# Audio file

[Calendly Tope Awotona.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hey, it's guy here. So what are some of the key traits that successful entrepreneurs have in common? Why do some people succeed when others fail?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Build something with no connections, no money and no experience. And can you learn to develop the skills and traits it takes to become an?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Entrepreneur. Well, to find out the answers to all these questions, pick up a copy of my new book. It's called how I built this, and if you love the show, you will love this book. And if you order before September 15th, I'll send you a free autographed book play to put inside the book. Just visit guyraz.com or how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Dot com to order or pick up how I built this. Wherever you get your books and thanks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How much was it going to cost you to get this prototype built?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[A little over $200,000 is what we thought it would cost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:00:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So I had to empty every single dollar, my 401K.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:01:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Use every single dollar. My savings account I had to borrow a little bit on top of that, I ended up borrowing a little bit from Lending Club.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:01:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[At a high interest rate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:01:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Had a very high interest rate and maxed out all my credit cards and put it all in on on this idea that at the time didn't even have a name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:01:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:01:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I'm Guy Raz, and on the show today, how top Owatonna turned his frustration with scheduling meetings into Calendly, a multi $1,000,000 business that makes setting up a meeting quick and simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:01:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[One of the things we talk about a lot on this show and a thing that is such a crucial part of building anything is rejection. Hearing the words, no. For some people, it's easy, it doesn't faze them, but for most people, rejection is hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:02:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And overcoming the fear of it building the resilience it takes to withstand the endless nose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:02:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It comes from practice. Think about previous guests we've had on the show like Mark Cuban and Sarah Blakely. Their earliest jobs were in sales. They had to make the same pitch over and over again and hear hundreds and hundreds of people tell them no over and over again. Same thing with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:02:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Entrepreneurs like Davis Smith, who built Cotopaxi, and David Neeleman of Jet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:02:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Who? As young men they had to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:02:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[What is probably?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:02:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The most difficult form of salesmanship going door to door as missionaries most of the time, the doors slammed in their faces. But like anything else, eventually you get used to it and it helps build up a thick skin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:03:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Which of course served.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:03:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All of these entrepreneurs very well later on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:03:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[As it did for today's guest, Tope Autana Tope also spent his early years as a salesman first door to door, selling alarm systems and later doing $1,000,000 software deals with major companies and all of the noes he heard along the way served him especially well when he eventually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:03:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And on to launch and then fail at his first two businesses losing 10s of thousands of dollars along the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:03:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But like other people you've heard on the show, Tope was able to take all of that disappointment. All of the slammed doors and all the meetings that went nowhere, and all of the failed aspirations. And to think of it or like research, so that when he finally set out to start a business that did and is doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:03:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[More.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:03:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Really, really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:03:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[He had a better idea of what he wasn't supposed to do and a much better sense of the steps he needed to take.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:04:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[In order to succeed and what Tope wound up building was calendly. It's a meeting scheduling platform that he started because he got so frustrated trying to schedule his own meetings and couldn't stand the endless back and forth emails.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:04:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And today, just seven years after it launched, it's a $60 million a year business. And as you'll hear it reached that point with just a small amount of outside investment. But before we get to calendly a little about topics, earliest years, he is Nigerian and he spent his childhood in Africa.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:04:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Growing up in the suburbs of Lagos, his mom was a pharmacist and his dad was a microbiologist who was also pretty entrepreneurial. He sold chemicals to different businesses and hopes early childhood was pretty great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So living in a number of different places, but where I lived for 12 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You call it like a lower upper class neighborhood for, you know, in that part of the of the world where all of our neighbors were friends with all the kids in the neighborhood, my parents were, you know, very active.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[In the neighborhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So everyone kind of knew them and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They they were people who were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Really kind of very magnetic. And so they just really attracted a lot of people, very generous people, very giving people and people just, uh, there were always people around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[This is what I remember as a kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Were you a well behaved?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Kid depends on who you ask. I knew how to get into enough trouble to really terrorize my siblings, but not really face their wrath of my parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Were your parents strict?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[My mom was my dad was not so much they could not have been more opposite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So your mom was the kind of disciplinarian your dad was more kind of chilled.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:05:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Out. So my dad was hey, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Eat 10 ice cream sandwiches for dinner if that's what we want. And my mom's like no ice cream in this house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Was were you a pretty good student as a as a little kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I'd say so. Very good, I'd say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Was that something that your parents stressed at home? Education.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They did, but not. You know, I don't remember having a lot of conversations with my parents about my grades. There's just an expectation that you perform well in school because they did. I remember as a kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, probably eight or seven. My mom would argue with my dad about how she really thought it was important for us to go to Harvard, and I didn't know what Harvard was. But I knew that my mom thought it was important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And when when you were little like 891011.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Would people talk?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[About you as a as a smart kid, or they say, oh, there's topic, he's really smart or or did you just feel like just everyone you knew was pretty good school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:06:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I don't know if people did. I think the first time it occurred to me was so I ended up skipping a few grades. You, you know, like in primary school. And I think that's when I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I I knew that I think my mom was a little worried about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[What that might mean and how how that might play out. So I think that was really the first time I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Became conscious of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I guess when you were 12 years old, your father.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Your father was tragically killed and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I can't imagine what that was like for your, for your brothers and your mom. What do you remember about that time? About how you felt?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I remember that it changed everything I thought I knew. So as a kid I, you know, my dad was my hero, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And you know, because when you're when you're 12 and your dad lets you get away with everything, he's your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Favorite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Parent yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I would stay up late at night till my dad came home. No matter how late that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So after he died, you know, I went through, you know, a period of time in which I lost a lot of weight. I didn't really have an appetite for many, many months. After that, I became an insomniac at the age of 12. These are things I now recognize that are, you know, signs of trauma. But at the time, I didn't really recognize it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You were 12 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Old when your father died and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And you were there. You, you, you saw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[His death? I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Did it was? It was a robbery essentially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[A car jacket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I can't imagine how you were able to cope with that as a kid. I mean, I mean, it's hard for kids to process emotions easily. Sometimes. I read that you kind of went back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[School and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Kind of carried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[On you know, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Did I did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Some of that is the Nigerian wing to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Honest with you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:08:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But I also think within that my mom had a very my mom was a very strong and resilient person and you know, one of the things I really appreciate about the Nigerian culture is really everybody's, your family, right? Even your your family and friends are essentially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Think of themselves as your family, so I think she was able to, you know, a lot of people rallied.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Her and supported her, but she definitely it was a very, very difficult time for her. But I think she also really wanted us to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I don't want to say move on with our lives, but I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Think she wanted us?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To you know, she thought the best thing that we could do is proceed with our lives. That's what would make our dad proud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Your dad at the time of his death had he kind of had gone through starting several businesses and some of them were kind of did OK and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But I guess he never kind of fulfilled his dream of really making it big, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:09:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, I don't know. I think that's one of the things I really miss actually is, you know, when you're 12 years old, there are a lot of things you want to ask, you know, you want to ask your parents and you don't get to. So I don't really know what his dreams were. I do feel, as I think about it as an adult now is I think he knew that he was incredibly. He was incredibly gifted in so many different ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And I think he felt like he hadn't done his best work yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So from from what I understand, when you finish high school in Lego.