# Audio file

[Canva Melanie Perkins (2019).mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Hey, it's guy here with some really exciting news. We are launching a brand new how I built this fellowship. Now. We've done this in the past few years to help support the next generation of entrepreneurs working to build a better world. And this year we're taking it to the next level. We're going to pick 10 fellows.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:00:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Each fellow will get matched to an amazing mentor, attend virtual workshops with some of the entrepreneurs who've been on the show, and even have a chance to be interviewed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:00:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Me and each fellow will then have an opportunity to pitch their business idea to a panel of amazing judges, including some of our favorite how I built this founders. And guess what? 1 winner will be selected to receive a $50,000 no strings attached grant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:00:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[$50,000. Amazing, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:00:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[If you are an early stage entrepreneur looking to make the world a little bit better and want to find out how to apply to become an HBT fellow, visit npr.org/fellows for more details and remember the deadline is March 31st. The how I built this fellows program including an NPR grant to one select fellow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Is supported by Godaddy's rules apply.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[OK, so for today's show, we're going to run one of our favorite episodes from the archives. It's a story of Melanie Perkins, the founder of the design platform Canva, and right at the top of the show, you'll hear me say that the company is valued at a billion dollars. Well, Canva is now valued at $6 billion. OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Into the show.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Weren't any of the investors saying you don't have a a tech team? You don't have a chief technology officer like, I don't know if.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I'm gonna put my just yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That was literally what everyone was saying that right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, it makes it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:01:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It makes perfect sense, but how are we gonna get?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:02:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[This thing rolling how many people do you think you pitched over that I?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:02:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Guess two months period in San Francisco.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:02:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I don't know over 100 people more. I was going through my rejections the other day I was looking at some of the emails and there was quite a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:02:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Crowded.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:02:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:02:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I'm Guy Raz, and on today show how a college student named Melanie Perkins turned her passion for making better yearbooks into the design platform Canva now valued at over a billion dollars.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:02:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So there's a story that I think a lot of people have, and the details might be different, but it's basically a version of this. There was this one time you had a very clever business idea. Maybe it was an idea for a super useful product or a service that would make your life way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:03:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Easier. Mine was actually the One Cup coffee maker. I swear. That was my idea. But like most people, I didn't do it. And if you're like me, you didn't have the time to work on it or the money. Or maybe it just seemed too overwhelming to get started. But the way the story always ends is that a couple of months later?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:03:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Maybe a couple of years later, you're shopping at a store or you're surfing the web and there it is. I can remember the very day I saw the One Cup coffee maker at Target. Someone took my exact idea and made it happen.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:03:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Now, does this story sound familiar? Because every business starts out as an idea, but to turn an idea into a reality, you have to get started, even if it means starting out small. You have to plant the seeds for a business to grow before someone else does. And Melanie Perkins, as you will hear.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:04:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[She did have a big idea she wanted to transform the entire desktop publishing industry when she was just 19 years old. But instead of feeling overwhelmed by the scale of her idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:04:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Money got to work. She started out small by focusing first on one little piece of the idea that she thought she could make work, which happened to be an online tool to design and publish school yearbooks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:04:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Melanie grew up in Perth, in WA. Her mom was a teacher and her dad was an engineer, and when Melanie went to university to study communications, this was in the mid 2.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:04:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Thousands. She started using graphic design and publishing software programs like Adobe Indesign and Microsoft publisher, and she was frustrated that the programs were so clunky and so difficult to learn.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:04:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And it seemed completely silly that you'd take the so many instruction manuals and so many steps through the most basic of things. Students would take a whole semester just learning where the buttons were. They'll learn how to design.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Something.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It seemed very apparent that this whole desktop based thing would be completely archaic and outdated in the future, and so it had this very oversized vision for taking on all of these different industries from, you know, Microsoft Office and lots and lots of other industries as well. We thought, rather than people using things like clip art, they should be able to have access to beautiful templates like designers do. But at that point in time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I was 19 and I had no business experience and so rather than trying to take on the entire world of design, all these really big companies who decided to take on school.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yearbooks in Australia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You keep saying we who, when you say we who?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Are you talking about my boyfriend turned cofounder clip?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And you're still together 12/11/12 years later, so you decided to start like a web-based business that would help people design your books. How how, how did you come upon the idea of of yearbooks?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[We had the this vision for all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:05:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[For taking on the entire world of design, but you would seem to be like a really pressing need.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Because school teachers would get thrown in to do this thing, they had no desired experience and I see my mum put together school yearbooks for her school for years. It's a huge guy and and all of a sudden these people with no design experience were expected to create something to look professional and so we realise that it would be a really easy thing to do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And it's a grind.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Because there's such a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Strong market need for these people to create yearbooks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So how do you go from having that idea to actually like what's? What was your next step? Because it was you and Cliff and he?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Was also 19.