecurity that probably a lot of Asian Americans growing up have because you go back to Asia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And people don't exactly see you as 100% Asian.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're here in the states.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And often times, you know, Asian Americans just aren't seen as pure American and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So that sense of belonging is something I know that many Asian Americans struggle with in terms of truly fitting in. And where is home for, for me and us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:13:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Why you're in Japan, you end up, I guess, meeting the person who's eventually going to become your wife.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Is your wife today?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Who's a a teacher in Japan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Who's Japan? Japanese.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How did you guys meet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we met when she transferred into the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I was teaching at, you know, by that time it was like the middle to end of my first year in Japan. So I was pretty comfortable and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so I was wearing like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I look probably look more like the gym teacher than anything else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I was wearing sweatpants and like, and I remember I was like, oh man, someone just transferred to school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh, who's that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And why am I dressed like like a bum here, you know? And. And luckily, we hit it off and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We began to to date.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Huh. So I guess you ended up spending like two years in in Japan. And then I guess when you went back to the US, you decide to go to a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:14:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, I I you know as much as I joke about it, there is a checklist for most children of immigrants is just like #1 as we were joking about before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like you know, Doctor Nope, you know, engineer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then last one was like law school and I was like, yeah, I feel like I can do well on the LSAT and took the LSAT and and and got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you spend three years there and graduate and you are a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Freshly minted lawyer and where did you? Where did you go work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh my gosh. I mean, 07 was the year that I was a second year and you and you did your big summer internship summer Associateship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I went to work at a A firm called Proskauer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They're like a big sports law firm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right in Times Square and in 07 it was like boom times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Boom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean they've.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I remember they've rented Madison Square Garden for us to play pick up basketball as a as an event.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[When you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:15:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Were when you were a summer associate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[When you are a summer associate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's like wild, but I graduated school and started the beginning of my professional life, September 15th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That date means nothing to a lot of folks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But to some folks, they'll remember, that was about 12 hours after Lehman Brothers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[He was also located in Times Square, kicking off, you know, one of the worst recessions the country had ever seen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so here I was wearing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[My new suit that my mom bought me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[New briefcase, new shoes. Getting out of the subway, looking up and just be like, Times Square I've made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then out of the corner of my eyes, seeing thousands of people flowing out of Lehman Brothers with bankers boxes just crying on the street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Your first day at this law firm is the day that Lehman collapses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:16:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, literally about 9:00 to 12:00 hours after Lehman Brothers filed for one of the largest bankruptcies in the history of human.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Kind started at a law firm. You know, one block away from them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you start your career as a lawyer and you discover, presumably, as anyone who knows, a lawyer who has been a lawyer, that it's a grind. You get there and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[As an associate, you're just like in the trenches.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. I mean, you're at your desk and yeah, not seeing much daylight. And remember saying thinking, wow, I I I make a decent amount of money now, but I don't have any time to spend it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I feel like I learned pretty early that I probably wasn't built for that long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[5354.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[10/15/20 year partnership run just wasn't for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you decide I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Cheers in you got to figure something else out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So I was like, I was like a a junior corporate associate, which means I was a document jockey basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:17:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It would be 2:00 AM at night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, I would always stay an extra 30.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I wouldn't build a clients, but I would say and just read and research the history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Of the businesses that we were working with and that we were representing just to get a flavor of their story and how they made it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I felt like it was big risk takers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But I didn't feel like anyone was was really like a bonafide genius, you know, of, like, oh, man, that's something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Human can do and so that gave me some hope that maybe I should try my hand at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So what ideas did you start to think about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh man, no ones ever asked me that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So what ideas that I have in my head before?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Probably the one that I felt like maybe I was decently passionate about, that I thought there was an opportunity in was fine chocolates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I've I've never told anyone that in my life, but I just didn't know. I felt like as the middle class around the world started booming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:18:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Perhaps there would be a big spending spree on these streets that are fine chocolates and that most middle class families can afford once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But were you, like, super into chocolate or was it just a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We're just looking for an opportunity somewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Just an opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I wish I could say, you know, I was really into it, but I wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But around that time, I remember purchasing the original iPhone the iPhone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was 2G had the metal back play at the end, a few friends from middle school and high school also bought the iPhone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And at that time was starting a social gaming company, building Facebook type games, AK Social Games for this thing called the iPhone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Thought it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A pretty good idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A friend of yours was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is what a friend of yours was starting up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So two friends of mine ironically got a reconnected with via Facebook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Started up a social gaming studio after quitting their jobs cold Turkey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And Missus William Fong and Christopher Chung, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So Chris Chung and and William Fong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:19:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And did they say, hey, come work with us? Or did you say, hey, can I work with you guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In the beginning, I think they were just too cheap to hire an attorney, and so they they were just, you know, we reconnected like, you know, if a friend was going through this, what would you tell them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I'm like, dude, I'm not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know what are you talking about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like you guys need to call an attorney. And so I agreed to, like, just help them with some business stuff on the side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[As they were starting up and then as the game got to about launch time, they asked if I wanted to join full time to run the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[William and Christopher were working on this project and asked you to kind of help them with some legal stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In 2010, this is like this is like the prehistoric Stone Age.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Of mobile gaming and this company is called Astro Ape, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's right, Astro Ape studios.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The name was actually from this random band name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:20:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That if you keep clicking, you know something cool comes up that you could buy the domain name in and and that's what came up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And 1st.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[All what did your parents say when you're like, hey, I'm quitting my job at this very prestigious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Offer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[My gosh, I mean, you got to remember these are the same parents that thought like, I shouldn't come home if I got A/C on my report card, so they couldn't have been prouder of me going to Hopkins and then going to law school and going to this big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Firm. It was all that my mom I felt like could have ever hoped for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then to tell her I'm going to quit cold Turkey in the middle of the Great Recession to go and make video games with high school friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, I I feel like I might as well have kind of torched the house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That way I grew up in, you know, like, yeah, it was like an absurd kind of a decision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And at this point, you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Just married her about to get married as well, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's right. That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. And so assuming presumably your wife was super supportive, I mean, probably that helped.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So supportive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:21:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Just so supportive, I I also think being kind of young and without kids like that also helps quite a bit in, in kind of your risk profile.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And also I think the key was that a lot of entrepreneurs don't think about is your personal runway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, everyone talks about their company runway, how much money they're going to raise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Etc. But the early days you're probably not paying yourself anything or if anything, just a very minimal salary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so I had saved enough money from the law firm to live my current lifestyle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That time I didn't have to vacate my apartment for a good 12 months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So I felt like if I gave it a try and it didn't workout, at least I gave it a real try over 12 months and I would go with my tail between my legs back to the law firm if they would have me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you know you can maybe maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Do that, OK. And when you told, like, people who didn't quite know what you were doing, which was which would have been most people in 2010. Hey, we're making mobile games.