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You had an opportunity, opportunity came to you to go study.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[In the United States, is is that what happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes, there was always a given that I was going to go to College in the states. But then what happened was because my mom also retired at the same time, the whole family ended up moving to the states at that in 96.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You had family already in the US?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct. So my older siblings were here till my older siblings were here as well as my aunt and her husband and her kids. And as a matter of fact, when we first came to the states, we live with them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Where did you move to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:10:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Marietta, GA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And what was the plan that you would go?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To university, I mean, you'd finished high school. So what was that, the plan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So that was the plan. So I took the SAT, but then my mom was like, you can't go to college at 15. You're too young. So I ended up going to high school and went Wheeler High School, Marietta and went there for two years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And and here I mean I'm curious what did it? What was it like for you? I mean, you come from from Lagos to Marietta, GA and now you were a student there. Was it totally different? Was it completely different world for you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Oh, absolutely. I mean everything from the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The way classes worked 2 uniforms right? So the very fact that you didn't have to wear uniforms was very, very different from what I was used to. One other thing that was very different from me was in high school in Nigeria, I was a very popular kid and that was very different here and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[One country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:11:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Very different culture and you know most of the people in the high school. They learn each other for many, many years because they went to middle school together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They went to they went to elementary school together and that was, I guess it was tougher socially than academically for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Sure. Yeah. I mean, do you remember, I mean, coming from Lagos where everybody around you was black, right? I mean, the leaders, business leaders and people were powerful. And also the poorest people. Everybody around you was black and coming to America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Where?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Racial issues are front and center, was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Sort of jarring, or something that you you you didn't expect when you arrived.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Not really. And that's not to say there weren't issues, but I think I was probably blind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And I think part of the reason why is in a lot of ways, I've always kind of been the odd man out and everything I've ever done right, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:43 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[There's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Even in high school Nigeria, I was two years younger than most of the kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I've been kind of used to being odd man out and just really being able to connect with all kinds of different people and not really thinking much about the differences, so I probably was blind to some of those things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All right, so here you are and you graduate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[School, so presumably this at this point you know you're you. You're gonna go to college. You you had the opportunity to go when you're 15, but now you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[17 or maybe close to 18. So you you decide to go to the University of Georgia initially, is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And what did you what did you study when you got there? What was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Your what was your focus?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Computer science initially, but I graduated with a a sorry, a degree in business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And why and why computer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Science. Yeah. So I picked computer science for for two reasons. So back in 95, Windows 95 was launched and that really opened my eyes. I just saw all these grown adults, you know, tripping over themselves to buy software.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:13:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I thought it was really fascinating. I also noticed at the time that the world's richest man was Bill Gates, and so my little teenage mind, I started to connect the dots around. Maybe this is where the world is going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So when you got to the University of Georgia, I mean, this is like 98, I guess I'm still early days of the Internet. Did you like it? Did you like living in Athens? Did you like being a student at UGA?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[98.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I loved it. I loved it. I felt like I actually came into my own and I was, you know, developing my own independence.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And how were you? Did you work while you were a student as well?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I did so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I initially worked at CVS.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Like as a cashier.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah, as a cashier. But then I, you know, like most college kids, I wanted more money. And somehow I think through a classmate or a friend, I learned about door to door sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So you thought that's what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I want to do to make more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Money. Yeah. So I got a job selling alarm systems. Door to door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Wow, this is while you were a student, like during the summer time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:14:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes, yes, yes it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Job talk about like the most difficult job ever. I would knock on people's doors at, you know, right before dinner time. And so I'm pretty sure half the people who bought from me bought from me just so they can get back to their dinner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And and were you doing this in in Athens, GA?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct. So in Athens, GA, so we would go knock on doors for three or four hours and try to make a sale. And what would happen was the job was strictly commissioned, right? So which is, you know, you could potentially work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All week. All month. Yeah, that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They didn't make nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How did you do? Did you make?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Decent cash, that sum.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I did. I did. So what happened was my very, very first day. I sold two alarm systems which, you know, allowed me to make $500, which at age, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[19 That's that was a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Money to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah, that's great money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It was miss money I've ever made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[In a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:15:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Day and interestingly, the rest of the week, I did not sell anything. And so the very fact that I sold two alarm systems the first day, I think if that sequence would have been reversed, if I would have gone the first four days without selling any alarm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Who knows what I would you know how my career would have changed. But that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Happened. Did you like going door to door, selling things that's really hard. I mean, because people slam doors in your face and they're not interested and they say no soliciting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Did you like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I liked it, huh. And I'll tell you why I liked it. Because of those first two days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Because you made the money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. And I think it ultimately gave me the understanding that there's a hit rate, right? So if you knock on X amount of doors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You will ultimately make X amount of dollars, so to me it was very predictable thing and in between there's a lot of rejection.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, people weren't happy that I interrupted their dinner, that that part was tough, but their rejection of people not really wanting to buy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:16:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That didn't really face me. The other thing I really liked was it was the first time like I could. I could really influence how much money I made. I could work harder, I could improve my skill and not wait six months, 12 months, to make more money. I can make more money the next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:17:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Day the next week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:17:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So did did being a salesperson just come naturally to you, do you think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:17:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I guess you could say so I did feel like it was stretching in new ways that I had never been stretched before, so keep in mind at that time I'm still a computer science major, right? So I was used to a different form of an Electro stimulation. I'm coding you write code and instruct the computer to do these things for you and you see what you create that was fulfilling. But then this is a whole different a whole different form of fulfillment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:17:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And satisfaction you could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:17:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You are influencing people's decisions, right? That's fulfilling in a way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:17:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So you graduated from college and and when you did, did you have a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:17:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Like a ton of job offers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:17:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[No, far from it. I think one of the things I've learned, you know myself, you know, many, many years after is I think being the child of immigrants, I think maybe hurt my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:18:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Understand and allow to how to be successful in the business world in America. And so I didn't do some of the things that my peers were doing, like internships. I didn't do those things. In hindsight, I should have done those things. And you know my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:18:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Parents would have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:18:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Known to, you know, they would have probably pushed me to do that if they were from here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:18:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But they didn't. My mom didn't know that herself. Not to put the blame on her. But I think there's. I am probably more savvy about how this things works.