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[2020, by the way, what was it called? Fusion book fusion book, so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:31](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Well, either of you guys like coders or software engineers, I mean you were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Not at all. We just went and interviewed every software development company in Perth and most people told us that we're completely mad.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[But how did you even have the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Me to pay them. We got.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[A50 Grand loan from friends and family, which was awesome, and then we got 5 grand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Back from GST, which is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Like our tax thing, so that was our marketing budget.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:06:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You went around to friends and family said we had this amazing idea. We want to develop a web-based software solution for people designing your books, which is a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Great idea. That's exactly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So even Cliff have a little bit of cash and you go around to software developers in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Perth, who did you eventually find?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[There's this amazing company called in depth and I I went in with like a 80 page description of exactly what we wanted to build. Like I had wire frames built up even.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Though I didn't know what that like, you sketched out pictures of what the pages would look like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, to the detail, but every single button was going to do how it's going to work like this project ended up being like 5 times bigger than I anticipated that they were very kind and like we've had a fixed price contract.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And what was going to make this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Better than anything else available at the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:07:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Time. Well, I think that there was just nothing much available other than these desktop based programs. So rather than have everything having to send emails back and forth and collect all those files.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I wanted it just to be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Collaborative and online and really simple.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Because at that time, if you wanted to make a yearbook page, you would just go on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Microsoft Word or or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Like, yeah, Microsoft Word or publish.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So and then also it wasn't just that part you then have to go get your stock photos or stock illustrations to actually make it look really good. And so there'd be so many different things that you having to piece together to create something really, really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Hacky. And then you would like e-mail that page to somebody and say hey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[What do you think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And they say, yeah, man. And then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[But but you wanted something more like Google Docs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Everybody could kind of jump in and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Make changes that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Is correct.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:37](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Will you go to the software company in Perth and how long did it take for them to to build out the software for you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think it was about 6 months before we had our first iteration and then immediately started our second.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Iteration and and. Do you remember what year?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[This was that was 2.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[1008, 2008 So you just put it up there on the one hand, your book seemed like a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Really niche market, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:08:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Because it's, you know, one time a year when someone's using it but but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[On the other hand, every school does a yearbook.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So it actually it's surprising that there was nothing really out there to make it easy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, absolutely. I mean on the plus side as well, because the yearbook actually has to get printed, that was how we're able to monetize. So we're able to give the software away for free and then actually sell.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Physical yearbooks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So the idea would be that somebody would go on their design, their your book, hit submit and then you guys would take that and then print it and you would make money off of the actual printing costs. Yeah. So what happened?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Well, we've got 16 schools in our first year which we're very excited about. And then we ended up getting printing presses in my mum's living.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Room. How did you? How did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Put how did you get printing presses?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So finishes. Yeah. Had this really cool deal where they said that they give us the printer for free if we paid for the ink and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Much and they kind of believed that we had like an.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:09:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[A newspaper article in Perth and they everything saw.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That, oh, there was an article about you guys and and they saw it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:02](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And they thought, oh, we'll help out. And they thought that that help out and would become a big printing press company one day. And so they gave us a printer. We ended up with a a couple of them, actually. And so we would have a printing press going for 24 hours for three months a year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And it would just be printing out these yearbooks and then we'd go to a binding place and I'd actually do the the finishing and the bin.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Did any of?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Schools know that you guys were like 1920 years old.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I don't imagine so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So at within your first year, do you remember like what kind of revenue you you did?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The first year revenue would have been very modest, but it was enough to be able to afford to do more marketing the next year. So we just reinvest our profits every year into the next year. And very fortunately, I guess we had to become profitable quite quickly because although we would have no company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:10:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Immediately. So the first year we had 16 schools. The second year we had 50 schools. The next year we had 100 schools.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And it was like, I think it was 300, so it was growing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Like quite rapidly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[How when did you start to think about building this into something bigger? Because by 2010, you know, you're two years in and I can imagine you can start to see this thing has legs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah. So actually the original idea of taking on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The whole world of design and making it easy for everyone was actually planted right from the start, and then we narrowed it down.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[To yearbooks, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[We kept looking around and people would be like ohh, can we use this to design our canteen venues and our newsletters and our.