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What? How would you describe what what you guys were doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:22:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's so hard because no one really even had a iPhone back then, you know. And so it was like telling them that they should buy a $900 phone just to be able to play a game. You guys were trying to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was like it was just so weird, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Just, you know, didn't really get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I think the closest thing that would resonate with folks was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That, you know, hey, there's all these games on Facebook, but you know, these phones that we have are going to get more and more powerful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You can probably play those similar connected games on your mobile phone one day and we think that day is now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Just like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Year of FarmVille and and stuff like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You have FarmVille, Mafia wars for all those folks have played those games.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That was the era.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[William and Krist. Like, did they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They have to raise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, how are they financing this business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So I think they put in each like I think the buy in if I remember right was about 13 grand, not much and not much because you know buying a powerful iMac that you can kind of build off of you know it's like a few grand right off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:23:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Top.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, it's like lawn chairs in his mom's basement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then we graduated to the attic jersey in Jersey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This journey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In jersey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Where in the town where I grew up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's kind of like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know you're at this big law.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Life was on a great trajectory, and suddenly you find yourself having to take your shoes off. If you go into your friends Momma's house so you can go into the attic and build a video game. It's like, oh gosh, like I feel like my life has been TW.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In reverse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And the content, by the way, it was to build one game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Initially, the idea was to build one game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Release.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Become millionaires and then retire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Release.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Unlike the App Store on the iPhone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, it was both the App Store and also you just released it on iTunes the app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Had just launched.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So a lot of people, you just threw your app onto iTunes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And what was the concept of the game?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So here's the ultimate irony the game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was called office heroes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:24:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so it was his tongue in cheek. Build and decorate game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you basically you do menial tasks like you click on check e-mail and then you come back in two hours and you collect your money from that or you make coffee and then 15 minutes you come back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So instead of like growing crops like you would in FarmVille, you would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Kind of like office tasks and then you can buy like you know instead of Starbucks coffee, you'd buy 5 bucks coffee. And so it's a real tongue in cheek about, like kind of working in an office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And how did you guys manage to build that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Mean was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Didn't it cost money to build that or no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Luckily, at the time you know it was so nascent that just using open source software you could do it. And the story with us was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Will was an excellent coder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Chris, he was in finance at the time when he quit, but he actually had a really good knack for art. And so he would make the most beautiful spreadsheets in the firm, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So he actually visually designed the whole game and all the assets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:25:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Single handedly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So where was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[He was like coding this thing Chris was designing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[He was kind of saying, OK, let's let's, you know, put a window there like a sleek desk here. And it sounds like you were kind of doing the business side of things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And what were you trying to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, presumably the strategy wasn't to just throw it up on iTunes and and then the App Store and just hope for the best like you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To get the word out or you had to drum up excitement. Like, what were you doing to kind of lay the groundwork?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh God. You give me too much credit or you give us too much credit, because that's exactly what the plan was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Gonna throw it up there and and people all around the world were gonna play.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:36 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Sorry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We we drum up some interest from friends and family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Try to get a few hits on gaming sites, but beyond that it was. It was just hopes and dreams basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:26:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, I'm thinking if I went to to Johns Hopkins with you and then I knew you and I knew you went to this law firm and you and I ran into you in New York and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What's going on, Jane?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Making this mobile game where you like, you're in an office like an office simulator where you like, open up emails. And I just, I quit my job at the firm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Be like, oh, that's awesome. But in my mind, I'd be thinking this guy's nuts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[He's totally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is the stupidest idea I've ever heard in my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Ran into my sophomore college sweet mate on the streets of New York and told him that story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You could tell in his eyes it was like cool story bro.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like he definitely got fired from the law firm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's a bad recession, but come on, just own it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Back on your feet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Are you doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're like a grown man making video games like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And office simulator like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What? Who would play that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's what I'm thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How? By the way, how long did it take you guys to to build this game?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[About a little less than eight months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You guys launched this game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yep, in in, in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In 2011 or 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Ten 2010.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:27:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Much does a game cost, by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was one of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was one of the earlier freemium games where you you basically downloaded the game for free, but if you wanted to buy more points or buy the special.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Ask you'd pay like 399 or 499 or $0.99.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was one of the first one of the early freemium games.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So basically by buying virtual products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Exactly. Virtual currency is what we sold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you know, could you imagine trying to explain at Thanksgiving or family gathering back in 2010 that you sell virtual currency on a smartphone?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like that you can't use in real life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Thank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so people thought like, oh, you cash it out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You could always cash it out and you're like, no, it's not a casino.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like yeah, it was. It was difficult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And do people find out about it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So that's the thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like the Games business is hard, we found out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We put it up on the App Store and we're like, here we go, book that vacation to a warm tropical space and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yep, Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:28:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It just got lost in the ether, so I remember all the cofounders said that their parents were playing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The game Oregon the parents told them that they were playing the game, including my parents, and I was like, yeah, that's impossible because only three people registered as daily active users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So someones parents are lying to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So it was not a pretty sight in the beginning and after a few weeks of that, I felt like, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Probably time to rival back to the law firm or somewhere, because this ain't going to workout.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[When we come back in just a moment, how it started to look like a failure was saved at the last minute by an unexpected endorsement on one of the world's most prominent platforms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:29:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[One of the premier science fiction writers of the 20th century, Octavia Butler, imagined worlds that were radically different and strikingly similar to the one we live in today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:07 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[For our Black History Month special series the cautionary tales and the reasons for hope that Octavia Butler left us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Listen now to the full line podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I'm Guy Raz. So it's 2010 and Che and his Co founders have just released their first game, office heroes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And almost nobody is playing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then one day they notice something weird with their server like it suddenly overtaxed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So I remember getting a call from one of our Co founders saying you got to come to my house now like we're in trouble and I race over there and I'm like, what's going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And he's like, dude, someone hacking us like the useless patterns are all over the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I was like, Oh my gosh. Like on top of no one playing the game, we just got hacked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:30:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Google.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is what a terrible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What a terrible company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And we all sat down and thought about it, and I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That doesn't make sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We don't hold credit card numbers and we have three people playing our game, so even if we did, they would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Away with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[My credit card and yours and yours and none of our parents, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you you thought, hey, someone's hacking into this thing because our servers like overheating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, that's exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so we sat down and said check what they're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like, are they actually going through the levels like and? Will actually said it. Actually it looks like people are playing the game like they're not just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Pinging it or trying to D DOS it they're like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They're actually playing the game and I was like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then we got a call from one of the kind of launch firms that we eventually hired to help us with the with the launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:31:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And we found out that we were on the front page of iTunes all over the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How did that happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They evaluated the game probably like the story of us just being a few country bumpkins in Jersey in a in an attic trying to build for this new platform they were launching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And like the fact that we're building a social game which is wildly popular on Facebook at the time, but not so popular on iTunes yet and featured.