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:18:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:18:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But from from what I read about you, I mean you did land a a couple of pretty good sales jobs out of college. I think for a couple of years you were working for for a like a luxury travel agency. And then and then you got a job with IBM selling software. What what was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:18:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:18:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, it took me a while to, you know, there's a little bit of an adjustment, right? I've spent a lot of time selling to consumers in the last few years. And so now I was selling to IT managers right to IT people and also selling, in some cases to to CIO. So I got exposed to a much more complicated and much more sophisticated sales process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:19:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But I loved it. I found myself not really like I I enjoyed the work I did. But you know, I've always been a very, very impatient person. And so by the time I looked at the CEO of IBM, he was in his 60s and it took him all 40 years to get there. And I didn't know that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:19:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I had that much time to wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:19:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So where are you going to an accelerated path. And so I started looking for a much smaller software company that was growing at a much faster rate. So at the time, you know, IBM was probably growing double digits every single year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:19:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Here and some of the businesses that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:19:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Was looking at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:19:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Where they're probably going growing double digits every month. And so we really wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:19:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To work for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:19:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, a smaller company with, you know, more growth opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:20:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So you you leave and where where did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:20:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:20:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I went to Kansas City to work for a company called Perceptive Software and made Enterprise Content Management software. So I think of it as software to manage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:20:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Paper files, right? So digitalize files and manage approval workflows around it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:20:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So this is like B2B stuff, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:20:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. And so I really enjoyed working for the company, but while I was at the company, part of the onboarding process is you get a chance to to meet with the founders and you know they they tell the story. The company's founding story and that story just really opened up my eyes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:20:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Why? You know, it was the first time I heard about the founding the story of a of a company of a successful company. Because before then I thought that most people who started in a very successful companies, they just hit the ground running on day one. They knew exactly what product they want to deliver to the market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:20:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Customers receive it accepted they break their backs to pay them money. But what I learned from this founder was it took them eight years to really get to product market fit as we call it today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:21:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:21:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:21:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Idea pivoted me many many different times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:21:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And the reason that that business became successful was how we want to deal with their ability to learn from their customers, their their own resilience. So from that point on, I think it made me realize that, you know, entrepreneurship was way more attainable than I thought it was before that. So I thought I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:21:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To me, you know, I just, yeah, it just the story made me realize that I didn't have to have all the answers. But if I saw something that I thought needed to be changed, I just needed to take action and learn and persevere. And so because of that, I started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:21:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It kind of rekindled this very, you know, this latent idea that I had of becoming a tech entrepreneur. And so from that point on, I started dabbling in a bunch of small businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[While you were at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[At the software company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct. So I think I had the ideas while I was there. I don't think I acted on the first run until I think right after I left that company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So so you I guess you end up working for the software company for like 3?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And then you you left Kansas City, went back to Atlanta in around 2010. What? Why what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct things. And so at the time my mom was, my mom was really sick and she ended up being in the ICU for for about a month, month and 1/2 or so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So, and she was recovering from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The complicated case of malaria.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so, because she was recovering from that, I think at the time she looking back on it now, she she had cancer at the time and she was recovering from that and she was just in a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[In a tough place and I wanted to be closer to her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:22:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I was thinking about going back to Atlanta and then at the same time I got recruited by a company in Atlanta that one of my best friends was working at. And so that kind of accelerated the decision to to come back to Atlanta.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Was it also a software company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes, it was another software company doing a very similar thing, but for a you know as in selling enterprise software but selling it to in A to a different industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So so this company that you joined I think is called vertafore is that, is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That's correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And I guess while you were there, you meet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You meet like this Business Contact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Who? I don't know the whole story. But but he starts giving you ideas for how you can, like, start your own company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So he told me that he'd actually helped a number of different entrepreneurs start a number of different e-commerce businesses. So he said most people start e-commerce businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:23:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Because they want to sell something in particular, they want to sell hand sanitizers. They want to sell masks, whatever it may be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It's like, well, that's one way to start a business. But he said an interesting a really interesting way to start a high growth e-commerce business is to instead start a business around around keywords that have a lot of traffic. Then you can optimize for. So instead of starting a business to sell hand sanitizers because you want to sell hand sanitizers, what if you start a business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Selling light bulbs because it turns out that there's a lot of traffic for light bulbs and no one's really satisfying that need. Very well. I'm just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Throwing that as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[An idea. And so I thought that was fascinating and he showed me some of the businesses that he'd help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[OK. I got you. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Start and you know in hindsight I should have probably interviewed some of those other entrepreneurs, but the idea sounded fascinating, and so I paid him to do an analysis for me to find out what are some keywords that exactly and are not, and no ones really fulfilling the e-commerce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[If you're searching for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And what did he?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Come up with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[He came back with projectors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:24:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Projectors like like slide projectors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes, movie projectors or they're? Yeah. There are actually 6 specific keywords. It was HD projectors. It was movie projectors. I forget what the other forward order now. So there's a there's a ton of search.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Or video projectors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Movie projectors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Traffic looking for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Movie projectors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And then you analyze the sites that are currently ranked in high for that keyword, and then you look at how displaceable they are basically and you know his instincts were they were easily replaceable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You could, with three, six months of work, you could be you could be the the highest ranking site for the for that keyword.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So do you did you start a projector company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I did. I've never used a projector in my life. Right. Well, maybe you maybe seen if you're in a different meetings, right? But never really bought 1 before I said it one up before. But the analysis you know seemed compelling to me. And so we started a projector business and we called the projector spot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:25:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Com and after something like 2-3 months of work, we set up the website and we're ready to take orders and I should add that, but we didn't actually go out and buy projectors and sell them on the website we established drop shipping relationships with different wholesalers and then the space of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Two to three months or so, we launched the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And did you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To put in a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Money to to to start this up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes, I put in probably something like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I would say about $20,000 or so. I don't remember all the details, but I would say most of it probably went to the website development.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That sounds a lot of money, but you were you just saving all the money that you're making from sales over the years?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I was so I had some really good years and I just sucked that money away. Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Like when you told your friends about it? Or did you? Did you tell anybody about it to keep it secret?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I did, and they all laughed. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:26:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They left. They left saying what you're selling movie projectors or HD projectors like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:27:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah, they asked me all the all the smart questions they should have asked me. What do you know about projectors? If it's this easy to start a business, why would this guy just not run the business himself? Why are you so confident that you're going to rank highly for these keywords?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:27:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:27:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It's. Yeah. So there's a lot of laughter when I sure the idea for sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:27:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Alright, so you launched this thing and and do any orders come in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:27:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They do. They do, huh? But then I saw very, very quickly that the margins were razor razor thin, right. So you end up selling a $500 projector, maybe you make $5, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:27:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[What? Why are they so?