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Flyers like surely there must be more technology available now that does that. Yeah. And there certainly wasn't. But then in 2010, I met Bill Tye, who is a Silicon Valley investor over from here and he was just talking about all these companies and startups. And like when I first heard him speak, it sounded like a window to a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Whole new world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You met him in Perth. What was he?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:11:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Doing there, he was speaking at a conference.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[This is in 2010, yeah, so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Like even though like we sort of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Had a company with that we've been growing, but the only thing that we knew at that point in time was there were a small business that really struggled to get away from the banks that didn't have a credit history. And there was this whole world of startups that were taking on big industries. So I went up to him after a speech, someone there kindly introduced me and said, hey, she's got a cool company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And he said, yeah, if I went to San Francisco, he'd be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Happy to meet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And you said Ohh OK great. And you just like, took his number. Yeah. And and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And stuff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's exact.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Right. And so as soon as I met him, I realized that that was the next level and that if I could do anything, we possibly could to get there is this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So you so you just emailed them and said can we?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Talk. Well, yeah. I kind of was like, hey, I'm gonna be in Silicon Valley. I'm just going to be in the area when I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Catch up, did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Did you really have plans at that point or you just thought?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Let's see what he says.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:12:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I was like if I just say that I'm going to be there and he.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Says that he'll meet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Up with. Then I'll go right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And so could not have been more over the moon that he actually even responded to my message. Yeah, I was just completely dumbfounded. Well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[He said sure, I'll sure come.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[See me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You presumably you go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And book your ticket to San Francisco. Yeah, and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[How long was?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Were you planning on going out coming out for?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I planned on coming out for two weeks. Yeah, my brother was living here and I thought come and visit him and I'd go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And have this meeting and I was absolutely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Afraid of it was an understatement. And so in between the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[But he said that he'd meet with me and Curry here. I put together my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Business plan. The future of publishing was what I titled it, and it had a picture of us feeding Microsoft Office and Adobe and Google Docs and a whole bunch of other companies. So we met on University Ave. and in Palo Alto at a cafe, and he said we'll go for lunch. So I brought my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:44](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:13:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Palo Alto.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I I physically printed my pitch deck, which I also didn't realise was so uncool.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Are you supposed to put on like a?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[A computer right that that like, preferably like a sleek Mac.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I I I totally didn't know this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[At the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You brought a stack of like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Staples. I was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Sitting there like I had my paper pitch deck and he was like, do you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Have an iPad like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[No. And then I was like, trying to flip the pages in my deck and explain about the future of publishing and how we're gonna take on all these big companies and try to eat.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[My lunch and he was there wrapped like engaged.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And he was on his phone the whole time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It was so awkward. I felt like the biggest flop and but very fortunately, when I went home I had an e-mail from him and he said if I could find a tech.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Team, he'd be happy to invest well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah. So he had actually been messaging a lot of different people and introducing me to them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[While during the meeting, so he was actually on the phone and messaging other people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:14:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah. So the next meeting I had was with Raz Rasmussen, who co-founded Google Maps and meeting him, completely blew my mind because I really didn't know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It sounds so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Bizarre, but I had no idea that people that made big world changing companies were just regular and nice and hard working normal people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And mating laws completely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Changed my perception of what was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Possible and and did he when he met you? He said, hey, there's something here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, we ended up having an incredible conversation for hours. We both had a really similar view of what the feature of communication and publishing should be like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[What was he saying?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:33](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So there's a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Few philosophies. One of them was that overtime industries would converge. So rather than having the print industry being over here having to use different software to create a website and different software to create a presentation and different software, create marketing materials and some of those things being online and some of them being desktop based that all these industries would come together and be in one page.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And then be accessible.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:15:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The world, it seemed crazy that you'd have to use so many different tools and go and learn a different thing for everything you wanted to create.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So you meet this guy Lars, and you say to him, hey, Bill says he's going to back me if I find a tech team. Can you help me? Is that what you said to Lars?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, that's exactly right. And Laz said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[He'd be happy to be an adviser, but what that ended up entailing was him rejecting everyone for a full year. What we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Why did Lars have?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[To approve of, the tech team was at.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Condition or, he said. Ohh. I trust Lars. If Lars gives a thumbs up to your tech team.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, that was bills condition.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I'll fund you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's exactly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Right. So you are in San Francisco?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[For the next three months.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And two, my visa expired.