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[There we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[All of a sudden, people start flocking to it and were people buying stuff?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[People were buying stuff, so we were making money, but not a ton of money because, you know, we were brand new to this game and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How do you get this core loop of kind of user behavior going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We weren't Privy to it at the time, so we made a ton of mistakes on retention and other things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so yeah, we made some money from it, but not Angry Birds type money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And Ale takes like 20% anyway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yep, Yep. They take a cut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But you start to make money and I guess it presumably becomes clear that you got to make more games.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:32:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And it also becomes abundantly clear that we need to raise money because the bank account is almost at 0, and so we weren't taking salary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Money was coming in, but not to the level where we needed it so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We thought we had to go kiss the ring somewhere and raise money for this thing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I I you know we're total noobs this remember like Central Jersey where we grew up is not sandhill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we didn't know any venture capitalists. I didn't know much about venture capital, so I just Googled the Silicon Valley law firm 'cause someone could help us there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And a few names come up and I got a on a call with one attorney and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, and I remember asking him, like, what makes him qualified to be our attorney because, you know, I come from a law firm where. Yeah, I thought lawyers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Had to pitch for for work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I remember to say, he said. I don't know who you are, but I don't think you know how this works. Like I I choose who I want to represent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:33:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I don't think this is a good idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And it was a shortcut call, and I remember looking at one of our first employees and just saying, Wow, that was not good. But later he came back and said, you know what, I grew up not far from you guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I like the fact that you guys are pretty naive and you know, maybe maybe we can make something out of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, I'll take a flyer on this and we'll help you guys out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you guys raise some money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Much money did you raise?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[While almost nothing in the beginning, we thought like we hit another bump because as we hit uh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Road, as this attorney kind of connected us with like big and prominent valley venture capitalists, the first meeting we had, you know, I remember this day like we showed up at the meeting and we had breakfast and at the end of breakfast, he closed his notebook and said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You need to immediately go back to your guys day jobs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're not business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is a side project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is not going to work out well for you guys and I was like wow is right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But this is after you like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:34:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What you'd been doing and at this point, do you remember, like, what kind of numbers were you showing it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Were you able to say, hey, look, we're we're, we're banking like half $1,000,000 in revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, so hundreds of thousands of people playing it and probably our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How naive you were was probably showing that we truly were first time entrepreneurs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Had no idea, quote UN quote how the game is played and just had, like, dumb luck of making this game at the right time. And and that was the hard advice that we got. And I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was silent in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Ride back and I remember telling everyone in the cab like, well, I don't think that went well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you know, now I laugh about it. But at that time, people were like, yeah, this isn't going to be easy, but we eventually raised money because, and this is connecting the dots all together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We got a message ironically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[On Facebook from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:35:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[One of the largest gaming social gaming companies in Japan, where social gaming had already taken off on mobile. They said their CEO was in town. They wanted to grow their US presence.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Could you meet her next?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Week and and how do they even know that about you guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Because they saw us on the front page of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[ITunes OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so so week later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We go into the meeting, the CEOs there flanked by probably 11:50 bankers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A big giant conference table.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Me. Will and Chris and all these bankers are staring right back at us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. And were they all from Japan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They're all from Japan, and it was about as frosty of a meeting as you can ever imagine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And as a throwaway, I said, you know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Don't know why not go for it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Shoot our shot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I speak a little Japanese.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And the CEO was like, oh, really?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Me about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Where did you learn?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I was like, I lived in Japan and she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Where did you live?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I was like, oh, man, I'm going to embarrass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I lived in the back waters, so I told her where I lived, which was Niagara, Japan and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:36:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Her eyes lit up because, she said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I grew up in Niagara and we just hit it off after that like I knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I knew the 711 that she went to when she was growing up in middle school and going to high school like we just hit it off in less than a month later. They wired us up first. Ever investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How much do they invest?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[$800,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow. So that was that's real.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean you, you guys could really start to ramp up and and I guess at that point you you guys actually got an office you could leave the attic and you got an office in New York and and hired a few people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then what you guys do? I mean, did you like to start making more and more games just like the first one?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you basically have the engine of the game and how a lot of games make money efficiently. Is they basically just reskin them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so instead of doing menial tasks at your laptop, you can now bake bread in your mini in your mini bakery for dessert heroes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And it's the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:37:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's the same back end like all the the coding in the back end is exactly the same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Exactly the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're just skinning new art. New dialogue between the characters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you just and you just keep pumping them out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And did the business become profitable?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It didn't become profitable, but we actually weren't burning that much money because all you know, purely digital businesses, anytime someone makes a purchase, your gross margin on that is gigantic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so we weren't burning that much money, but we also didn't raise that much money. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We ended up having to go out and hit the road to try to raise a real Series A investment round.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Did you raise that money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We did not, as we were patrolling the mean streets of Palo Alto, looking for a Series A we got a call from Zynga and their Corp dev team saying, hey, we heard you're in town raising money. And I was like, wow, you know, news travels fast in this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:38:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Can you stop by the office? And and we did. And they eventually made an offer for the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To acquire you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To acquire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yep, and Zynga was this was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They were the biggest at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They kind of owned gaming on Facebook and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean FarmVille and and all those games were just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh yeah, and just not only in games were they huge, but within Silicon Valley, it was seen as a game changer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Here's a company growing at ginormous growth rates, making like, you know, huge gross margin selling virtual currency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Basically just printing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so they were on top of the world at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So they basically said we want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You want to want to buy you and you guys are looking at this offer and thinking this is more money than we've.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Seen in our lives, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, it's funny because, you know, we were kind of enjoying what we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We had raised money, you know, we're out of the doldrums of the attic. And so we're like, you know, I don't know if it's time to sell the company, but I remember sitting there and they slide a piece of paper across.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:39:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then you read it. You're like, alright boys, time to sell the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's good, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Good. Yeah. Are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Can you say what what the acquisition amount was for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, it wasn't deep into 8 figures, but it was definitely double digit millions. A mix of cash and stock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You guys then split and I'm sure some of the people you hired got some equity, so everybody walked away with a little bit of money in their pocket, quite a bit of money in their pocket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh my gosh, you got to think like growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Let's just call it like growing up earlier in Jonathan being poor and seeing that number. You're like, you're almost like, I feel like I wanted to be in the shower fully clothed, crying out of happiness, you know, like it's just like I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Made it and personally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was not enough money that to me that you would never have to work again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was certainly enough money that would enable you to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To take risks and start something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Or certainly maybe buy a house or stuff like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:40:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I to this day, I find I found it so hilarious driving around my neighborhood after that had happened because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Chris's childhood house had new siding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[There's a new like Honda CRV in front and I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh my gosh, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Upward mobility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, you know, it was just hilarious of, like, normal people living in the burbs that that kind of made some money. And this is what happens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Buy new siding for your house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Alright, so you guys so so you're acquired Esterape is acquired by Zynga and and the three of you stay on and and and you're basically still running the office right and and was it markedly different from how it was before?