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:27:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Thin well, one because the electronics in general, which is very commoditized and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:27:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[There are many, many other merchants out there, and so most of the competitors were actually not making their money. All of the projectors like it was a loss leader for them. What they were really doing was they were creating their own. They were making money from accessories. So the light bulbs, maybe the lens. I don't. I forget what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All the supplies and parts are which.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That's why I had no business doing this in the 1st place. But that's really where the bulk of their profits came from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So how long did the business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Last, I would say, less than six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Oh yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[See, you lost all that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That $20,000 investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I did, I did, but I wasn't. It didn't face me. That mean it was disappointing in some ways. Yeah, because I had, you know, cause you put a lot of time and effort into getting it to up and running. You sacrifice many late nights, many weekends in, and you do all that and it doesn't really materialize.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How did you know it was time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To just give it up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Two things. One, I realized that I didn't. I just didn't really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:28:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Care about projectors, right? So what I a few things happen, right? So whenever people would place orders. So some people place orders without really asking any questions. But then a lot of people really came to project their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Spot.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Not just looking to buy a projector, but they wanted to be educated about projectors and so I realized that for me to be successful in this business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[One the business model was just really, really tough. And two, I needed to become passionate and knowledgeable about projectors and I just don't really want to spend my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Doing that so. All right, so you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You kind of leave that behind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And did you have an immediate idea after that, or did you kind of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Take some time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[No, I knew exactly what I wanted to do next. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So I wanted to go back to e-commerce and but I thought that this time around I would pick a higher margin product. And so I turned around and created another e-commerce website and this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Turn around rather than paying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[My $20,000. I built it all myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You built a website and what was the product?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So I called the website yardsteals.com. Yeah, egg. Exactly. And so the idea was, you know, you can get good deals on home and garden equipment. That was the category that I was going after. And what I wanted to do was I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:29:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yard steel like steels like cheap deals for the yard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:30:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:30:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[A few of my coworkers at work were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:30:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Crazy about the Big Green Egg. I'm not sure if you've heard of it before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:30:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Sure. The grill, the outdoor grill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:30:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So, ceramic grill and people are fanatic about it. People who love it just love and they rave about it. But what I spotted was that as fanatical as people were about the Big Green Egg, it was actually really difficult to get it if you didn't live in a major city. So if you lived in a city, like in Atlanta, it was easy for you to get if you lived in a city like Athens, which is, you know, let's go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:30:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[70 miles from Atlanta, you had to drive to a major city to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:30:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Get it? And so I thought that I thought there's an opportunity there and I started calling the different manufacturers of these grills. I thought I could build a better, a better e-commerce business than they could. And my larger vision was I would do a better job of driving traffic and driving demand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To to yoursales.com and eventually I would go start my own. I would build my own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Tops. Blue egg, whatever you wanna call it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And did you sink another 20 grand into this idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Probably a little less, but I forget the exact amount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All right, so you put this up and do orders start to come in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Or they start coming in and the margins are better this time. So instead of making you know like $5 for a $500 purchase, you're making a few $100 on a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[On a $700.00 purchase or something like that, so much better margins.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But you never saw a big green.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Egg you would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Just get the order. You would contact the the shipper and then they would ship out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Of some warehouse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:31:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Exactly. Yeah. I never saw one. It's just, you know, order in and order out. And so I think what I found was I did much better than the first business, right. So, you know, probably needed sold more grills 1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:32:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But I think this I found that the same problem kind of repeated itself when people come to buy any kind of product, they're not looking just to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:32:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Just to do the transaction, they're also they're looking to be educated. And so I thought to build a real successful business around this, you have to invest time and effort into building a brand and to educating people and creating content and doing all these different things. And I just wasn't excited about that work. I didn't feel like home and garden. I just didn't feel like that was my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:32:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So when I mean so how long did that last ultimately that business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:32:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Probably about the same three to six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:32:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:32:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Once you and you essentially had two back-to-back failures. Not this is a good thing because you can need those in the future. You need to start and fail. A couple businesses. Did you think maybe I'll take a break from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:32:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Starting up a business for a while and go back and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:32:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Just get a safe job. Yeah. So this entire time I never quit my day job. So what? I end up doing is I'm still working my, you know, my day job at that time traveling all over the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:33:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But what I realized was that I was. I started all these different businesses not because I was passionate about solving a problem or and not because the problem necessarily existed. I was doing all these things because I wanted to start a business. And so I thought that I wanted to take a break.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:33:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And very unfortunate business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:33:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Idea. I felt that I needed to pick a problem that truly existed, and I needed to pick something that I was, uh, you know, really excited and committed to being a a student of it. And I decided that I would basically take a break from starting businesses until I found until I found that idea that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:33:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Checked all those boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:33:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All right, so you are doing your day job selling enterprise software and and I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:33:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[One day, from what? From what I understand, you like start to think about scheduling and calendars. Tell me what happens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:34:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So how's your national account manager? And so I managed the a number of Fortune 500 accounts in the Southeast. So companies doing over a billion dollars in revenue and also selling complex enterprise software to them. So what that meant was the types of like the kind of companies are selling to like the coca colas of the world, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:34:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They need to bring 1015 people to a meet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:34:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And then a lot of times for the deals that we sold, we needed to also involve systems integrators or so. These are the firms that would actually go in and deploy the software. And so they would bring another three people. So very often you are trying to arrange meetings with 20 people across three different companies and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:34:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It can be very painful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:34:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It's so painful when you've got like 5 people on the conference call and there's multiple emails and I can do Wednesday. Yeah, I'm good on Wednesday. I can't do Wednesday. How about Tuesday? It drives me up the wall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It's a common problem and I'm thinking it's 2012 cause at this time it's 2012. Surely this is a solved problem?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I'm going to do an Internet search and see what I can come up with. I can really make it easy for, you know, 20 people across three different companies to compare their availability, and I do a search and I find a number of different products in the market that are sold in bits and pieces of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But knowing that really that I thought, did it really, really well?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And you didn't know what that looked like. You were just looking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[For an option.