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[OK, to visit right cause three month Visa tourist visa and where are you like working out of what are you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So I was sleeping on my brother's like it's a here to one bedroom apartment. I was sleeping in his living room floor and I was working in at Nordstrom and the shopping centre. Yeah. It's an amazing Co working space. I don't know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah. The Westfield shopping center.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Why more people don't?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It's free, there's Wi-Fi. So the nordstroms.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:16:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Take this up, it's free.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's exactly right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[In the the Westfield Shopping Center in San Francisco.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[OK. And so I would go in there and I'd work. And between that, I'd be going to every single conference that I could like anything, any meeting anyone would take.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And just like chatting with people, whoever would listen.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Like literally, even on the bus, I'd be pitching people trying to get them to join my tech.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Team.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And are you just naturally kind of gregarious and outgoing? Was it easy for you to just show up like you would just go? People say hi, I'm Melanie. Can I tell you about my company? Is that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Do so. I'm actually naturally really introverted, but when I have a goal, I do everything I can to get there. And so yeah, I would be getting off.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And like if.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[People would let me do a one minute pitch at a conference. I would get off and I'd be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Doing that one minute pitch and probably absolutely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Heart beating and racing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Completely terrified, but I just keep on pushing myself.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So I wanted this to happen.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:17:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Your, your partner and and boyfriend, Cliff he he was still at work, right? Presumably for those three months he was working on on fusion. The yearbook company. Yeah, and. And how was it doing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It was doing well. It was growing. It had like, he moved out from her mum's house to into our first office. Yeah, it was. It was an interesting time because we knew that there was this big, amazing opportunity over here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[But it was really hard to make progress with and then on the other side was fusion, and that was a sure thing, growing every month, every year, it felt like I had been over in Silicon Valley, achieving nothing while like I'd.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Left him with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[All the hard work pretty much summed it up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So three months. You're here for three months.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Was it exciting? Were you encouraged? Did you feel like this is moving forward?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think every day I felt like I'd make a little progress, but by the end of the three months, I didn't have a tech team and I left feeling like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The biggest failure. Why?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Because I had not landed a tech team, which meant that I hadn't landed investors.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Which meant that all I'd done in my view at that point in time was like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:18:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Nothing. I've learned a lot that I hadn't actually achieved anything.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So I went.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[When I was going back to Perth on the flight I I wrote a list of the things that I had achieved and one of them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Was like staying.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Alive, which is a little good but it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Was like it was. It was a thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[A.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Thing. But then yeah, then move the company from Perth to Sydney and came back for Round 2.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Coming up in just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Just a moment, why melani's next step in her search for investors was learning how to kite surf. Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:19:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

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[00:20:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

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[00:20:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

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[00:20:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

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[00:21:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

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[00:21:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The news is about more than what just happened. You need to know why it happened. Who made it happen, how it's felt in the communities you care about. NPR's Daily News podcast consider this gives you all of that with context, back story and analysis on a single topic every weekday. It's not just information. It's what the news means. Consider this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:21:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Hey, welcome back to how I built this from NPR. So something you should know before we get back into Melanie story is that Bill tie, the VC investor Melanie met with at the Palo Alto Coffee Shop. He's a huge kite surfing fan and bills taken. These two things, venture capitalism and kite surfing and kind of combined them into a conference he puts on called.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Mai Tai and Back when Bill met with Melanie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Basically told her, hey, if you like kite surfing, I can invite you to this event and you could talk to some other investors there about your idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Because I made it seem like I was really interested in Kaisa and so he said that if I could Kaiser, if I could go to this conference and that was where a lot of VC's and investors would be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So I learned to kite surf and felt like I was going to risk my life quite significantly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It's really frightening and and what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Is what is this conference like? What do you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[What do you do?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Have tech talks like during the morning and then everyone kite surfs in the afternoon.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And how many people are?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[There. OK, so it's pretty big. Yeah. And and it's at a hotel in Maui in Maui. OK. And kite surfing by day and then mingling at night. You went to both you and Cliff when? And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[150 or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[We we both.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You guys are must be thinking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:22:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[This is a way for us to get in front of potential funders investors.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:23:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, that's exactly right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:23:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So what did you, were you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:23:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So we weren't scheduled to talk or anything, but one in one of the events we just say, like can we talk to Mike, can we do a pitch? And this was like at 10:00 at night and eventually he said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:23:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yes. So we ended up like just staying up until 6:00 AM, like preparing our pitch for the pitch of our lives and eventually got up and was so incredibly nervous in front of everyone. But apparently it didn't do so bad because, like, this ex, CEO of Shutterfly came up and said he would be keen to invest.