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was in the sense that you didn't have to worry about keeping the lights on and it was like probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The most joyful experience of my professional life, you know, in those first months after we acquired because it was all the fun of making games with people you liked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And we were isolated in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:41:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, it sounds pretty great and you know, it's like this is the beginning of the.com 2.0 boom that we're still in the midst of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, with all that money coming in, the ping pong tables, whatever you add there and you had shares.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And steady, you know, income.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Why'd you decide to leave?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So the first few months were wonderful and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, as they were getting closer to IPO, one of the questions that analysts had and everyone had was well, what about mobile?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Seems like it's going to be a big thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so we suddenly, you know, we graduated from wills moms attic to the basement of Zynga, where we were like, the mobile is going to be big folks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then suddenly, they were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Didn't we buy a few folks at mobile and the Eye of Sauron came firmly on us?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And we were getting pulled in different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We merged our studio with other studios and it just felt more and more like a day job versus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Kind of times that we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was meetings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:42:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was like more sort of strategic control from above because it sounds like in the beginning they were kind of leaving you alone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Once it became clear that mobile was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Future corporate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Headquarters folks were like, oh, we better, like, get our fingers into this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We better get our money's worth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[There point on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was your point where you knew you were going to leave?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I like just tongue in cheek like we had a a game graveyard that all the awesome games that we wanted to make, but the Home Office didn't allow us to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[There became this massive wall called the game graveyard and offense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then the Home Office HR heard about it, made us take it down. And I think at that day I was like, oh gosh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's, I don't know, I feel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[There goes all the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So probably that was the day that I came to the piping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Probably time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so personably, you're you're now. I mean, you started this business with your childhood friends with Chris and and and will. Where are you guys talking about what to do next?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:43:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We were not at that time which.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Felt like everyone probably needed a little bit of a break and at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Time games had evolved quite a bit so that our skill set in making the games that we used to make were not well suited for where games were going, and so I wasn't going to say in games and neither were many of the folks that we worked with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:21](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But in the time that we did have coffee together and thought about what's next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We just felt like we got the thesis right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Mobile was going to be big and we rode that wave. So if we have all this knowledge about mobile, how can we go after a bigger opportunity than just social?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Games. And so it was from those discussions that we thought Commerce, man, commerce, people are going to use these phones to buy things in the future and that is way bigger of an opportunity than just virtual currency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So as we came back together, we just began building.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A mobile commerce engine, so you can check out. You can buy things we didn't know what we're going to sell at that time, but we just started building the bones of a commerce snack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:44:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How did you then begin to start to think about selling like bulk items?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like you know, household pantry staples and stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was basically calling upon our childhood, so we thought mobile commerce was going to be big, but what are the things?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What are the challenges that we can actually so. So I like to think about kind of opportunities as a mix of what are big kind of wild.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Themes that the world will live out to the next 5-10, fifteen years. And how do you marry that to an actual problem someone has you know of day-to-day and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know that wild theme was mobile commerce?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then we ended up figuring out that wait a minute. Like we all live in the city. And I hated buying toilet paper downstairs at the bodega for, like $3 a roll when I knew it was, like $10.00 for a giant pack at a warehouse club.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:45:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, shopping at the price club back in the day, all the time with my parents. I was like, Ben, can I buy this bulk stuff online? And in 2013, the answer was no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And that was our epiphany, all growing up in the burbs, we knew that was what we needed to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[People who live in cities like us, they don't go to price club or Sam's Club or whatever Costco because they don't have cars. They don't drive out of the city.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So let's bring bulk warehouse to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And we felt like there's probably millions of folks out there that had a similar problem like us where, you know, you grew up knowing to stock up to save but didn't have the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The means or the patients to do it in their adult lives and and that was who we wanted to cater to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But then how do you like? What do you guys start to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Mean did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Because this is not a mobile game that requires like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[$14,000 from each of you to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Mean this is a big enterprise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:46:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you guys now have a couple of million each from from the sale presumably, but that's not enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To start a company of this scale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So look, what do you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And by the way, I should mention at this point I think you brought in another partner, Jared Amin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so it's a four of you and you decide you're going to launch this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What was the first step in in kind of setting this thing up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, we luckily after kind of exiting Zynga and where we had a decent outcome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We had a few investors that were willing to fund us no matter what the idea was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Because you had a successful exit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Exactly. So they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, we didn't invest in your first company, but hey, it looks like it ended up OK. You learned a lot. I want to be on the second ride and so basically half of our scene investment were kind of what I call blind checks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like people putting, you know, fifty $100,000 checks to help you kind of get this thing up and running.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So have at it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[There was one investor, though, who actually said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:47:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is a dumbest idea I've ever heard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Meaning that if you had told me nothing, I would have written a blind check to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But I have a fiduciary duty to my Lp's, my limited partners, and after you telling me the stupid idea, I can't in good conscious invest in you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Why did they think it was a stupid idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I think they just thought, I mean, there was like the the question of, OK, this sounds awfully like Web van and I barely use my phone to buy anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The last thing I'm going to buy on my phone is Diet Coke.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Not just one Diet Coke, but like 2 cases of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Coke, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Exactly. Already thin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How are you going to make shipping work? And one of the other quotes was you guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Are bits and bytes guys, but moving atoms around the country is not your thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And that is a different game and that that quote stuck with me to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That person actually ended up investing, but just warned us that that was what we were signing up for. All right, so you guys did a seed round and I guess you raised like a little over $1,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so initially it was going to be a mobile app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:48:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Which is one thing because you guys had proven that you could develop the technology. So building a mobile app seemed plausible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[First of all, what were you going to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How did you decide what you were going to sell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we thought we can get away with just selling 200 items, the fastest moving items. And so I personally picked all 200 items.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And what did you, what did you base that on like did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Research to the extent possible. You know, just like some market research, but good old store walks as we call them in the industry and just walking other people's aisles and seeing what's on, what's on the end cap, what items are being promoted. And then also just talking to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In the stores, it's like, hey, I saw you picked up that can do you like it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Why did you pick that up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. So what were those 200 like, some of those 200 items?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh, like laundry detergent pods, toilet paper, paper towels.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We had some distinct mistakes like protein powder in our 1st 200 items.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Play.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Sriracha sauce. Certainly a lot of hits.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But certainly a lot of duds as well. When I look back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:49:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right. So the idea was you're going to focus on 200 products, but to make this attractive to to consumers, it had to be a decent price and you had to have a lot of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How did you even begin to approach?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Who did you approach?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Go to Coca-Cola and say hey, we want to buy a lot of Coca-Cola. Or did you go to like Procter and Gamble and say we want to buy a bunch of Thai? Or did you go to distributors like 'cause? It just seems over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To even navigate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you can imagine writing a cold e-mail to someone at a big CPG firm saying I started a business in my garage. I'd like to do business with you, and we're willing to buy 10 units, you know, like, I don't think it gets red. It automatically probably gets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Before it even makes it to a humans inbox and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[YouTube.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, to this day, if you ask some of the old timers or the early employees of boxed, they'll tell you that was the most unreal thing that they thought we could never get across was to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:50:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Form a company in a garage and end up getting the largest Cpgs companies of the world excited about us enough to frankly sell us their product and to partner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And was your headquarters in Edison, NJ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, it it. It was in Edison new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right back where I grew up because we we knew we didn't have that much money to start a proper warehouse facility and I knew we were gonna make a ton of mistakes. And so let's just keep overhead low.