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct. I just knew that as a consumer, as a potential consumer, I didn't feel like any of the products on the market at the time really checked all the boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Is what I would need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[What was it that you thought you needed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:35:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So a few things I thought I needed at the time. So one, there were a lot of products on the market that were really tailored to brick and mortar businesses. They do a lot of appointments. And so if you are a salon and you do 100 appointments a day, there's a lot of great software for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But if you are an enterprise software sales Rep, that really does maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, five external meetings a day or three or four. There are no really good options for you. The other thing I noticed was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, as a salesperson, one of the things I knew very well was that just because you want to meet with somebody doesn't mean they want to meet with you. Right. And so I thought a lot of the products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That exist in the market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Really spent a lot of time designing for the users of the software and not so much the recipients of the invitation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so I thought that if this would gain mass adoption, then we really needed to build for both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[For all participants, we need to make it a great experience for every for all the users of the product, whether they were your only registered users or the people who are receiving invitations from your registered users. Those are some of the things that I that I noticed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All right, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You you think maybe there's something to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:36:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[This. Yes. And so I spent 2-3 months signing up for every single product that existed on the market and really deconstructing them, tearing them up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:37:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Part I must have signed up for what felt like probably, you know, 20 to 30 different products. I used the products religiously to really understand how they worked. I spent a lot of time in their community forums to really figure out what their customers were saying. I would submit support tickets to really understand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:37:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Their customer service I would pose as a buyer of their software to understand how they're selling it, how they're pitching it, and what I learned was that despite the fact that I thought there were gaps in what they did, their customers loved what they did in spite of the fact that their customers wanted a lot more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:37:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They thought what they did was incredibly valuable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:37:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so that was interesting to me. And he told me that if at a minimum you do as much as what they're doing, there's a decent business to be had out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:38:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And then I thought if you took it to a whole different level and you really lowered the barrier of entry, right, and really democratize it and make it made it simpler for, you know, the more casual schedulers. I thought there was an even bigger opportunity. And I I just knew that this had to be done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:38:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And and how long? I mean how? How many months does it take before you say to yourself, OK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:38:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I've done the research.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:38:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[There's nothing like what I wanna make. Maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:38:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I got. I gotta do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:38:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It takes me six months so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:38:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[With the other businesses that I started, I basically had made a decision to start the business and I looked for all the evidence to support the decision I'd already made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:38:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[With this I met with an open mind, so I was just as happy to not do it as I would have been to to do it. So I just really let the facts kind of guide me and I was hoping at the end of, you know, my my exploration, I would come back and say this is just like the other business ideas that I've.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:39:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That someone's already done it. They're doing it really well. Go do something else. But within six months, I I couldn't sleep until I thought about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:39:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It's all you thought about, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:39:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[When we come back in just a moment, why Tope put every penny he had into his new project and why, when he finally built it, he was forced to give it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:39:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:39:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[For free, stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:39:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hey everyone, just a quick thanks to our sponsors who helped make this podcast possible. First epic provisions, maker of epic Bar beef, was natures idea. The epic Bar was their idea. The new beef, sea salt and pepper bars have 3G total carbs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:39:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Why it's in their nature, after all, they're made with 100% grass fed beef and natures macros, 3 grams total carbs, 11 grams of protein. Find them in the bar aisle or at epicbar.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:40:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Thanks also to Microsoft Teams, now there are more ways to be a team with Microsoft Teams bringing everyone together in a virtual room, collaborate live on the same page, and see up to 49 people on screen learnmore@microsoft.com/teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:40:34 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I'm Lisa Hagen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:40:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And I'm Chris haxel. We're the hosts of no compromise. NPR's new podcast exploring One family's mission to reconstruct America using 2 powerful tools, guns and Facebook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:40:48 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[New episodes drop every Tuesday. Join us for the no compromise podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:40:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Really quick before we get back to the show. 1 of the hallmarks of economic crises like this one is that people actually start businesses, slack, betterment, even. Airbnb. All companies we featured on this show were all founded during the last economic crisis and a lot of people are talking about using this period now as a chance to reimagine what they do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:41:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And if that's you, well, I've written a book that you might find helpful. It's called what else how I built this. And I wrote it for anyone who's starting a business thinking about starting one or just looking for inspiration and ideas from the incredible stories.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:41:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[In the book the How I built this book is designed to be that voice in your head cheering you on when you're feeling like you just want to give up. The book is based on interviews with hundreds of leading entrepreneurs, and it traces how to start a business or pursue a big idea and how to avoid the big mistakes along that journey. You can get your copy of how I built this wherever books.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:41:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Are sold, including Amazon, Barnes and Noble, Target and your local indie bookstore, and also by visiting Guy raz.com or how I builtthis.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:42:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So it's around early 2013, and Tope Owatonna has this idea to make software to help people schedule meetings in the most seamless and efficient way possible. And the first thing he needs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:42:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Is for someone to do the coding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:42:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so I decide that this needs to happen fast, so it's not really something I can code.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:42:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so I started going to meetups to see if I can meet other technical Co founders, but they didn't prove to be successful. And so my third option that came, let me see if I can hire a firm to build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:42:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The initial product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:42:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You could you could not find a technical co-founder. You looked around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:42:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I did. So what happens? Is this a lot of people have and everyone has an idea for an app they want to build, and so if you're a talented engineer, you get, you get a lot of terrible pitches. Every single.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:43:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so most engineers are entrepreneurial. They would rather pursue their own ideas, or if they're going to take their risk, their rather like better themselves and kind of go after it. So as as easy as it sounds that you know, just because you have an idea, it doesn't mean that you can really attract get engineers and get excited about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:43:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[This is an important point, right, because you're right, everybody has an app idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:43:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But if you're not a software engineer, you can't make it. You need one to help you. But if if you can, if you find a good one as a good chance that that engineer wants to start their own business on their own, and they would, they would sort of be like, well, why should I do this with you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:43:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Exactly. And also, you know, there are also probably well paid for what they do. So you know kind of you know risking all of that to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:43:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Start up a business with some random person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:43:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:43:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So you could not find a technical co-founder, which is a common problem. Yeah. So to make this thing you decided to like, outsource it to like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:44:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Some, you know, engineering company that does these things for hire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:44:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Exactly. So there are lots of companies out there that really help with their large corporations or entrepreneurs bring their products in life. And So what I ended up doing was I started talking to a few companies in the states. There was one in that line and there was one in Charlotte. There was one in San Francisco and inevitably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:44:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The very first question they would ask me was what's your?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:44:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Budget and I get that as an important question, but I just felt like they all they really cared about was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:44:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How much you gonna?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:44:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Pay us exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:44:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. And so I kept looking. And so I didn't rule those people out, but I ended up getting finding a company in Ukraine. And from the first interaction that we had, you know, their initial, their initial response was and how much budget, how much, how much money do you have to put into this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:44:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Comparing to this idea, their first response back was we think this is a great opportunity to as a matter of fact here are three ideas that we have and so I knew. I knew that I wanted to pay attention to to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[This company is called rails wear I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That's correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And and did. Did you? I mean, did you make any of these companies sign like non disclosure agreements or did you just kind of risk it that you would tell them your idea and hope that they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And copy it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[No, I didn't. I did not make them sign any kind of NDA's. Not because I didn't, you know, ultimately, what I believe was and is still what I believe today is I think the key to success is the execution of it, not so much just the idea because, you know, a number of other people before me had the idea. But I was thinking of executing it a very different way. And I thought my own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I guess I, you know, maybe I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Full of myself, I thought my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Own unique perspective of what needed to be done would be good enough to protect the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:45:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That this may this is important point again, because it is true. A lot of people are paranoid about talking about their ideas, but ideas, ideas are a dime a dozen and and and 10/20/30 a hundred other people may have had the idea that you had