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:23:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And a number of other people said that either give us injuries or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:23:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Would be keen to invest as.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:23:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Well, what does that mean? Does that mean like, I mean, I'm ready to write you a check now? Or does that mean I'm interested in further talk and talking more about this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:23:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Further talking more about this and waiting to see who else is going to invest before we invest. Is this the general feeling? So you had to get enough people who were interested to invest.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So you did not leave Maui.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[With like a stack of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Checks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[No, not at all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You left Maui with how many checks? Zero. OK, so the next. So from now, you went back to San Francisco. Still on tourist visa. This is Round 2 now it's UN Cliff. Mm-hmm. And what did you do over the next 6 or 8 weeks? Like, did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:06 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Is there any chance?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:10](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Exactly, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Who was it? Did you start to pitch potential investors? That was that what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You were doing? Yeah, pitching everyone, including. We're still pitching for other engineers at this stage because we still didn't have an engineer. We're pitching any venture capitalist or Angel investor that would take a meeting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Any of the investors saying?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Hey this is a really cool idea and you know fusion seems cool, but you don't have a a tech team. You don't have a chief technology officer like I'm. I don't know if I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Gonna put my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's just. Yeah, that was just what everyone was saying that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And yeah, it make it makes perfect sense. But how are we gonna get this thing rolling?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[How many people do you think you pitched over that, I guess 2?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:24:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Month period in San.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Francisco, three months it was. I don't know, between the like the first year and that year period it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Over 100 people more I didn't count, but I was going through my rejections the other day I was looking at some of the emails.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[There there was quite a quite a dumpy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So what was it that that kept you going like when you were just getting rejection after rejection?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think you just know the game you're playing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And you know we wanted.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[To build the future of publishing, and we knew that this was like in my head. This was just absolutely the future. There's no way that things were gonna be desktop based anymore. Everything was very evidently moving online.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[There's no way that things were going to be fragmented across all these industries. It was going to be easier for people. And so I really wanted to create that, even though it was frustrating, it was also, I knew it was a pretty important thing to do to get people to see the same feature that I did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:25:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, but I think it was really beneficial because we got so many different questions and comments and people not liking what we're doing at all. And then that we really had to know what we're doing and really refine our strategy. So every single day we'd go back and revise our pitch deck every time we got a really hard question that would go right to the front of the pitch deck. So the hardest questions were answered.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:26:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Right at the front. So rather than people sitting and going through the entire pitch and then being like, oh, but you're the same as some random company that actually had nothing to do with us. We then put aside in our pitch deck, which showed the gap in the market and all the other companies and where we believe the huge gap was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:26:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[A lot of people would say they know nothing about design. They don't know anything about our industry. And so that was a reason to not invest. So we made the one of the first pages of our pitch deck explaining the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:26:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Industry and where we believe this huge gap was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:26:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[This was in 2012, right? OK. So let's say I'm one of these investors you're meeting with in in the Bay Area, I would say so. Yeah. Look, this looks cool, but I have a lot of questions for you, Melanie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:26:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[First of all, Tech team, where's your tech team? You would say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:26:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[What? So we've already built a company with fusion books. We've demonstrated that we can make a profitable company that's been able to grow. We've launched internationally and we're just gonna take it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Onto the bigger stage.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I can totally understand why no one wanted to invest.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[In US and then I would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Say, and I would say, you know like look.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Microsoft or Google the minute they see what you guys do, they'll crush you because they'll just put something else out way bigger. And and I mean, you're just gonna get crushed, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Away you sound totally like one of those.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Investments and what would you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:28](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[We'd say there is this huge gap in the market because to kind of to actually create this huge industry, the future of publishing, it would have to completely cannibalize your industry. And if you look at the areas of publishing over the years, we started off with metal plates and then we moved into the tight setting and paced up. So this actually became the second slide in that pitch deck. And we then moved into.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:27:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The desktop era and then we're now moving into this new era, which we believe is going to be online and what you'll see, dear investor, is that no industry player has actually ever been able to go from 1 industry to the next and actually still maintain being the market leader. And so every single time there was a new era, a new market.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Emerged. And so we believe that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Market leader can be us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And then I would say, OK, but I you know, it looks interesting, but you guys are way in Australia and like why would you guys consider relocating here, making it moving your team here so?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It depends. When you when you ask this question.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah. So at a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Certain point in time we ended up fighting an amazing cofounder, Cameron Adams, who had been at Google. And so he was going to be based in Austin.