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we got a windowless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Conference room in New York City. If we needed to have people there and then most of us worked out of my garage in Edison, NJ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And did you just order a bunch of that stuff? And let's just like stuck in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Your garage totally like. However we can get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So calling random distributors, if there was a hot item that no one had or no one wanted to sell us like just going into a store and buying it off the shelf and then reselling it, you know, whatever we could do 'cause.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Did not want to do business with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:51:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We were in a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, looking back, I don't know if I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Have done business with us. People didn't want to do business with business with you because you were in a garage or because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Because doesn't make sense to me. I mean, why wouldn't you know somebody won't do business with you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Their products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, it's really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I used to have these these moments where I'm like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What am I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Why am I pitching people to sell us things?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Shouldn't be the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And when you're starting out in this industry, you have to understand that it's it's, it's run by behemoths feeding other behemoths.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so the supply chain that how they're bonused, they're not incentivized to really sell each is to people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It just doesn't move the needle for them and it's not worth their time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And who have the power at this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Early on, I mean, was it distributors that you were dealing with that had the power?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It middle men that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Were dealing with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Everyone but us had the power, even the the UPS lady that picked up our boxes. If she didn't come by that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Or didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Enough. She had more power than us guessed. None of the orders would go out the door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:52:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you had a garage in New Jersey. You got the app and you're just waiting for orders. And every time an order comes in, somebody in that garage just packs it up and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[As crazy as it sounds, that was how we started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We started to form rules around it like you weren't allowed to seal the box unless someone double checked it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then we realized, oh, man, like we need software to be able to scan the items to make sure that we picked the right items.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then we were like, wait, where are the potato?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I thought they were next to the kitchen table yesterday and who moved them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so we started to build a real inventory management system as well based upon kind of my house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[By the way, the name boxed, I'm assuming like a big chunk of that billion dollars you received, money raised, had to go pay for that domain name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh, that that brings up such a great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So the first thought of the company was to buy stuff.com STUFF.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You would think it's a magazine that owns it, but it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:53:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I haven't checked recently, but as of a few years ago it's still for sale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we reached out and you know, they were like it's yours for 2,000,000 bucks. And I was like, yeah, we. So we ended up saying, well, you know, guess that's not going to work out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we also had on our list boxed com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And we found out, you know, it's one. It was one of, like, the few five letter names, domain names that meant something that wasn't owned by these hyper professional traders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so it was a guy in the UK that had squatted on it since like the mid 90s, probably bought it for $0.99 back in the day and did nothing with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so we emailed him and said we'll buy this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What you want to sell it? And he's like I forgot it was like 200 grand. And we're like, we'll give you 30. And he's like, no way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We said, come on. You sat on it for so many years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We'll write you a check immediately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Come on, how many percent return is that you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And he wrote back and said 35. And you pay all the escrow and closing fees and we're like, done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:54:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Inbox.com was born.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What was the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What was the first break that you had?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The first sale that we ever made was Bounty paper towels and tide pods, and we shipped an item to Queens and on the inside of the box, everyone that was working in my garage at the time signed it and drew the outline of their hand and we wrote.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Note to that customer and said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I would keep this box if I were you and we will buy it back in the years to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right. So so you guys are kind of wet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Into it kind of first six months to a year really was to more than prove the concept. You had to actually show that this could work if you were going to con raise real money to to do this because it's going to take a lot of money and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Is a cash heavy proposition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And the added pressure was at this time was different in that we did take friends and family money in our seed round. So our first company we did not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's not that we didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We just didn't get any and this time around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:55:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Their second time around, if you have a win in your first one, then people exactly and it feels almost like an obligation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Want to give you \*\*\*?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And the question becomes, why didn't you take?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wouldn't you take my investment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Shutting me out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so I remember telling folks that we're gonna need a lot of capital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And there's a significant chance this will not work out like our first one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so you have to treat this like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A lot of pressure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A lot of pressure and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I remember one of the things that really shook my confidence early on was that I was driving home from a meeting in New York and one of the folks that quit his six figure paying job to join the dream and sit in my garage called and said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Dude, I refresh the page over and over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's not broken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We got zero orders today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we were getting like two or three orders a day, maybe as high as five to six and then this dropped down to 0, two days in a row and he was like, dude, I I risk my livelihood to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:56:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Are you sure this is still going to work, so getting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:57:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Having this person who quit their six figure job ask you if it's going to workout and having friends and family invested in you, and you're smoking through their money, it's like, where do we go with this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:57:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[When we come back in just a moment, how Che and his partners eventually hit their stride with a little help from Hoda and Kathy Lee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:57:20 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:57:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:57:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:57:41 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:57:52 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[More at ajws.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:57:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Thanks also to Nerd Wallet, they bring together the smartest credit cards, mortgage lenders, and more so you can compare and shop all in one place for all your money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Turn to the nerds at nerdwallet.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:13 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In recent mass shootings, people have been targeted for who they are or who they worship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:17 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But on June 28, 2018, people were targeted for the job they do at a newspaper. Listen to the new series from NPR's embedded about the survivors at the Capitol Gazette.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Guy raz. So it's the spring of 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Boxed is about a year old, and it's barely pulling in any money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But then chain is Co founders get a really big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And unexpected break.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:58:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Every company, every person I firmly believe has a spark and not everyone takes advantage of it and our spark, at least early on, was a producer for the Today show was a customer and loved the product or contributor to the Today Show, loved it and emailed us through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[PR firm that we had hired and said, do you mind dropping off?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Talk about it on the Today show with Kathie Lee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hoda tomorrow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. No, I don't mind doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Come on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, like who has ever said no to this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, I really mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A pain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[My \*\*\*\*. Yeah. No way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we end up going to 30 Rock and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Chopping off these items. And what'd you drop off?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, all like the beautiful items of, like, laundry detergent, bounty paper towels, you know, cereal, just like our our our better sellers. And I remember sitting there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And watching the live hit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then there's a bit of latency because you have to build a basket so the average box order has almost 10 items for their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So like you're checking in and out within 30 seconds, and so after about half an hour, the order started to come in at a speed we had never seen before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[00:59:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow. And this is just because it was Kathie Lee and Hoda who were talking about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Kathleen Lee and Hoda were like, wait mobile app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Don't have to wait online and they literally said this is genius genius.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow, that's a third hour of the Today show back then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's like, that's when they were like, drinking Chardonnay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's why I'm, like, whine at the third hour today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Let's keep it up so you know Kathie Lee and Hoda, if you're listening to this, we owe you 1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, big time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Let me know the address to send wine to, but we owe you 1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[All right. So they talk about it and that's a game changer all of a sudden you start to see orders just start to to to pour in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Pour.