thousands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:46:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Have but it's executing the idea well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:46:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Which is something that you have to believe only you can do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:46:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Absolutely. And you know, it's interesting you say that because the other thing that happened is as a scrappy entrepreneur. One of the things I tried to propose was, hey, why don't I just give you a cut of the equity and you and you can work for free. But even they weren't willing to take that risk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:46:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah, because otherwise they'd never get paid. I mean, everyone is going to be calling them up with every idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:46:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That's correct. And so they weren't, they weren't willing to do it, which I I I fully understand and but it worked out well I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:46:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So you hired them to build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:46:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[A prototype of what this could look like, like an like an MVP, a minimally viable product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:46:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes. So before I hired them, I actually flew over to Kiev to meet with them and we spent two days really brainstorming on the idea. They they challenged me in a lot of different ways. I learned a lot from them, but I actually came back to the states initially, not thinking that I was going to do the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I I actually came back from the meeting thinking, man, this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Much bigger than I thought. Maybe. Maybe it's too much to do, but I ended up changing my mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Why a few things happened around the same time. I found out that my mom's cancer was terminal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And I think you gave me a sense of carpe diem a little bit and just really realizing that, you know, who knows how much time we all have, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Here's my mom. And you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know she's dying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Would she make the same decision if she was faced with the same decision, knowing her lifespan, how? What decision would she make?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:47:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I had really changed my thinking around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Go for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You're thinking who knows what's going to happen to me tomorrow?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Better do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct, now is the time to do it. Nothing's guaranteed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You can try to wait for the perfect moment, the perfect idea, the perfect, the perfect development sequence. Or you can start with this place and start out with what you can do and expand from there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All right, so you decide to do this and how much was it going to cost you to get this prototype built?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[A little over $200,000 what we thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It would cost wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Did you have that money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I had most of it, but it required.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Doing a lot of things to tell you not to do so, I had to empty every single dollar in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[401K.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And pay the pay the penalty presumably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yep, I had to use every single dollar in my savings account. I had to borrow a little bit on top of that, I need to borrow a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:48:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Bit from Lending Club.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[At a high interest rate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[At a very high interest rate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So cobbled together my 401K and my savings and then and then some debt and maxed out all my credit cards and put it all in on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:11](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[On this idea that at the time you didn't even have a name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I mean, that's a really big risk. I mean you. Yeah, you know, you were at 3132, I guess so it still could recover if it. If it's a disaster. But I mean, wow, that's a lot of money. You were basically cleaned out, I'm assuming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Aren't you nervous?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Not at all. It sounds crazy to say that now, and it could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Have gone it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Could have been really, really, really bad and it would have set me back many, many years if it didn't work out, but not at all. Here's why I've learned a lot from my previous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Failures. This felt like, you know, as crazy as it sounds, I felt like I had a colon to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:49:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Right, for a number of reasons, I felt like I spent all my life in sales and I think I really understood. I felt I knew a lot about meetings and meeting etiquette and what works, what doesn't work. I felt like I actually. And unlike the e-commerce businesses, and I tried to start, I actually knew a lot about software businesses and I felt like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:50:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Because I spent so much time researching the the space, I felt like I knew exactly what needed to be built to build a great business. So it sounds crazy, but I wasn't. I wasn't scared.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:50:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So this is 2013. You put all your money into this product to be built this, this company rails where most of that money's going to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:50:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[What did you tell them you said? OK, I want this to be like a calendar that somebody can just say. Hey, here's a link to my calendar. You pick a time when you want to meet me, and that calendar would be integrated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:50:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[With whatever they used, whether it was Google or Microsoft or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:50:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So a few things. So before I ever met Rails where I've actually come up with my own requirements document. So which again something I didn't do with the previous businesses. So I had I create my own detailed list of requirements and detailed flows that need to happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That needed to be built and also my own sequence of how the work needed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To be done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So what were your requirements?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Ohh man you need to be able to integrate your calendar and be able to specify your availability in all these different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Ways you need to guard your availability and so you know I I thought the user experience and design just needed to be front and center like it just needed to be appealing functionally and most aesthetically we had to get really fancy with with how we detect the time zones to make it really, really accurate without the user having to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, intervene at all. So there are a lot of technical, small lot of technical details that really made a difference in the user experience that we had to figure out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All right, so you get this product, it takes about six or seven months. Meantime, how is your mom doing this is 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:51:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So she died about two months into the into the development. So she died in June 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Did your mom know much about what you were working on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Not really. So I kind of downplayed it to her. So I told her that I was, you know, she knew about. She knew about the previous businesses and she she supported my my different business ideas. But she wanted me to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[She wanted me to prioritize my my day job, but she thought it was you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Know it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[She thought I was doing really good with my job and then she didn't lose. She didn't want me to lose focus of that. So in some ways, I downplayed what I've done to her, but I've really committed a few.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[$100,000 to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You never told.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Her I did not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Because she wanted you to have security and health insurance and all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That stuff, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:52:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct. All the things that she felt like, you know she wanted for her son and she wishes that you know that my dad always provided right. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So after her death, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How were you able to kind of just because you were in the midst of building this thing like this was intense? I mean, soon after you were you were in Ukraine again?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How'd you stay focused?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah, so I I poured myself into the into the business, into the product. And so you know it was a very, very, very difficult thing for me, very, very difficult thing for me. But counting became a huge distraction from that. And I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I worked like a dog just so I didn't have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Think about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So by the fall or in September of 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The first version of this product is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Available, but you would spend all your money on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Developing it so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:53:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How were you going to? I don't know, pay for the servers and pay for? I mean get get the word out about it. I mean, because you had no money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:54:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Left. Right. Yeah. So I got, you know, help along the way things happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:54:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[As worldwide was building the product, they got connected to another potential client, a software company in San Francisco that's going on and done really well to a multi $100 million business now. And if that company was looking to engage them to do some work for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:54:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so Rosewood was was like, hey, let's show you this product that we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:54:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Right. So they show them currently and at the time currently is not quite, it's in a, it's not quite ready to be in a public beta, but what it what ends up happening is they love the product and so somebody from their from their customer success team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:54:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Signs up for the product and starts using it to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:54:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Schedule.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:54:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Onboarding calls with their customers, which those customers happen to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:54:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[K2K312 schools. So our customer success person from this company in San Francisco starts scheduling onboarding calls with the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[We can get through to our schools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So the cat's out of the back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[At that point, because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[When you send somebody your calendar link and they see it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[They're like, hey, what's this? I I want this too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Exactly. They say. I schedule a lot of meetings. That was easy. I would love to use this to simplify my meetings and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The K through 12 schools start adopting it, and then they turn around and start using it for parent teacher conferences.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Right. So then this case goes from we're doing using it to do onboarding calls to these schools, start doing parent teacher conferences with it and then you know a few weeks in a school comes to us and says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:55:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[This is the best thing that's ever happened to us. We've been struggling with parent teacher conferences. We struggle with, you know how you know. You know the administrative burden of setting them up, the participation rates. We want to roll this out to all of our teachers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Which school? Where is the school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[In Kentucky, and so they come to me and they say they want to sign up 80 teachers, and I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[80 teachers, which at the time was a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[People now you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And just to interrupt top, what was your business model? How would you make money off of this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[At that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So I'm glad you raised that because I neglected to mention that. So because I ran.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Out of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So my my idea, the business model going into it was to to have a 14 day trial so you can use the product for for your new credit card, new feature restrictions for free for 14.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Days and at the end of those 14 days, you would have to upgrade with the credit card well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And then pay like a subscription fee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Exactly, but because I ran out of money, we couldn't build the the billing features and so by default the product became 100% free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You couldn't build the billing features.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:56:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Correct cause I ran out of I. I had just enough money to build the the scheduling capabilities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But not enough money to get around to to enforce the billing. So no way to capture revenue from, you know, potential users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You couldn't just like set up. I guess you can't really set up QuickBooks, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Well, you can set up QuickBooks, but it's within the online product. You have to find a way to restrict the features that they're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Paying, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, there's some technical complexity there, some work that needs to be done to to kind of turn the features off and on based on their trial status, their payment status, collecting the payments initially. I mean to just to give you an idea initially that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That was for maybe 2-3 months of work for two engineers to work on that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Wow, OK, so you could not do this. So you so you were forced to give this away now. But then how are you going to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Pay for it, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Mean you're giving it away?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How are you going to make money and what's the plan to just get a bunch of users and then kind of figure it out hopefully.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You would get investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:57:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So that that has to become the idea. So I was faced with this dilemma. So keep in mind I'm still working my I'm still working my full time job this whole time. Yeah. So I hadn't left that. So this is this is my side house. So I was still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Your day job, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I was meeting my obligation to the company. I've actually had a really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Good year that year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so I felt like, so long as I was, you know, it was not interfering with my job. I didn't really. I didn't. I didn't feel like I needed to disclose it. And so I have this dilemma in which the business is growing, you know, in the sense that people will sign up for it. And every time, every day, the signs are growing because of the reality of the product and because people are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And getting good value from using the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But I had no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I didn't have the money to to turn it into a revenue generating business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And and just to clarify, it really started with this one software company in San Francisco and then went to teachers and then from there it just organically grew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:58:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Exactly. So the first, you know, 300 to 500 sign ups really came heavily from K through 12. But after that initial wave of K through 12, it spread to all kinds of different industries. It spread to to people and all kinds of different roles. It was salespeople, as recruiters. It was freelancers, it was consultants. And I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Began to spread like a wild.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[When, when did you know or when did you feel comfortable leaving your job? Your your day job?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I wouldn't say so. I don't know that I actually felt comfortable, but I I I knew that a decision had to be made because I, you know, seen the growth of of calmly. I realized that when this thing was growing, in spite of the fact that I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Just doing it part time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And two, I owned 100% of this thing that was growing. And so to me that choice was very obvious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[During this time, did you tell anybody about about your idea or or did you keep it a secret? Like did you did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Tell your friends about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I told my close friends. I definitely told my my my brothers and my siblings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Did people think it was a good idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[00:59:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[No, they didn't think so. They thought it was a solved problem. I remember when I when I was leaving and I told my boss I was leaving. It's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You were leaving for that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[He felt like he'd filled me, that I, you know, like he felt like I was a like, I got. Get desperate I, you know, and I'm pursuing, you know, scheduling that's the sole problem like nobody needs that. But yeah, it was not. It was definitely not obvious. I didn't quite know how I was going to fund it but I the the decision to me was clear. And so I began to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Put together a pitch deck and start going to different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Events trying to meet investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And at that point, you still had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Not you were fully.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You'd funded this thing by yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Funded it myself and ran out of money, and then I convinced Rose where to work for not work for free, but to work with the understanding that when I raise money I would pay them back. So wow, I was able to get them to work on credit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:00:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[There's a quote of yours I read and I want to read it to you. I'm curious to ask you more about it because you described the process of trying to raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You said everyone said no. Meanwhile, I watched other people who fit a different profile get money thrown to them for \*\*\*\*\*\* ideas. Those VC's were ignorant and shortsighted. The only thing I could attribute it to was that I was black.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Can you can you walk?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Me through your experience trying to raise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah, so I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[First of all, I think it is difficult for pre revenue businesses in general to raise money, especially in the Southeast, right, because I think that the farther you away you are away from the coast, the more they are, the more investors value revenue whereas you know one of the codes, I think they care more about growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Setting that process for anybody is challenging, but I'm sure race plays some aspect in it, but it's not really. There's probably more to it than that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But did you? But I mean, you didn't really it it sounds like you didn't really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Kind of pitch to investors at this point yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:01:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[No, I definitely wish investors and yeah, and I I got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[He did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All in all, in Atlanta, the Atlanta area.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All in the southeast, so few people in Atlanta, few people in the southeast. I had, you know, a guy from a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Uh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[A pretty big firm. Not only did he, you know, so I. I mean, I'll tell you, I had a very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[What I thought was a very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Kindly send any kind of experience. So at the time I was actually in Kiev, right? So I'd flown to Kiev to work with rails where and I stayed up till 2:00 AM to meet with this person and then he stands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Me up right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So just a lot of like a lot of experiences like that, they were just, you know, it's one thing to not invest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[But it's another thing to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To kind of treat people like that. Yeah. How much is that? It's just the arrogance of, you know, somebody who thinks are an important they see versus race. I know. Who knows? But I mean, I do know that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:02:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Many other entrepreneurs who didn't have as much who hadn't made as much progress, had more of it than I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So how did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You eventually wind up connecting with people who who did want to invest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So I I started going to different events. I got started connecting with people in the startup community and then I ended up signing up for a membership at A at a place in Atlanta called the Atlanta Tech Village, which is a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It's a Co working space specifically for text.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Startups.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And it's while I'm connecting with different investors that the the owner of the Atlanta Tech Village catches wind off Calendly. David Cummins is his name and he thinks it's really interesting because he at the time he was actually using a competitive product. And so he knew first hand that this was a a big problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[He was impressed with what we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Done. And so we get connected, huh?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So what happens?