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Earlier and we also met another amazing guy from Google who live said was one of the best people who'd ever worked with Dave Herndon. So Lars actually introduced us to both Cam and Dave. Dave had worked in the US, but he was Australian. He was going to be in Australia. And so it sort of started to swing the pendulum towards Australia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And then the government in Australia had this matching funding thing where they would match every dollar that we got from investors up to 2 million.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[They wanted to incentivize.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:28:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[To stay, to stay in Australia. So. So Dave Hunter who you just mentioned, he what he ends up becoming your.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Your chief Technology officer, right? And and. And I'm just curious like he he was a really talented engineer working at Google. I'm I'm sure he's very well paid at the time. How did how did you convince him to to join your tiny startup instead.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's correct.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Well, if you search the term on Google's bizarre pitch deck.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I can proudly claim the number one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[OK. All right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So I went on to. So firstly we pitched Dave and Dave was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Like interested in what we're doing. He so he was a little bit concerned about joining. So what I did was I went to his Facebook page and I took lots of photos from his Facebook page and I put together a pitch deck and said why it would be such an amazing adventure to come and join and recreate the future of publishing and change the face of the Internet using.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[My storyline from the photos that I had taken.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[From his Facebook page.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And that convinced them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:29:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think that that definitely moved it in the right direction. I think that you realize that we have a lot of passion and we're going to do whatever it took to to make this thing happen.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:30:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[OK, so now you've convinced a few high profile people to join you. You're finally putting together this tech team to actually build the the this thing, but you're still pitching investors and getting rejections, right? When when did that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:30:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Change. We had enough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:30:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[People that were somewhat interested that hadn't rejected us, they had a bit of a strategy where rather than asking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:30:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[If people wanted to invest, we asked people for their ads.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:30:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Nice and you can go back and you can say, hey, you want to give me some advice? I'd love to show you my pitch deck, and then I'd give us some advice. So that means I didn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:30:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Say no to us at this point in time. They would just give you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:30:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Give us feedback and about. OK, that's great feedback. We'll take that on board. They're like, hey, do you wanna meet up again in another month and look, we've done the things that we said we're gonna do. And once you had done that and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:30:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Times they realize that you actually do the things you say you're going to do. Yeah. You kind of had enough people at that point. They're kind of interested. We've kind of been demonstrating that we could do what we said we were going to do. Yeah. And then at the tide turn, because we hadn't, we were all of a sudden oversubscribed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[How much did you want to raise in that first seed round?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So we we want to raise 1.5. I think we left San Francisco and we raised 750.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[But then, over the coming months, we ended up filling out that round of about 1.6. I think it got.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[To we're totally oversubscribed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And then the Australian government gave us 1.4. Yeah, exactly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Like a a matching amount.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So you got 3,000,000 bucks. This is what early 2013.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, 2012. So it was a full year of development between landing investment and actually launching the product. And in that time, I was like, well, like what the hell has she?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Done with her money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Like it's a long time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And so like the lean startup, was a big deal back then, and you launch and you're right and, you know, do something in the weekend and see.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[If people like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:31:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It, yeah, but the whole point was that we took all these really complex things and made it simple and then great for everyone and accessible. And so that took a lot more time than a weekend. Yeah. And so you spend that year developing this thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And then spend a lot of time like on user testing, making sure that people actually understood it. People were scared of designing because people are conditioned for their whole lives, thinking they're not creative or can't design things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So we ended up with these things called starter challenges, where they'd come and they change the colour of a circle and put a hat on a monkey and all these little silly challenges that built up people's confidence with their design abilities. So that took a while.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And and while you were sort of building, building out this technology?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Presumably have to hire people too, right? How many people did you have to hire in that first year before you even launched?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think we heard about 15 people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So you had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[A team, I mean, I was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[We had a team. Yeah, we had a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Team it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:32:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Really exciting and it sounds exciting, but let me just the flip side of this, which is all of a sudden you've got $3,000,000 of other people's money. You've you've convinced these really talented engineers to join you. You've got other people who've, like, given up their jobs to come and work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:33:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[For you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:33:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's scary.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:33:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's a lot of responsibility on your shoulders.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:33:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, definitely. Actually one of that laws and started to think about this whole world of venture capital and taking people's money, I realized that I had to make a decision at that point in time that if I was going to pursue this path, I would have to be at least partially OK with the idea of it not working out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:33:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And why that was something that was important is I'm. I'm really not someone that likes to give up ever on anything. Yeah, but yeah, it certainly was a lot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:33:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Of pressure, but I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:33:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Was also felt incredibly happy for it to have gone from something where everything was external, so trying to convince people to join my team to something that was internal like I could, can work really hard to make sure that this was an amazing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:33:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Product and I I like that switch. That's my my preferred.