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's like it was so cliche, but just looking at the order log, we used to refresh it just said, oh, we got one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But we just stopped refreshing it because it just kept coming in and we're all like, oh, like, what are we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Do now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so it just we ended up undrilling my garage door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:00:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So it was just a net as a garage door like Palace were being dropped on my front driveway. This is a residential neighborhood in New Jersey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And eventually, because we're like, Oh my gosh, like it's going to start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we ended up getting a container, so like a pod container and we put extra merchandise in there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hired neighbors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hired friends weren't your neighbors annoyed with all that stuff in front of your house?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I bet to this day some of my neighbors have no idea what we're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I bet they thought I was selling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like for sure 'cause there was just like these young kids showing up at cars unloading boxes and it was like, what are they up to down there? But luckily.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We grew out of my house and we were out before the cops were called and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Eventually to a warehouse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[He ventured to our first warehouse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And this was a physical job. I mean, you just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Doing inventory and and then having meetings and talking, you know to potential investors like you were lifting boxes throughout the day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:01:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. First time I ever heard my back was was lifting a giant box and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was physical work, but I really enjoyed it. I felt like, you know, unlike a purely digital business, you're getting your hands physically dirty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're like packing these boxes. You see the fruit of your, of your labor every day as it goes on a truck now, years later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Now I look back, I'm like, wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We were selling pink virtual cows for 499 online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[God, I'm amazing business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I'm like, I'm like, what were we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[An amazing business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know, but, but it is so gratifying to see all the orders go out every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Even to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Here's something that I'm curious about. When you launched from the beginning, this was going to be a warehouse store, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Without a membership, all warehouse stores pretty much have a membership.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You pay 50 bucks a year for Costco, whatever, and they didn't go in and you get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You can buy the stuff you guys deliberately decided not to make this about membership.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was available to anybody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But I wonder why you decided to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:02:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Because from what I understand, that's really how Costco makes their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So for two main.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[One is that there were a lot of folks that we understood that would otherwise shop at a warehouse club, but just didn't want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They didn't feel like from a principal perspective, they want to pay to be able to shop somewhere. And so if we can capture that audience, we could probably build a pretty big company just doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And then also the traditional model of how warehouse clubs work doesn't really work online because it never really contemplated the variable cost being the main cost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So traditionally it's called the 1010 two model. So 10% cost you get your 10% margin on your goods, you break even on all of that and you make your 2%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Operating profit just off the membership, yeah, but now because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Based upon how much you buy, it costs a different amount of money to serve that customer. You can't make a 10/10 2:00.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:03:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Probably is like, you know, 1510 two. And so it starts to really fall off the rail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So from a business model perspective, we did think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Purely offsetting cost with the membership, unless you are at gigantic scale and you knew for a fact with years of data how much your costs truly are to serve each customer hard to offset.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But I wonder, did were people still asking you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hey, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How are you going to offer better prices than Costco or Sam's Club?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was that I mean, when people asked you that, were you saying, well, that's not what. It's not just about better prices. It's about convenience or were you saying well, here's how we offer better prices.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It was a little bit of both and so we had to be sharp on prices, so we knew we couldn't be like wildly priced compared to similar items online. But at the same time, we wanted to target customers that value that convenience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And also valued the fact that they didn't have to pay a membership fee to get into the door. And so initially very coastal folks just like us who didn't have a car anymore to get to a warehouse club.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:04:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Now, increasingly what you find is a big part of our audience is now suburban and rural.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're in the city. You might not have a car if you're in the suburbs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Time or if you're out in the middle of the country, you might not have the patience to drive 90 minutes to your local warehouse club just to save 10 bucks because you you might burn a good amount of that in gas and you have to stand online and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A membership fee. So. So those three things are really what we hit upon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I guess one of the ways that you also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Differentiating what you were doing was writing handwritten notes in the boxes where I would say, hey, I guess people write like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hey, thank you so much for ordering from us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hope you have a good laundry day ahead of you or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[These little notes that people write.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Idea that people would get this open.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[See the note and then you would basically have a loyal customer for life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you know the genesis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Handwritten.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was that I remember we had this old laser printer that were printing these invoices.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And it would take something like 10 seconds for each invoice to print, and I remember looking at one of the folks in my garage and saying, you know, instead of standing there, why don't just write a note or something? This customer you're just waiting for paper to print.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so from that day on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We just wrote a little clever note to every customer you know, of course with kovid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We've had to pause that for safety reasons and for streamlining the process, but we fully intend, once we can safely do so, to bring that back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I read that and I don't know if this is apocryphal or not, that when you guys were writing handwritten notes in the early days, apparently one of your employees handwrote a note to somebody who ordered 440 pack boxes of Trojan condoms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wrote a note to this person saying quote everyone loves an optimist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Does somebody really write that note to somebody who ordered?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The boxes of condoms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That is absolutely true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Unfortunately, the customer did write in saying hey dude, this is kind of creepy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Not cool 'cause we generally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We give guidance on what they can write, but we don't check every note and so and so we just felt like man, this person like, I feel like it's never been true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like, do they deserve to be fired, or do they deserve to be promoted?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But you know, and so we ended up keeping them and they're they're still here in the facility that I'm I'm sitting at right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And you still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Know you're not doing it in COVID times, but you continued.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This thing of writing personal notes to every customer to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Totally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's it seems like it's totally not scalable, but you know, welcome to the story of most startups and and especially box like neither was starting in our garage. But if you really feel like it's important, you'll make room for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Now, with engineered standards and automated facilities, we know down to the second how much it it actually cost us to write a handwritten note.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But it's worth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's worth it to differentiate and to have that one-on-one connection with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:07:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The customer and it's amazing to me that that you still doing that, writing handwritten notes in every box. And I have proved that it is scalable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Mean I? Because I'm just saying like, just like holiday cards that I sent out this year just right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A quick little hope to see you in 2021 like that took me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Felt like I don't know, two weeks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Definitely the Packers around the country all have their own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Of tips and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Some pre write them or they'll draw things or they'll they'll get people from the office like, hey, can you help me with this stack of cars? And so it depends on the Packer, but they're all handmade. It's not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Pen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Some people think it's an auto machine. It's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We still make it happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In in I guess in year 1, from what I've read you guys brought in about 40,000 bucks in sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That sound about right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, that sounds exactly right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[2014 is when you're on the Today show in in mid 2014 which which really kind of you know fast tracks sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:08:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you guys kind of start to hit a stride and in 2014 you enter the fresh grocery space with a product called Express and because up until that point, you were only selling dry goods like granola.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Crackers and things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And was a thought there like this is, you know, kind of another way to expand our business because this was a, this was a pivot from just big box bulk items, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Mean this you were going into things like bananas and avocados.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. So the thought was that when we asked our customers, OK, 200 items certainly not enough like they were saying, well, I need to buy more. You don't have this brand or you don't have that category, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And one of the leading categories was fresh foods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's like, you know, yeah, I'll buy all the dry goods from you, but I still have to venture into the store to buy fresh food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And that's sometimes when I'm there, then I'll buy the center store items anyway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So that was something we began building all the way back then and have still been honing over time to get the economics right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[When I'm I'm curious about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:09:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And even in 2014, as Amazon and you know, today it's even more of a 10,000 LB gorilla, let's say. But in 2014, it already was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You must have known in your mind that there's no way you could out compete a business that was on its way to becoming a trillion dollar company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But that in order to kind of make your business succeed, you had to find the right niche, like the right space for you guys to operate in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Please.