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:03:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So we have a one or two meetings and he follows up with the term sheet and says I am I love what you're doing. I think that this is that this can be big. I'd love to rest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I read that it was like $350,000 or something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That were you nervous about taking that investment because you owned 100% of this thing, but but at the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Same time you needed the money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So I was ambivalent about raising money, to be honest with you because, you know, I feel like I started the business, you know, in the most difficult way possible, you know, really, you know, putting everything I had, risking everything I had to start the business. And so in some ways, it felt like a step backwards to have to, you know, seed, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Some of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Ownership. But once I met David, that changed in a sense. Now, like I felt like I was going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[To have a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[What I was going to be, you know, working with the successful entrepreneur himself and not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:04:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It's a money man, right? I felt like I could learn a lot from from him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Difference I had went away once I once I met him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So it's it's a spring of 2014 and you get this this investment in your business of about $350,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And how much runway does that give you at at that time? I mean was that because, I mean, I'm I'm assuming the business even in April was like was just you right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That's right. So it was just me. I was the only employee. And then you know where else where? And so that ended up giving, I want to say something like nine months of runway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And do you remember how many? I don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How many people had you signed up by, you know, a year into it by September of 2014?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Maybe about 15,000 at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Right. So it's pretty good and I'm assuming that in that first full year 2014, you really had to figure out a plan to make this profitable, right to monetize this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:05:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yes. And so that became, you know, priority #1 unless I raised the $350,000 because honestly, I I didn't enjoy the fund raising experience. And yeah, and I wanted to make sure that I was. I never really had to do that again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It's not fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And so I prioritized generating revenue by August 2014, we turned on billing and introduced the a premium plan. And so we start generating revenue in August of 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And how did the premium plan work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah. So that actually created it. It created some fiction at the time and you know, looking back when you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Doing it differently but part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Creative friction with customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah, existing users and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Some portion of the existing user base was disappointed that they had now had to pay for a product that was 100% free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Right. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:06:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Really with the with the premium plan did was basically we still had a free product, but we just limited what you could do on the free plan. And so you had to upgrade to the premium plan to get, let's call it 60% of the features you maybe get for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[For right. And what was? What were you charging for it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[$10 monthly. If you pay. If you paid monthly or $96 if you paid annually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And and was your idea already at that point that hopefully one day big companies like Microsoft or, you know, Microsoft, but like, you know, big companies would would use your your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Service.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It absolutely was that the plan to eventually begin to acquire larger customers, but some of that was already happening, right. So we were getting, you know, pockets of you know, departments in, in those big big businesses using our product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And do you, I mean do you at this point, do you just kind of do you continue to seek out outside investors or or do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Decide to just see if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You can make it a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Go at it. You know, through cash flow revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:07:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[A little bit of both. So we start to generate revenue and it's it. It definitely extends the runway and I forget exactly how much additional time it gave us, but we ended up raising an additional $200,000 in early 25th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[As cushion is an insurance policy of sorts, we ended up not needing it well, but we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You ever go get VC money at?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[No, not after that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So what is the total amount of money you've?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Raised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[On the balance sheet, just the the half, the $550,000, that's all the outside money that's going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Into the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That is all the outside money that's gone into calendly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[That's correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I believe that you you will do what? close to $30 million in revenue this year?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[60 wow, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Were you ever worried that that, I mean, given that you didn't raise that much money and now you've got how many users do you have now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[How many monthly users?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[About 9 million people use the product on a monthly basis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Were you ever worried that some big company like you know, like Microsoft or Google or somebody else would just come in with a lot more money, you know, and just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:08:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Don't crush you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I used to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[What I found is that you know when you spend a lot of time with your customers, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You find out that there are. There are a lot of things that they want to do that need to be done that maybe those companies don't have the appetite for doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You now are based in New York, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I live in both Elena and New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And OK and but the company is based.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[In Atlanta, that's correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And how many employees?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Do you have shy of 200?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Wow. What? What is so? I mean, you can basically operate in COVID times. Really like, like everything's normal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Yeah, I've been impressed by recently. The team has been and we've been able to stay productive and actually grow even faster as a remote company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Has has you have you seen growth in in people signing up after COVID or has it slowed down we've?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:09:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Growth. So what we've seen with common is that it's it's accelerating digital transformation for a lot of businesses. Some of the industries that were seeing that acceleration.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Or telemedicine, for example. Higher education? Uh financial services. Retail. You know, we've always done well in those industries, but we've seen an uptick in those industries really adopting online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Joanne.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I mean, as you kind of think about you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The product you offer and how you know technology changes so quickly. What I mean are you thinking like four or five steps ahead of what Calendly might be in five years time to make sure that it doesn't become obsolete?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[I do and this I spent a lot of my time thinking about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Overall vision is to take the work out of meetings, right? So we really think about our mission as not just removing the back and forth of scheduling, but how can we really automate the entire meeting experience, right? So it took off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[You know, doing meetings, difficult to schedule, people sometimes forget to show up when they show up. They're not prepared. There's no clear memorialization of the key decisions that are made and, you know, action items that are open, those are the things that we're looking to fix. And there's a lot there and that that will keep us very, very busy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:11:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[For five years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:11:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Would you ever sell a company to, you know, a sales force or a huge player?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:11:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:11:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Absolutely not. I'm I'm very excited about what we're doing and I feel like we're just getting started. There's a lot to there's a lot to do. And so that's not remotely on my radar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:11:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[When you think about your journey and and what you've accomplished, you know we've had some incredible lows in your life, some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:11:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Some failures, quite a few, and this just unbelievable success. How much of this do you tribute to to your hard work and talent and how much do you think it has to do with just being lucky and being at the right place, the right time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:12:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Oh, that's a great question. So I think everybody's lucky, right. I think the very fact that I didn't get hit by a bus today, that's luck, right. And same thing for you. The fact that that didn't happen to you, that's luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:12:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[And you know, I look at the family I was born into. I think your family really determines your your ceiling in life and your and your floor as well, like how high both, how high or low, whether those things are. And I have to say in the family that I was born in since. So I feel incredibly lucky there. I picked the right industry, you know, when it's growing like crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So those things are definitely luck, but I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:12:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[So I think we're lucky, but I think what amplifies that luck and what makes one successful is hard work. It's skill, it's resilience. It's an appetite for risk taking. So that's my view. I think it's a combination of both, but I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:12:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[When you add those four things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:12:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[It just takes along the whole different level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:13:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hope I watana by the way, Tope wasn't kidding when he said Calendly has grown during the pandemic. In fact, the company reported in August that since going into quarantine, small business owners have set 13 million more meetings than they did in the same time period before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:13:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[The lockdowns.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:13:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Hey, thanks so much for listening to the show this week. You can subscribe wherever you get your podcast. You can also write to us at hiit@npr.org and if you want to send a tweet, it's at how I built this, or at Guy Raz. My Instagram is at guide dot Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:13:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[This episode was produced by Rachel Faulkner, with music composed by Ramtin Arabiki. Thanks also to Candace Lynn, Darris Gales, Jaycee Howard, Julia Carney, Eva Grant and Jeff Rogers. I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:14:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:14:05 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Comedian Larry Wilmore has had quite the career, but maybe his most infamous moment came from a single joke he made to President Obama back in 2016.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:14:13 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[There was a rallying cry from people who said yes, Sir, but war thank you. That was the blackest thing I've ever seen in my life, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[01:14:21 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)

[Listen to the it's been a minute podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW0)