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So you guys launch I guess in in August of 2013 and and you're ready with this online graphic design and and like publishing tool and you hang the shingle out and the website goes live and what happens like do do people come to it right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Away we were fortunate that because we had some high profile investors.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[In that first round.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And when we landed that first round of investment we made, we announced it. We got some tech crunch coverage. We were pretty stoked about that and we ended up with a waiting list of 50,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[People before we launched.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Ohh so Boo so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Was like by invitation only initially.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And we said we weren't, we were this stealth startup that wasn't saying what we were doing right. And then yeah, we, we launched in August 2013, we'd spent a lot of time prior to that engineering it so people would have an amazing experience and to and to share it with others. And that certainly happened. And so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:34:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Within the first, you know every month was the biggest and best ever.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Well, and what explain what the business model was and is like you, you it's free to use, right? Like you can just go and design anything. So subscription model has to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Work. So one of our.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Philosophies right from the start was that we wanted designed to be accessible to everyone. We wanted to be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Free and so Cava is completely free to use and then you can purchase images for a dollar. And so it would mean that like, if you're, you know, putting together your school assignment or your, you know, just a really small business trying to create, get your social media off the ground, you could afford to create something that look great. And then we also have a paid offering. So if you're using it for work, if you would like to save your blind.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Colors and fonts and logos. Then you can go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[On our premium offering, that's exactly right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And it's like a subscription like monthly amount and and so let's say I want to design like a yearbook page, right? And I can go and design it. But if I want to actually download it, I have to pay for that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[No, that's freezer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's free, OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yeah, we wanted we wanted.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[To ensure our free product was a complete value like you could go in, get your thing completely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Delete.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:35:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Free doesn't it doesn't say Canva like printed out or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Anything.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Do you guys have ads at?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[All, no.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[No ads. So how so? You need a pretty significant percentage of your users to buy image.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Because building this technology is expensive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Yes, and the concept.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Was that we'd give away the software for free, but then you could purchase images. You could purchase fonts you could purchase potentially layouts, but we're currently giving them all away for free, but the idea is that you would always be able to have that base product for free for everyone, and we're actually profitable.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So actually that business model has been working.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Out alright for us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And you can also print your design so you can click print and in the in 40 countries you can have it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:36:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I mean, one one of the things that I'm I'm really surprised about and I'm a little disappointed about actually is that it sounds like you just didn't make any mistakes after you launched it. It just sounds like you put this great product out there and there were no bugs and everybody's happy with it. Is that, is it true? I mean, I I'm, I'm like, waiting for the disaster.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:37:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Story where you know you launched it and then like it crashed for four days or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:37:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Something. Alright, I'll.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:37:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Give you. I'll give you a tidbit. So it's like it certainly hasn't been smooth sailing, but I guess I'm always just focused on the next mountain to climb. So for example, when we launched, so we had, I've just told you the entire back story of all the of the effort that had gone into getting it to launch. So I was back in San Francisco. So my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:37:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Father's apartment. He was actually.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:37:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The way I'm so I'm just there by myself before, so I'm about to go to sleep and someone break the embargo.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:37:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And break the embargo that you're about to launch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:37:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[About to launch, yet an article came out and they met that their article said that we had a a not very good product and that we had cheesy photography and that it wasn't very easy to use and I felt at that point in time like the last.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:37:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I know six years of my life was crushed. Yeah, very fortunately, that was a bit of a fortunately, a false start. Everyone else seemed to like it and and and get what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:38:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Doing so, as you scale and grow and hire more people, you are the CEO, you're the boss of the company you're self-described introvert. You're sitting here. You seem like just a kind and really delightful person and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:38:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Sometimes you have to be tough as a see like you have to make tough decisions. You have to fire people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:38:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You have to review people. You have to have difficult conversations with people. Have you had to learn how to do that or does that come naturally to you? Or do you just avoid doing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:38:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:38:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think everything, every single day, right from the start has been a learning curve. You know, there's been people that haven't worked out over the years. We try to just have the nicest conversation, try to actually.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:38:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Help them to understand that why it wasn't working out. Try to coach them to actually make them better. I don't know. There's just every at every single stage. There's been things to learn and I don't think that, you know, some things never get easier, but you just have to figure out like, what is the best thing that you possibly can do and learn as you go. I think that that's one thing that I'm pretty good at is just in time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:39:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Learning and over the years has certainly been a lot of things to learn.