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was that kind of part of your?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, were you thinking? Look, we're just never. We're not going to compete with Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[When it comes to selling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Everything you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I think for us like we're not fully hubris and we're not out here on a mission to say we gotta beat these folks or or crush them for us to succeed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The bad part of the business we operate is that it is hyper competitive with large large companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The good part is that the items we sell, every single person in a developed country uses our products on a daily basis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:10:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so the market is just absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so we're still on this growth path generating like a good amount of revenue, but but we're not even close to saturating the market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So I think that is a silver lining.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I guess in around 2015, one of the places where you saw an opportunity to kind of differentiate yourself in addition to the things you were doing 'cause, obviously you don't get a pen written note from Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You order something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To really focus on very specific products like toilet paper, paper towels, trash bags, plates, party cups under your own label like an in house label like Costco has Kirkland and you know and and was a Safeway that has the president's choice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Can't remember who does that but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You decided to start your own label called Princeton Spring.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:11:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So part of the philosophy of the company early on was that we tried to curtail, excuse assortment because it made for an easier and smoother shopping experience. And so you didn't have this kind of paralysis by analysis. And so people would come to the app and hunt and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And just build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Suddenly build a basket of many items to make the unit economics work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Another reason was that by not carrying everything, you could really concentrate your buying power so that yes, we were not buying as much as Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Would be with these big CPG companies, but the items we carry, we do a good amount of turnover in in the beginning though.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It started off out of necessity because because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Back in 2015, some of the big brands still didn't want to work with us, so I remember telling the team like because the team was the sponsors, like we still have a few holdouts that will not sell anything to us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I was like, guys, Elon Musk is out there talking about sending human beings to Mars, and we're sitting here soaking over the fact that we can't make acbd product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like I'm pretty sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Will make one with our label and that was. That was the day that Princeton originally prints in green.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Princeton Spring was born.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The way named after the streets in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:12:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. We had one of our first offices was on the corner of Princeton.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And Soho. And as you follow the trademark, the attorneys didn't even file it. They said we're going to save you the $1000 an hour we charge and reject this for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We're like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You don't even want our money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like just finally, what's wrong with you? And they were like, yeah, pretty sure. There's already a PNG out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so we're like, I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so the real sharp New Yorkers are, like Prince and spring, are parallel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Never.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I was like that's right. But it was the closest coordinates to our office at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Alright, so Prince, so through Princeton Spring, you like make now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Everything from coffee to to olive oil and nuts, and a bunch of stuff. And so that's your label. That's like, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And personally, your margins are much higher on your in House brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So the margins are really good, but also more importantly, it builds a lot of loyalty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:13:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So over half of our repeat customers have a Princeton Spring item in their cart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And if you buy a princet spring item, over 80% will buy another one in their ensuing shop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What's to sort of prevent you from saying, you know, I don't know, why wouldn't you just just become a Prince in spring company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I still think there are items out there that truly you just because of patents and because of the brand equity or other items that you just can't live without.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, like Heinz ketchup.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Heinz ketchup some of the laundry detergents, even some of the toilet paper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Just swear by their toilet paper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So from what I understand, like by by the end of 2016 you guys is like three years in. You guys are doing 100 million in revenue which?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Is incredibly impressive. You'd raised at that point like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[$130 million. Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[User.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Did you ever have doubts about whether this thing would work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:14:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh yeah. I mean, from the early days of 02 straight days of 0 orders, that so self doubt, not much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It doesn't get any worse than that, you know, and every time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[In the early days where you basically got not laughed at but essentially laughed at at meetings with big CPG companies or big other kind of distribution companies self doubt and you just learn to have thick skin as an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[North.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And luckily this is not our first time at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is our second company and that thick skin was developed over the course of now two companies versus us trying to to do this as if it was startup 1.0.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What? How? How?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Of a game changer? Was it for you guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Both good and bad. When Amazon purchased Whole Foods in 2017.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The thing that the Whole Foods deal did for us is that it put.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This industry on the map at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Everyone who didn't pay attention to this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:15:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Was forced to pay attention because, for all you could say about Amazon and you know how they do it and how they compete, if they're getting into an industry, it's a little bit different now. But at that time, that company was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Buying $10 billion plus companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[They'll do a big buy like Zappos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. So a giant some like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[13.7 billion or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So it was a wake up call to everyone in the in the industry. And then also everyone outside of the industry as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's something with online grocery is so important that Amazon will do the biggest deal they've ever done to buy their first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And mort?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Chain that had immense kind of ramifications for us in our conversations with everyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Which meant what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[All of a sudden start to pay attention. In other words, did you notice a market difference when you talked to people in the industry?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Of a sudden they started to pay attention and listen to what you guys were saying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:16:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, online for them suddenly became not just again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Almost like how we were relegated to the basement at Zynga in our early days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Know they're like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh my gosh. Digital, what are we doing in digital?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Bring those folks here and you know, they really start to staff the hungry potential a players at all these companies to really go after the opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Were there companies that started to go after you guys to say hey, interested in being acquired?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Absolutely. So you know, there's not many companies even today that are independent, that have their own fulfillment centers, that ship food around the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So that has never really been a not a problem for us. But like there's always, you know, conversations swirling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[As you I mean sort of as you kind of continue to to grow and raise money, there's an inherent challenge with the business you're in, which is the margins are you to be competitive, the margins on the products have to be really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Thin like you, you can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You can't increase the price that you're buying things for by too much, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:17:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Otherwise you're going to lose business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're dealing with shipping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So it's very, very hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And from what I understand, you guys are not yet profitable, but do you see a path to profitability?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Definitely we're not that far off and it really is. One of the stories of, you know, everyone jokes about it in the industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like, we'll make it up with scale and with us we're doing it everyday. So you're starting to see it because again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like the more items you buy from box or any e-commerce company, the more effectively you can price the items.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Because all those different different items in that box quote UN quote share that shipping cost, which is the biggest cost in e-commerce and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[If you ship one item, of course it it's pretty hurtful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[If you're shipping 10 items for order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Man, suddenly, like you can make money selling Oreo cookies online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[One of the things I read that that you guys do is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Which I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Is super cool is you take a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Box that's packed and then you e-mail it to the person who ordered it so they can see their boxes. Like when you go to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:18:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Airport and you travel internationally. They ask you to verify your suitcases.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You take a picture of people's box before it shipped out, so they know that it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So it's the box, the selfie Cam. So on your order confirmation it says your box that took a selfie and customers love it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And also it's for you to verify that we packed everything well and it's on its way to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But the most important thing from there was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The same folks that built that camera system for us now build the robotics that we use to automate our newest fulfillment centers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Our newest fulfillment centers are 100% automated by our own hardware these days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Wow. And the roots were in that camera project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Entirely robotic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, entirely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So you still need human beings to physically pick the items and pack the items, but you see these robotic self driving carts roaming around the fulfillment center. Now in our newest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I know you've got about 500 employees, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You've got 3 fulfillment centers in the USI.