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:39:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You know, given that you are like one of the first Australian unicorns, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:39:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I don't know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:39:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Increase the pressure on you or or does it? Are you just super proud of it and?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:39:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You know, just carry on. I mean, do you feel any of that weight?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:39:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think the ironic thing is like, since I was doing my assignments in here too, I've always put up a lot of pressure on myself and so that same pressure just supplies today. Like, of course, it's different. It's a different magnitude, but I think I've just always put a lot of pressure on myself. I've always wanted to do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:39:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The best I possibly can. And now, yes, I feel a lot of responsibility for the livelihoods of a lot of our team members.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:39:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[But I think that you know that same pressure of just like trying to do my absolute best every single day. Just just that's kind of been continuous.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:40:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I'm just curious, like at the hundreds of thousands of designs that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:40:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That have been created.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:40:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[You know, up until this point with this tool that you brought into the world like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:40:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Do you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:40:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Do you think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:40:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Favorites to me the stories that really touch me are like, so we've got 20,000 nonprofits using Canva, and this is everything from people trying to end poverty to cure cancer, like seeing the stories. They're pretty damn cool. Like, we had a lady who found her birth mother, who she created a poster on cancer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:40:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Posted on Facebook found her birth mother. That was pretty cool. We've seen so many people who post their resume that landed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:40:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[A job? Or there's just like so many stories, every single day. I like look through Twitter and I see so many touching stories of, you know, that one philosophy of the design should be accessible to everyone. It's actually being put into practice and having real world implications.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:41:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[How much of of all of this this amazing story do you attribute to your skill, your intelligence, your hard work, and how much to luck?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:41:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think it's a really interesting question because I think that if you zoom out of luck and you say where were you born, who were your parents, who? What was the education that you got, you know, having good health there? There's so many layers of luck. So if you look at all those things, I couldn't be luckier.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:41:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[But then on the other side of it, I feel like we've planted enough seeds that eventually one of those grows. And so that's kind of another version of luck is like we planted maybe 1000 seeds and one of those seeds grew and so you could kind of actually with that either luck or hard work for planting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:41:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[1000 seeds so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:41:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I'd say a little column, a little column B.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:41:47](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:41:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[How? How old are you now 31?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:41:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[So 31 and amazingly, you're so young, but you're a veteran. I mean, you've been in the startup world since you were 19. Like you started your first real company. So you, you have a lot of experience. I mean, you've got 12 years of experience doing this, raising money, starting a business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:42:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Creating a brand marketing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:42:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[What do you know now that you wish you knew when you were 23/24/25?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:42:18 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[I think 1 of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:42:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[The wonderful things about this whole experience is that I didn't know a lot going into it, and I think that learning every single day as you go has actually been one of the most critical parts. Because I think if I knew all of the lessons that I had to learn over the last 12 years, I would have been incredibly intimidated and potentially not even wanted to start. Had I listened to statistics.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:42:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[For example, and thought that that was something that I should be afraid of or frightened of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:42:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That probably would have dissuaded me because every single day getting thrown in the deep end, but at the same time, like I love challenges and taking on the what seems to be the impossible from the outside. I don't know when you don't know what you don't know, then you can't really be afraid.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Of it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's Melanie Perkins, co-founder of Canva. The company says its publishing tool is now used by 30 million people a month. Oh, and by the way, when it comes to kite surfing now, they told me she actually got into it for a while, but she doesn't really do it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:08](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[It helped.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Anymore, I do it for five years and I can now officially kite surf.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[But I felt for five years like I was kind of risking my life. I'm we're kind of. I I take risks in things that are kind of calculated. And so my risk loss ratio is a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:34](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Little out with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That I felt like I could just die at any moment.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[And thanks so much for listening to the show this week. You can subscribe wherever you get your podcasts. You can also write to us at hibt@npr.org and if you want to follow us on Twitter, it's at how I built this or at Guy Raz and on Instagram. It's at Guy dot Raz. This episode was produced by Casey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:43:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[Herman, with music composed by Ramtin Erebuni. Thanks also to Liz Metzger, Farrah Safari, Gareth Gayles, Jaycee Howard, Julia Carney, Neva Grant and Jeff Rogers. Our intern is Janet Ujung Lee. I'm Guy Raz. And even listening to how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:44:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[This is NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:44:26 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[When the survivors of a mass shooting at a newspaper went back to work, everything was different, even e-mail.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:44:33 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[What if someone sending us more death threats or what if somebody sends me a death threat and I don't see it, and then somebody comes and kills all my friends and it's my fault because I didn't read the e-mail?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[00:44:42 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)

[That's this week on the Capital Gazette series from NPR's embedded.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sd9fa5719a17847b9b97919f8151dfa0e)