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:19:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How do you end about 500 employees total?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How do you prevent your employees from being freaked out that these their previous jobs are being done by robots?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It is really hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We had to call multiple all hands in the facilities as we were rolling these robots out and testing them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It doesn't take a genius to see what the robot is doing and what they're kind of doing and saying, wait a minute.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Where is my future?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And So what we committed for everyone here is that you weren't going to lose your job solely because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You will have to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You will have to learn how to operate, how to service the state-of-the-art machines and work alongside of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But you weren't going to lose your job solely because of that, because as a company grows, we'll have more volume.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And we can use that volume to leverage these robotics as well as you. So that you always have a place here and you see folks in our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Some without a college degree or without a high school diploma. Servicing really advanced.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:20:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Kind of robots and we retained them to be able to have that on the resume and on their life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Skills, something we haven't talked about is the company culture, and I want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Ask you about an incredibly generous and justice mind blowing thing that you offer and I'm just trying to figure out how you do this and if you keep, if you still do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Which is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I guess in in 2015 you you announced it to employees that you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Pay the college tuition of every full time employ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[EE children.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Do you still offer that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:28 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Deep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We still offer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So there's still even this next semester. There's multiple folks part of that program and they're getting put through college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How does that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, if somebody's like. Yeah, my kids college is $48,000 a year. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Pay that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hey, dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We we make you follow FAFSA and so depending on your need, you're going to get it subsidized already. And it's tuition only.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:21:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so it becomes a lot more palatable once you kind of narrow down the actual cost, but it's certainly helpful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[For the parents that are sending them to college and that and the other programs run in the fulfillment centers, it's solely born to tie it all together back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[My family's kind of evolution in the early days when we were rather poor and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:11](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Luckily, we don't pay anyone minimum wage here, but certainly, you know, working and having hourly kind of salaried folks, it makes for sometimes not the easiest of of livelihood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Education was my way. Or was our families way out of that? And I hope.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We can help a few folks here along that path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[What do you know what the average amount you guys are subsidizing people who are are taking up on this offer to help pay for college?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[It's between 5:00 to $10,000 is the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[For a semester, so some employees are getting like a $10,000 subsidy a year to help pay for their kids to go to school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:22:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah. Yeah. So a lot of these things that are seemingly unscalable, they are, if you really you don't want them to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[For example, the college program isn't even the most used program at Box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The most used program at Box are are for example are $500 emergency fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You offer everybody 500 bucks just to have an emergency fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[If you have an emergency, someone in your family sick, you have a car repair and you just need something to tide you over and no one should declare have to declare bankruptcy or not pay bills because they got a flat tire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Especially if you work at boxed and you would think that it's just like what are we doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[How much money does that cost?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But it's all depositing in this Piggy Bank of trust that we recently were able to to break it open and and draw down in this era of COVID. And I remember sitting in one of our fulfillment centers, thinking, is anyone going to show up for work next week?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This thing is getting real bad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:23:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And it really is the honour of a lifetime to be in such.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Such a crazy time and to see these folks just show up for work to do their job, getting the stuff to folks who are immunocompromised and who just can't or do not want to get to a store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And it's the most humbling thing I've ever experienced in my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, you have people at fulfillment centers who have to fulfill those boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You probably could not shut down at any point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Exactly how have you kept your employees safe?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So we do a variety of things between social distancing masks in the warehouse, air filtration, even down to like a no more overlapping shifts. So between every shift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hello.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Instead of having people mingle in the parking lot, we'll have some downtime where everyone can leave the property and the next shift can come on without hundreds of people in a parking lot mingling all those things. And the most important thing, though, is to say something and truly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:24:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Believe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so throughout this pandemic, it has been our mission to have at least one C staff member on site at a facility to say hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hey, if I say it safe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I'm going to be here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Exactly. And so we're here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[When COVID.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Kind of began like when the reality of it began earlier in in 2020, people like were scrambling for, you know, as you do for taupe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Don't why people get toilet paper, but they do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But were people like friends and stuff calling you and like dude, Jay, can you get me some Lysol wipes? Because you guys sell tons of Lysol WIP?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Oh my gosh, I I mean high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I hadn't talked to in like, 10 years, 15 years like, hey, is this still your number like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Hey dude, can you give me some Lysol wipes, please?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Back in March, April, I like to say I became the most popular person from my high school about like 20 years too late.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:25:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Because here we are. You know, sitting on tons of toilet paper around the country and and yeah. So luckily we were able to kind of help some friends and family out, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But overall, the year is going to end as a very +1 for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Looking ahead now, I think your last fundraising round was Series D back in 2018. Is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Yeah, that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And I think it valued boxed at $600 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[There is going to be a point and there may have been already to acquire you, but there there may be a point where the offer is too good to refuse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, you've got some really interesting partnerships with like legal, you know, century 21 different companies that you have exclusive partnerships with, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I wonder, I mean, in a world where Amazon is the one. Oh, oh, oh, oh, pound gorilla.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Can you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I mean, would you be OK down the road at being acquired?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I would do whatever is in the best interest of our team at some point in time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:26:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Your motivation as a founder of the company no longer becomes. No longer is you and your financial outcome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[But it's making sure all these folks that bet on you and this vision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Have a great result, and if that's what we have to do to provide everyone with a great result.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[So be it. If it's a public outcome and that's the way we maximize everyone's time here, then we're going to go down that path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's kind of how I think about life and my job these days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[When you think about the journey you've had so far, where box is headed and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The considerable success you've had, how much of that do you attribute to your hard work and intelligence and how much do you think is about luck and chance and privilege and other things?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I feel like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I hope people that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Are out there that look at the story of boxing and learn more about us end up just like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:27:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Me back at 2:30 AM in the law firm reading the stories of some of these businesses that we were helping and realize that, yes, it's a lot of hard work, but it was a lot of time and a lot of luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And the reality is you can you probably have an outside effect on just one out of the three.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And so that's not just humility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That is the absolute truth and I feel very fortunate because again, I only had something to do with one out of the three of those those factors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[That's Cheh Huang, Co founder and CEO of Boxed and remember when Che told us about the very first box they ship, the one with the Bounty paper towels and the tide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Were they asked the customer to keep the box because one day it might be a kind of a collector's item.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We wrote him an e-mail years later and we're like, did you keep the boxes? We're serious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Buy it back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And he was like, I didn't keep that box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[You're talking about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I recycle that thing and I was chasing my studio apartment in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[The box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:57 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Getting me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:28:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Like, fair enough, fair enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

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[01:29:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[On.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[We're at how I built this or me at Guy Raz. And my Instagram is at guy dot Ros.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This episode was produced by JC Howard, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[Thanks also to Liz Metzger, Farah, Safari, Gales, Julia Carney, Neva Grant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[And Jeff Rogers, our intern is Janet Wu. Jung Lee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[01:29:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUs)