# Audio file

[ClassPass Payal Kadakia.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Hey there. It's guy here and really quick before we start this brand new episode of the show, how I built this isn't just a podcast, but also a book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[A book filled with stories and lessons from some of the world's greatest entrepreneurs about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[The gift of failure. The beauty of ideas and the path to building something meaningful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You can pre-order the book right now wherever you get your books or by visiting Guy Raz dot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[One of the best ways we would get customers to sign up is we did this Lululemon promotion where people would get $100.00 gift card to lululemon if they signed up for Class Pass and stayed with us for six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And one day I get to the office and there's, like, a letter on my desk and I open it and it's a cease and desist from Lululemon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And I remember, you know, my first instinct was like, oh, no, shy be scared.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Then I was like, Oh my God, blue Lemon knows who we are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Ramen here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:01:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:01:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I'm Guy Raz, and on the show today, when pile Kadakia couldn't book a dance class online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:01:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[She built her own solution called Class Pass, a booking service for fitness classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:01:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Valued at over a billion dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[The more complex your business idea, the more likely that it will take a lot of time to get it right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:01:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Think about companies that depend on data to optimize their services.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:01:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[DoorDash, for example, doesn't just deliver food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:01:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's a logistics business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Same with Amazon and even Peloton. All these companies provide services that require a lot of data to function effectively.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[But to get there to get to a place where they all worked more or less efficiently required many years of pain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[To be clear, there is no simple playbook for running a complex business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[There is a lot of trial and error and sometimes trying to build a complicated business is like trying to improve an airplane mid flight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Which is sort of what happened with class Pass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Class Pass is a subscription service that gives its users access to hundreds of thousands of fitness classes in cities around the world. Back in 2010, Class Pass founder Pyle Kodakia was working a corporate job in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:02:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And also running a dance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:02:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Troop and one day she wanted to sign up for a dance class online and couldn't do it easily.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So in 2012, pile and a cofounder launched class Tivity, a search engine where people could sign up for all types of classes from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:03:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Fitness to photography.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:03:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But not only did that idea flop, it went through many painful iterations, upgrades, adjustments and pivots before it became what it is today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:03:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Earlier this year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:03:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Class Pass became the 1st so-called Unicorn of the decade when it raised a round of funding on a billion dollar valuation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[In 2020, was set to be the best year in class passes history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:03:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But then the company flew into a big giant headwind called COVID-19.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:03:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The fitness industry has been one of the hardest hit since the pandemic began.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:03:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So these days Pyle has found herself in the middle of an unprecedented crisis for her company, a business that has largely depended on people showing up to studios to take fitness classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:03:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Now one of the criteria for coming on to how I built this is generosity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Have to be generous in recounting your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:04:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Even if it means talking through personal and professional failures and setbacks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[But most of the time, entrepreneurs talk about these things while looking in the rearview mirror.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:04:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[In piles case, the setback is happening in real time and she's being tested in a way she could never have anticipated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:04:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But for now, let's start at the beginning of the story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[How was born and raised in New Jersey?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:04:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Her parents had emigrated to the US from India in the 1970s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[My mom's brother, instead of giving them a wedding gift, told them that he would give them two tickets to America and they, you know, got on a flight came here, probably worked, you know, four jobs to make it work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:04:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And we're living in small apartments, you know, taking buses to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:04:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Both my parents are chemist and that's really been the backbone of their life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:04:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Tell me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Tell me a little bit about your up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:04:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean about, like, your household was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:04:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know was was Indian culture a really important part of your life as a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like, did you go to like Indian School on the weekends like on a Sunday, stuff like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So growing up my I was one of the only Indian people in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So I had interesting, you know, sort of dual identity where you know my high school and elementary years were filled with, you know, going to soccer practice and cheerleading practice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And then on the weekends, I would go to sort of this adjacent community. It was a town called Parsippany where there were a lot more Indian people and that's where I really got a sense of my culture and my community and all the weekends. I would also start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Dance practice. So my moms best friend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[My my dance teacher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[She started teaching us Indian classical and folk dance when I was three years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And we yeah. So we would do this in basements, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[There was no ballet school for Indian dance, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:05:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Even though my parents wanted us to assimilate, you know, I think it was very important to them that we stayed connected to where we came from and for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:06:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was that way of doing that, even though probably at the time I didn't appreciate it much, I was like, why am I waking up early on Saturday to go to dance class?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[How did you get super into Indian?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:06:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, because it sounds like because this is something you did and we're going to talk more about this, but something you did throughout school and into college?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:06:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[What was it about Indian dance that just really kind of you you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So in India, there at the time, I mean it's called Bollywood now, but it was called the Hindi, you know film Hindi films.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:06:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[There were actresses like Madhuri Dixit and Sridevi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:06:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Were, you know, these unbelievable actresses that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:06:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Would dance in these movies and you know, to me they were like goddesses and they, you know, like emulated this power of expression and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:06:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And charisma that, you know, I think as an Indian girl, I would sit in my house and I literally would put the video on over and over and over again and try and emulate it. And I think for me, what I started realizing with Indian dances, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[This way for me to feel connected to where I came from, especially because I was around people who didn't look like me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:07:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And it also became this place where I felt really confident.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:07:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I became this performer when I was, you know, very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:07:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I remember since I was 5I performed at every family function or party like I would have to have like my cassette ready my dance outfit ready, you know, and I think that that was really important for me to find a place where I felt alive. I felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Touch people and I think when you're that young and you realize that you have the power to affect other people, it changes you at a very deep human level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I think that's really what happened to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:07:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I read a story that when you were, I think in 3rd or 4th grade you performed at school and and and kids laughed at you and teased you. What? What do you remember about that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I remember exactly what I was wearing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:08:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I remember going on to the stage and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, I think at the time, I didn't think my culture and my background was that big of an issue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:08:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Then I started doing this dance and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:08:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was what my dad said. Read taught me and we had performed by the way, like at major places, as a dance company, you know, and and and sort of in Indian community.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:08:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But I didn't realize it wouldn't translate to my my, you know, elementary school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:08:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Predominantly white kids because, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:08:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Exactly. I just didn't see the difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Just thought it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Well, like I love doing this and I do this when I compete over the weekend and even though the audience is filled with Indian people, why wouldn't it work in my school auditorium? And you know, a little bit after I started dancing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:08:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I remember people started like booing and laugh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And I I think I remember feeling really bad when my sister was sort of embarrassed of me when I came home and realizing that, oh, I am different and I actually think that started this phase of my life that probably lasted a good 6-7 years where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[I had my Indian life and I had my my like American life and I kept them very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:09:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Would you describe yourself as like shy and and quiet, or would you describe yourself as confident as a girl, a young kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:09:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, it's actually pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I was pretty shy and quiet and I think that was a dynamic of my family, like my mom and my sister were both very like loud dominant personalities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Actually took me until I would say going to college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:09:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Where I started realizing what a leader I was and how you know what my voice was and how to sort of take control of situations because I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was the baby of my family, and even within all my cousins and everyone like I was a baby. And I also, I know we're we're talking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:09:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, over over this microphone, but I'm 411 and I was never very tall. So, you know, I was always a small person. And so I had to really find a way to come out of that. And I started really realizing that once I went to college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And what about school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:10:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Did it come pretty easy for you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:10:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Education was a very important pillar of my childhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Good grades was sort of a non negotiable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:10:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I had to work hard to get good grades, though it wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[You know, I think there was people in the world who are sort of just, like, great at getting, you know, getting through school and didn't have to study and would just like ACE the test. That was not me. I had to study.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Was actually interesting English and writing were just harder subjects for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:10:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Maybe because of, you know, my parents, you know, didn't always see English.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:10:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[In the house. But like math and science.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:10:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Easy for me and I loved it and I used to always even like think about how my life revolved around numbers and actually did my entire college application essay on how my life revolved around the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:10:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Remember #2? What? What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:10:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:10:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Tell me more about the number 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So while I was a second daughter and this idea of having dual identities, which I was just talking about like I was Indian American, and I always really had this very analytical side to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:11:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I also had a very creative side to me and that's really I think throughout my life like the other sort of dual identity I had, which I always wanted to come together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And I guess that essay got you into MIT, which is where you went. And I read that you, you you majored in something called Operations Research, which is like, I guess, like a sort of a scientific approach to management. But while you were there, I guess you also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:11:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Stuck with dance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Like you kept you kept dancing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I stuck with it and if it didn't exist I created it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Even at MIT.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:11:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[There was no Indian dance troupe that existed on campus with the style of dance that, you know I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:11:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So I created it in my second year of being at school in my, you know it I put on shows there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Was my life like I think everyone?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:11:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Anyone who's like known me, I mean, a lot of people obviously know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Today, as the founder of Class Pass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Before that, I mean, everyone's just like pile is a dancer, and that's who she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:12:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And please be immodest here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[How you must have been really good. I mean, like competitive level dancer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:12:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was, I think, the way I danced that really captured people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Think you know since I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[People would just like stop and watch me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:12:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And it was because, like I said, I danced from my heart. And I think whenever you see someones like entire being come alive and doing anything in their life, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I think I always talk about this as Dan. It was dance for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:12:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Think it's music for other people? It's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:12:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's being active for others, and that was my home and I think when you see someone come so in connection to a place where they belong, it's it makes everyone feel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[One of the cool things about when you see an Indian dance troupe, it's so seamless. It doesn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[It doesn't seem choreographed, but it must be like intensely choreographed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Every tiny movement right is practice and rehearse and rehearsed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Absolutely. I mean, I used to choreograph big dances for our culture shows at MIT and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, I think what was nice is I would bring, you know, my entire class together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Had a lot of Indian people at MIT, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Someone with the dances I would choreograph had 40 people in them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Getting 40 people to move in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[Who didn't have a lot of dance background to move in the same way?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Taught me a lot about how to lead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Yeah. So you graduate from MIT. This is around 2005, and you join Bane as a consultant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Lot of smart young people do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And did you at that point ever think about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[At like opening your own thing one day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was that not really top of mind?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:13:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Starting a dance company, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Right when I got to New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Company like as a as a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Correct. That was what I would have done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Yeah, that's exactly what I would have done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:13:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Or even just like starting a studio or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[But I'm actually really glad I did, and I and I've thought about this like getting real world experience and especially in a place like New York City, is so important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:14:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Obviously you know, I got real world experience working at Bay, but I also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So got to see how sort of the dance community and arts community worked because I was dancing and taking class through my first, you know, few years living in New York City too, which taught me so much about how, you know, other fields work as well. And I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[Hands on experience and I don't think I was ready at that point to even though I I kind of like believed in myself that I could do something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I didn't know what it was, nor did I actually realized how the world worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[But it sounds like this was this was really what you wanted to do, because I guess you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Only lasted a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Only lasted a ban about three years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:14:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you took a new job, actually, that would allow you to focus on starting a dance company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:14:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:14:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So you know, I think the first few years when I was working at Bain, I was able to sort of juggle going to dance, practice after work and, you know, going to performances on the weekends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, I have some interesting stories where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[One day I remember I was walking to work and there were tryouts for. So you think You Can Dance going on outside?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[My door and I called in sick and decided to go audition like these are sort of the conflicts I was having in my life and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:15:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, the TV show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you didn't make it. I'm sure didn't make it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:15:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's OK, but that's fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But it was one of those things where I would have, you know, these incredible sort of dance experiences happening, you know, while I was working and I didn't like that, I didn't have this predictable schedule.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And so while most of my friends were going off to Business School, I ended up taking this job at Warner Music Group in their digital strategy group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Because it would give you time or to to work on this or 'cause you wanted to work for Warner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:15:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So I kind of at least figured, hey, I'm taking a job in an industry with that, you know, was selling something I believed in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So that was sort of a way I think I convinced myself that it was the right place and I, you know, it was actually a really interesting time in the music industry because everything was moving from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Physical to digital. So I got to see like an entire transformation happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Did I really know what I want like at that time? Did I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I really passionate about that job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[No, but was it a means to an end? Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Yes. And so you start this dance troupe. And is it pronounced saw dance?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[Sa saw dance and so dance troupe, and this was like your passion. But this really was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And you are performing all the time on weekends in and around New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Yep, and how are?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, were you, like, running this thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah. So I was the, you know, I called myself the artistic director and executive director every second.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Wasn't working, you know, in my during my full time job, I was either choreographing, rehearsing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I was finding places for us to perform.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[There, you know, I had 10 dancers, many of them, by the way, also like executives at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:16:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Huge companies working consulting like you know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We all we all kind of had that dual dynamic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:17:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We wouldn't have practice until 8:00 PM at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:17:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We would dance until 10/10/30, go home kind of do it all again the next day and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[How did you recruit them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Did you find them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[It was a community based dance group in the sense of, you know, I think everyone through college, like every single college had an Indian dance troupe. So we all knew each other when I started building this, you know, they were like, I'd love to do this. They missed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[This is also the crux of so much of where class pass came from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:17:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Were missing dance everyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:17:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Missed doing something in an activity that they loved so much, and so it was definitely the busy one of the busiest times of my life, but also, you know, this is sort of where it started for me. And I realized what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:17:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Can do if you hustle was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Your goal at the time to like to turn this into a sustainable business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Were you hoping that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:17:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:17:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Day job and and dance full time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:17:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Look, I wasn't building my dad's company for money and all the girls dancing at the time weren't doing it for money either, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:18:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We all had ways to make income, so we were really doing this to share our hearts. Until this day. I mean, my dad's company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:18:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Is set up as a non.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:18:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It is something actually that we do because we enjoy it. I think for me at that point in my life, I I wasn't ready to fully scale my daddy's company and I kind of really wanted to find a way to build, to bring my business side and every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I had sort of studied with my passion together, so I actually started thinking about building something new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And that's really when you know the seeds of starting a company like classmate started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:18:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah. So how did it start?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:18:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:18:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So in the summer of 2010, I went out to San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:18:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:18:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I met a bunch of entrepreneurs because it was one of my friends birthdays, one of my former MIT and Bain friends, and all her friends were building apps and ideas. And in 2010, in New York City I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:18:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It could not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:18:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, I didn't know that many entrepreneurs, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Of my friends were in finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Fashion. So I, you know, go and talk to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[They're telling me about what they're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, some of them weren't even great ideas, but I remember thinking to them and asking them, I'm like, you do this full time and they said yes and I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was sort of this new idea for me, like and it made me think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This life of entrepreneurship and what if I could really blend, you know, my creativity with my business skills and build something as well?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So you so, Sam, this trip to San Francisco clearly inspires you to sparks an idea in your head.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And what do you go back to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Come back to new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[York. So I come back to New York, correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I take a red.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I remember on Sunday night, and I remember thinking to myself, you know what Pyle like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Don't you give yourself two weeks to think of an idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And hey, if you think of an idea, maybe entrepreneurship is the right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[If not, OK, maybe it's time to, you know, look for another job in corporate America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:19:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[America. So I'm studying ballet. At the time I was going to class, obviously a ton I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We weren't in active dance phase at the time, but I was obviously still training. So on the Tuesday after I get back, I, you know, get on my computer. I have my ballet clothes with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Start looking for a new class to take.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I end up with, you know, 7 tabs open.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I'm looking at the schedule. I'm looking at the teachers. I'm looking at the times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And it's all over the place, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Formats are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I'm kind of getting lost between, you know, the times and the subway. I need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And by then it's been 2 hours and I've missed class and I don't go that day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that's when it hit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I realized, Oh my God, this is a disaster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Information is all over the place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[What if technology could help people put this all in one place for them to be able to, you know, continue to do their passions and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:20:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That was the initial moment for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[This idea of like can I remember that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:20:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like you, you you would look for, you know, a bunch of different yoga studios, for example, or whatever. And their, you know, websites and tabs and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Sign up here and. Yeah. And so you were looking at that thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[Just one easy way to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:21:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Right. And at the time, I was really obviously inspired by, you know, products like OpenTable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Seamless web sock doc. Those were all a part of the offline to online movement that was going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So that was the idea. And you know, OpenTable, I think had just reached a billion dollars at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And so everyone, you know, knew there was a lot of scalability in a product like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So that's sort of for me, the market research I started doing in those models to see how I could build this for classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So you're kind of thinking about this book, but then what's the next step? I mean, you still had a job at that time, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Yeah. So I I'm still working for Warner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:21:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I start, you know, once again doing some research, looking at these adjacent models.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:21:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I start doing some, you know, a little bit of qualitative research with my friends. So I start telling them, you know, hey, I want to build this idea like an open table for classes, which, by the way, sounds pretty good, right to anyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:21:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It sounded everyone was like that sounds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:21:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I would do it and I am by the way, the name of the company at the time was called dabble.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Dabble now because that was what I thought the company would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I thought it be like a place where people could dabble in different classes and I, you know, I would just kind of tell them about the idea they were people were really interested in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It me starting it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So and you were, I mean, were you looking for for funding at that point or not quite yet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I hadn't quit my job like you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I mean, I wasn't fully there yet and obviously like for me getting my parents blessing was actually a really important thing for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I remember sitting down with them Thanksgiving of that year. So we're in 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And 10.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And you know, I was pretty, like, burned out when it came to my job at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I remember just thinking like, oh, I don't want to go back into the office on Monday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And my mom looked at me and she goes, why don't you quit?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:22:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that was actually a very surprising thing to hear from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Someone like my mother, who's you know, as I said, immigrated here, wanted to make sure my sister and I were stable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:22:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:22:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But I think what she had realized I had been working for six years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Had sort of checked every box that I needed to for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think my mom almost got to the point where she was like, you can stop working like, you know, go do what makes you happy because it's happiness is as important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that's when I kind of got this freedom to be able to sort of dream about what I wanted to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I decided in January that I would quit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Sent an e-mail 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[1000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[11 2011 January I decided I would quit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I write an e-mail to, you know, all the executives and people I had worked with at Warner Music Group and the Vice chairman of the company, Michael Fleischer. He invites me up to his office, and he wants to hear about my idea. And, you know, I'd probably inter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[With him two or three times throughout my experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But he was really interested in hearing about a new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So I go up there. I start telling him about, you know, dabble at the time. And he was like, this is amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I'm going to introduce you to someone who can you know who's running this tech start program?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:23:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[David Tish and he's like. And I want to invest money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Here's $10,000 once again like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:24:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Kind of fascinated by the fact that, you know, I'm about to walk out, you know, or quit my job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:24:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And it's like the scariest day of my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And I walked out with a $10,000 check on the day I quit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So so you have this idea, and there's clearly interest and you were you doing this all by yourself at this point at the beginning or did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Eventually you had a cofounder, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:24:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah. So one of the early conversations when I was really, you know, getting feedback on the idea was with one of my childhood friends, Sanjeev Sangavi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And he was, you know, an amazing dancer. Also, when we were younger, he did martial arts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Became a banker and sort of stopped doing all these things that he loved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:24:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And when I told him about the idea, I remember waking up the next morning and he had texted me like, 100 times being like, hey, I want to give you money for this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:24:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Let me know how I can help and get involved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And that's sort of where it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:24:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So it first started with him wanting to invest and then little by little, as I quit my job and started working on it. And you know, once again I knew he was as passionate about being active, being fit, you know, staying in touch with your passions as I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:25:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[He was like, you know what? Pile like, I want to quit and do this with you. And that's really how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You know, we were always a team like growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:25:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Kind of did everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So that's how you know, we decided to build this together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:25:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[I mean, this is a story that I have almost never heard, which is somebody has an idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:25:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like this and without a deck without, you know, a business plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:25:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[People were like, here's a check going to give you a check. I want to give you check and that must have suggested in your mind that this was a great idea that if all these people wanted to invest and maybe I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:25:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[To something? Yeah, I mean it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Actually interesting because a lot of these people, by the way, had also followed my dance company trajectory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:25:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I say that because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:25:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The way I you know, presented my dance company, the professionalism, the way I sold out shows. I think people knew I was doing that while I had another job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[These are my friends who had been able to watch me hustle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:26:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Been once again able to watch me create something from nothing, nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:26:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And when I was like, hey, like, OK, OpenTable is a billion dollars. I'm building a business that big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:26:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Were like all right, sign me up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:26:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Know that's really where it started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And so the idea was basically a search engine for like when you described it, you would describe it as a search engine or basically as open table.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[For fitness, that's what. That's how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[It wasn't just actually just fitness classes at the time. It was active and creative classes, so we had photography and drawing and cooking on there as well, and we obviously had all the fitness classes listed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:26:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[At the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And the idea was you would partner, you would start to like basically dial up different businesses and see if they would partner with you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So at that time, and this is one of the mistakes we made, what we were really interested in was the information like the schedule data, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:26:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[When you started doing, was really integrating with like the back end APIs that were integrated into the scheduling platforms these places were using.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Which is those are just open RSA or open feeds and you would pull them out, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Exactly 100.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So they were open.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We were working with like sort of scraping data if they weren't connected to something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we were really trying to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was like sort of becoming like this Google right of class information.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And how much money do you member raising just to get started?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I raised about a half $1,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[This is before we got into tech stars, which was this big incubator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So you have got to get some funding and you're working on this idea, but you haven't launched it yet, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

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

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

[This is still pretty much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you get into this program called Techstars, which is like an incubator program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Is it like the Y Combinator of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, it's, it's. Yeah, Y Combinator and textures are are very similar and this was the second class of in New York City. So it was pretty new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[But once again, you know, because there weren't that many startups yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was a great program because I mean, I got to meet every incredible founder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:27:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That you know in New York City and even folks who would come by from Silicon Valley through the program because they came to mentor, right, because the startup community was much smaller at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Was anybody, by the way, did anybody say like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You know, dabble just doesn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[It doesn't speak to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Well, so in when was this? I think in 2011, this is before we were in tech stars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:28:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Actually had to change our name because there was a company in Chicago that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Started selling classes under under the name of Dabble.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:28:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We actually overnight change our name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And we couldn't think of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:28:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we like literally were just scouring the word class with anything on GoDaddy and found class tivity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So our second name was actually class tivity because it was class and activity together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:28:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:28:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Was good. Aside from the fact that everyone messed up the eyes and the teeth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[It's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:28:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Like even till this day, no one spells it right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:28:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So that was a problem. But you know that's sort of where it started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:28:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was a mouthful, but we were we got into tech stars. We were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:28:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Our name was class Tivity, the search engine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:28:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Everything was called class tivity at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So you're working on it and and people are giving you great feedback, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Most people are saying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This is awesome, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Because it worked for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And it worked for seamless web and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:29:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, why wouldn't it work for classes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[So you, I guess what you launch in 2012, you launched the ego pump, you go live.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We go live at the end of tech star, so June of 2012, we have our big demo day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Know we're getting all this tech press.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We launched the website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And what kind of classes could you sign up for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[Photography classes on there we had, you know, yoga classes, spin classes. We had a variety of different classes. We had about a million classes listed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[A million classes available.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[About a minute.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Amazing and all in New York presumably, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[All in New York, correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And presumably you were eventually gonna monetize this, I guess by like charging a transaction fee to the studios?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like if you want your class listed on the site, you pay a fee to cluster it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:29:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Of course, right. So it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[It was a volume bet essentially and and like pretty soon after you launched it, you get a you get like a bunch of press I think and and like the tech press covers this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like all over the place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Umm you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Techstars, just like, go crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Are your servers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Breaking down with all the people signing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[There was crickets, meaning no one went to any.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We had probably 10 days go by before we got even 1 reservation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, it was. It was heartbreaking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was one of those moments where, you know, you start realizing all these like false signals of success, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Was like, oh, all these people who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Compared this to OpenTable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[For telling you this was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Be open table right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Exactly. And by the way, people were coming to the website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So so the first thing we did was we thought like, first of all, we wanted to make sure, you know, the buy button was working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Obviously, that's the first thing you check you're like, is this going through?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:30:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah. Is something wrong?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We would test it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[There a glitch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:30:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And then we thought it was, maybe people couldn't see the buy button, so we would change the colors, change the shape, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:31:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:31:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

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

[Exactly. So I call it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:31:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Know doesn't make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Exact days with one sign up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:31:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Exactly. So I call it the summer of buttons because that's like, really what we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

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

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

[I mean, you know, we had once again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Close to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:31:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's been, by the way, about close to a year and 1/2, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We had probably spent close to a half $1,000,000 at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:31:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I didn't know what to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:31:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[When we come back in just a moment, a pile took the business in a new direction, and then several more before she finally landed on the winning formula.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:31:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:31:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Class pass stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:31:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:31:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Support for NPR and the following message comes from our 2020 how I built this lead sponsor, Comcast Business will Toms is a cofounder of Wreck, a space for creative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Will explains why the makeup of Rex membership meant fast, reliable Internet was a top priority for their business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:32:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So currently we have over 800 active members, about 45% of them are audio creators and those are artists or musicians or podcasters about another 25% or so of our visual creators. And those are the photographers, the video editors, the models.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:32:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So with most of our members being content creators, there's just such a high demand for uploading and downloading.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:32:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:32:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Video files to big format audio files and what we sometimes overlook is the technological capabilities that underpin all that being possible. So high speed Internet is just like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:32:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Beautiful, powerful thing that supports all of the creativity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Learn more at Comcast business com Comcast business beyond fast. Thanks also to Squarespace, take your great idea and build a website with professionally designed templates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Visit squarespace.com and use the offer code NPR to save 10% off your first purchase of a website or domain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:33:17 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Actress Tracee Ellis Ross is used to people talking about her age a lot, and she's OK with whatever people say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I'm 47 years old and I'm the most comfortable in my skin I've ever been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:33:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[What will we go back to being 22?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:33:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[No, thank you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:33:32 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The Black Ish star on confronting an ageist world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:33:36 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Listen and subscribe to. It's been a minute from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:33:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:33:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So it's the summer of 2012. Pyle and her team have just launched a brand new booking service, Clusterity, and nobody is signing up for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:33:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And they're racking their brains trying to figure out what to do next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We start thinking about like some new marketing, you know, tactics we could do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Remember, you know we launched this promotion where we literally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Send an e-mail saying like go to class for free and still no one went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[That's when I was like, OK, we have totally missed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Something is wrong here, and that's when I knew we needed to start iterating and changing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The first thing we started doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was going to our studio owners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So what we didn't do the first time was talk to their partners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We were kind of behind the screens and being, you know, thinking that tech was going to fix all of this, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that's when I realized tech does not fix all of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Is a human behavior.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I need to get someone off the couch physically to get them into a classroom. If I can't do that by talking to them and motivating them, there is no way technology was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[And so we started talking to the studio owners to understand more about what, what, you know, challenges they were facing. Many of them offered a first class for free, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:34:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was sort of their way of getting people in the door and this is also when boutique fitness was starting to boom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This is when we started to focus a little bit more on going towards fitness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, but I'm trying to figure out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[If I want to get an airline ticket right, I'll go to kayak because it's just easy or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[One of these search engines and it just seems to make sense. Like if I was like I need to. I want to do a yoga class and let me just go here and sign up. Like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[It's not clear to me why there was a disconnect between somebody wanting to go because people were signing up for classes online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So I mean you do you enjoy yoga, I assume?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[Yeah, I mean, I don't do it as often.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I should, but yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So I think that's really what it is. Is everyone? Everyone I I surveyed would, if I said, do you want to do a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Class 100% of people would say yes if I told them. Do you want to go tomorrow at 12? PMI would get like a 1% people who would convert and so that was sort of the problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:35:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:35:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was this drop off that was happening when people actually were presented with the information in front of them, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was the brain cycles of which class do I go to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:35:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Is this the right class?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:36:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Commit. Oh no. Oh my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:36:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Oh, and then it's $20. Forget it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You know, so this was sort of the brain cycles of putting too many decisions in one place for someone that was not working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:36:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And so something with like airline tickets like you already made the decision to go where if you're going to go eat, you're going to eat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:36:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Is a utility like you're going to eat, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:36:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that was the difference where working out and going to these classes are aspirational, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Motivate people to want to get out of their houses, to go and try these experiences. We needed to build a product and a value proposition that would make classes fun, not an obligation or not something that felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And justice to review here. I mean, at this point your business was basically just a search engine for classes. And I guess you realize that people are not are not just going to go into a search engine and look for a class and come and sign up and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So essentially what you had to do was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:36:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I guess you had to completely change what your model was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:36:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, a year and a half in, we decided to work, go in a different direction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Mean we downsized the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I had to save cash and I wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, I wasn't done trying to solve the mission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[What did you land on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we started building another product called the passport and this this was a 30 day product where people could go and try these, you know, one off free classes at these studios.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Offering all in one place. And because we had built so many of these integrations, what was nice is at least that part was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Done so, all that people have to do was go on, you know, search around discover.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[They had 30 days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So putting this time limit on it also helped them say OK wait, I have 30 days to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Know try yoga class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:37:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Try a spin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Let me go do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So wait, it was like just just explain it was a you would just pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Much was the 30 day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Saves $49.00 we had about we had 20 studios at the time we launched and they were of different genres.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:37:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Using your past, you could go to up to 10.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Had to be a new customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And he's all fitness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[These were not like photography in art classes, just fitness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[These were all boutique fitness classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So, so ten classes 30 days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Is to use it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Up correct. So you had 30 days. You came onto the site, you could see all the schedule information and you basically got to stamp your passport right with different studios.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So it's like 5 bucks a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Class correct?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[But then I guess the question is why would they pay 49 bucks for it if they could?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Just done it individually for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It just wasn't the easier booking experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I mean that that's like where technology really, I think in our lives started coming along.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Live it's like sometimes it's easier to call a cap than than Uber.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You still do Uber because it's like in your phone, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:38:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:38:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:38:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was sort of that type of experience of people just saying, Oh my God, this is all in one place and, you know, we made it all so easy, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We would give information, we would have photos. It just felt more accessible to people in the way we were also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:38:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The information and it felt exciting, right to say hey, like, let me sign up with my friend and we'll both do it together for a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, it just felt like you were going on a journey together and this kind of brings me back to having a value proposition and not just it being a search engine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So how did it do the passport model?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we finally started seeing reservations, which was, you know, a really great was great progress for us as a company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We started, you know, having people try these classes. They loved going to, you know, yoga on Monday dance on Wednesday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Our studio owners, though, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We're getting the raw into the deal because the promise we had made to them was that 75% of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Would come back to these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Now what we were doing, we were every single time you went to class, we collected a rating review right from you on. If you liked it, if you gave a class like a four or five, we would then retarget you with a package right from that studio direct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So, you know, people would try these classes and they weren't going back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Saw less than 10 to 15% of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Go back to studios.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:39:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that was not fair.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[These studio owners were giving us these classes for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But we're not getting people to come back and be loyalists and bigger problem for me was this is a 30 day product and it's a one time purchase that's also not a great business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Course right. So the other thing we realized, which was very interesting was people were buying this product with multiple e-mail addresses and we started getting yelled at from our studio owners who would call us and say, hey, you told me like customer X can come back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I saw her again last week and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Because they were using a different e-mail account.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[They were using different e-mail addresses and signing up over and over again for the passport.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Loved variety. And that was sort of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We stumbled upon accidentally, which was this idea that people really loved, you know having.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This, you know different classes to take and this motivation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:40:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I could really package my own workout routine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So then we started thinking about what if this is something that needs to be, you know, recurring every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:40:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we did a survey with our users where we asked them, you know, if you could go back and do this product over and over again, use the passport month over month and visit your favorite studios.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:41:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And 95% of them said yes, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Wow. So that was sort of the information and and insight we needed to say, hey, let's try a subscription.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:41:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:41:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So you've got customers and were you getting a lot of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I mean, what was a lot? Was it like, be getting thousands and thousands of people signing up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[No, this this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:41:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, we had a total of about 2000 customers on the passport before we pivoted to class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:41:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we're, you know, we're getting there like in the sense of, you know the the chart was starting to go up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:41:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But we had a problem that that still needed to be fixed, even though all these you know moments were great of people starting to talk about us and tweet about us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:41:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We still needed to do more work, so this is when we started to test out a monthly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:41:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So in June of 2013, we sold a class pass model where we let 50 people come on and try, you know, try this out on a more monthly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Basis. So what was the difference in the class pass model and the passport model?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So the class pass model was a monthly subscription where you could go back to any of the studios right up to three times a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Was still a cap on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know you can go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know a dance class. Your class spending class, whatever you really want to do, you just couldn't go to anyone. Place more than three times in a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[When we started and it was also nine $9 for 10 classes when we launched.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And this was really inspired by the success of the passport model that you saw that model and you thought this is really where we should. This is what we should be focus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:42:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Simple idea that people can get can wrap their heads around and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[That's what like, that's going to work, correct?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And it was just exponential growth after that and by month 3 of having the class \*\*\* out, we it took over the passport revenue and we knew that that was the model to focus on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So June of 2013, you launched the class pass idea. And by the way, was the business still called class tivity?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:42:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:43:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[00:43:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That product was called the class Tivity class fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[That's a mouthful, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And and it's 99 bucks a month for 10 classes a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[A variety of variety of options in New York, which is an amazing deal, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Some of these classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I mean, that's 10 bucks A5.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[There, yes, some of the classes were $30.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[And you know, we had a variety of different studios on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I mean, there were certain studios that we just put on the platform where we didn't have like full agreements.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Because we just wanted to test and, you know, we started sending them so much traffic that they would call us up and say, hey, like, who are you guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You know, let's chat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Talk about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And then we were able to, you know, negotiate a better rate, but we kind of were really just testing out this idea. And if people wanted to do this. And as I, as I mentioned, like, people would make a reservation and then we would go fulfill it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:43:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:43:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So basically, when someone would sign up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:43:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Through your website you would just go to the studios website and sign up that user and pay the fee yourself and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:44:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I guess it didn't matter whether you were losing money on it because you just you just want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[If this thing worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Yeah. So in the beginning, I mean, we didn't really care as we were testing the concept.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:44:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:44:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We just wanted to prove that we could do this and get their attention right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[The number one thing in the beginning is no one was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:44:21](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:44:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, at least the bigger studios weren't going to, you know, pick up the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:44:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Mean for the smaller guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:44:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We would actually, you know, there were days where I would do five classes a day because the way we would really like would love to kind of go into these studios was take the class with the owner and then sort of talk about class pass after, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:44:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Down with them, with our in our sweaty clothes after work with an iPad and talk to them about what we were building.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:44:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So you were really you had to be like that door to door salesman like you had to go. Like I always think about the story of Sarah Blakely selling fax machines door to door, which is what made her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:44:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:44:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Into a great entrepreneur. I mean, you had to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:44:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You were basically knocking on doors and saying, hey, we got this business. Do you want to work with us?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, we had to go to class like which as you know I think that was so important for the people. You know, we were meeting is that we were their customers and we loved going to class and so did everyone on my team, you know and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:45:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, we weren't walking in there in suits with some like some marketing like platform for them we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like hey, like we have this idea and you know that we truthfully like we did so much to understand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[About more about their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So we did a lot of analysis for every single studio because we wanted to make sure they had a good experience with us and wanted to stay with us, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Wanted to have high retention of our studios because that's also what was going to keep our customers happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And we should mention here that I think at this point you've got this model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Where you're paying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The studios, like a fee for each class that your customer takes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So your customer might be paying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:45:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[99 bucks a month. But you were paying the studios like a negotiated fee every time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[One of your customers would go to one of their classes, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:46:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But it's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Bit like going to the dentist like if I go to the dentist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And I pay cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I'm going to pay a higher rate than if I have an insurance policy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Because I'm going to pay a rate that the insurance company has negotiated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, it's kind of a fair analogy, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[I mean, the dentist feels a lot more, much more cruel than going to yoga.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[But sure, I yeah, I see what you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like in the sense of yeah, we have a pre negotiated price but the whole thing is is it's the discovery side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You probably wouldn't have ever even gone to the yoga class if it wasn't for class pass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[By the way, I mean you had raised about $500,000, but I imagine that money was gone by that that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah. So I had by that point, I actually raised a little over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I raised another $700,000 after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So what was nice is, you know, I had money to get to this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:46:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Actually, remember in the summer of 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:47:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[14 Once Class Pass worked, we almost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:47:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We were getting to a point where I had about three to three months of cash left and so I thankfully, you know, raised a bridge round from actually Cyrus from Zocdoc helped me raise that round, which got me into got me through to January, which is when I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Closed my seed route and that was going to let us launch another places.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[This is January of 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:47:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[January of 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:47:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So right up between that point, what I really wanted to prove was getting to $1,000,000 run rate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:47:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So that would mean that we had 1000 people paying us monthly for class class, which was a $99 product and that would mean that I was at $1,000,000 run rate and that's like really what I wanted to get to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:47:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[For January, and I think you know, this was such a fun phase for the company because every day we would, you know, have new customers and we would be doing these crazy promotions. And one of the best ways we would get customers to sign up is we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:47:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This lululemon promotion where people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:47:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Would get $100.00 gift cards lululemon if they signed up for Class Pass and stayed with us for six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And one day I get to the office and there's, like, a letter on my desk and I open it and it's a cease and desist from 11:00.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:12 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:48:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I remember, you know, my first instinct was like, oh, no, should I be scared?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Then I was like, Oh my God. Lulu knows who we are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You know, it was one of those moments where I remember celebrating, kind of because we were so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Right. And to sort of be on the radar of a company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[That it made me realize, like we were really on to something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[But why is that not a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Why couldn't you offer a Lululemon gift card?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Well, we were like marketing it with like, you know, it was in our marketing materials, right? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:48:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[So it made it seem like it was like a a partnership or something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Joint promotion, correct? Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So did you stop offering the lululemon?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Gift card. I think we may have done it once or twice more, but we weren't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I mean, you know, at the end of the day you, you do what you need to, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Think that was this was like the beginning, like we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[As long as it's legal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:48:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[As long as it's legal, exactly like we didn't want it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:49:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Weren't obviously like not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:49:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, we didn't want to, you know, lose obviously a a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You know, partnered us now and we we've done a lot with them, but it's just you know at that time we were we were just five people in an office trying to make something happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Yeah. So I love this idea. You had a very clear goal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[You needed 1000 paying customers a month for $1,000,000 run rate, which was still not going to make you profitable, but it was going to prove the concept.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:49:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:49:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:49:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:49:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, we got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:49:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, when you look back at the curve, right that we started seeing, I mean it just the numbers were exponential.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:49:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We just started doubling and we were tripling the amount of people sort of signing up for classes, talking about Class pass was exponential and viral, right and all of our marketing outside of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:49:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Really came from people telling each other about it, so we would do a lot of, you know, referral tactics and referral marketing and it was very much a product people wanted to do with their phones.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So it was $1,000,000 run rate that we wanted to achieve by January and this is basically the advice I had received was you know once you get to $1,000,000 run rate, you'll be able to raise your Series A right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Was sort of what I had heard in the market at that time because by the way, I had gone out to Silicon Valley three times already.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[In that in the previous year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yet in the previous three years I've been building my company, looking for cash, looking for cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I was like, I kind of remember feeling like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I have to go back out there and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I don't want to come back with, you know, no cash, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Was that was just not an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Option. I imagine a lot of the rooms that you were in where you were trying to raise money were were filled with men, and I imagine men who perceived themselves to be powerful or or important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Were you ever intimidated and and if so, how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Did you find your courage?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:50:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's, you know, this is a great question and I feel like it's been the backbone of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[My whole life, which is I had to get comfortable being different in every room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I think being different just became something I got very used to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I think put things like, you know, dancing things, you know, staying in places and being around people who made me feel confident became ways for me to never doubt myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I knew I was smart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Knew I had passion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I knew how to work hard and so if people doubted me like that's their problem, not mine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I think I would always walk into a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Room with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:51:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Lot of confidence with knowing exactly. You know how I wanted to present my company with, you know, all the all the, you know, jazz and charisma, I could and you know, people didn't want to believe me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Their problem, and I would find someone who was going to right and I think that it was so important to me to find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[People throughout my journey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Who understood who I was, and I think everyone struggles with this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Never wanted to be boxed into anyone thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:51:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like I'm a dancer and I'm a business person, I am.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You know I am short, but I am completely powerful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Know I'm Indian and I'm American.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Kind of always needed to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I've always had this sort of struggle with sort of being like in one place, but being many things and everyone's multifaceted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I think when you find people who see what your magic is and can see it, it's, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So it's around the end of 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You've hit your $1,000,000 run rate and at this point you start to to get rid of of some of your earlier products like for example I think you you get rid of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Passport the the $49 package.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Correct. I always remember this conversation with one of my advisors in that fall and he was like pile. You need to focus and get rid of the passport it's cracked to you guys. It will be a chapter in your book one day. And I remember like at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:52:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Because it was like our first sort of child.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Had worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I wasn't fully ready, but by, you know, three months later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:52:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, we had crossed 1000 customers on class bus. And I mean, you know, 90% of the reservations were coming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Through the class pass model, we knew it was the right way to go and we luckily got the class pass domain. We got the class pass like Facebook name, IG name, Twitter account and in February of 2014, we finally changed our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[To class pass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:53:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So you get class pass and and up until 2014 you were only in New York but but you wanted to test this out. And so you expanded to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[La and Washington, DC and San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But that presumably meant over the over the course of the year, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That meant that you had to expand your team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Your team out? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:53:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So in January, once we raised our $2,000,000 seed round, the hypothesis was OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This work in other places.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That was the number one thing we had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We needed to make sure that this was just not a New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And so we launched in Boston and DC and we started seeing the same traction, the same growth in those markets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:53:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Gave us confidence to say, hey, let's bring this to other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And so we ended up, you know, hiring more people, sending them out to these cities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Expanding the team, but it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Heavily a sales effort, but we were able to get cities up in a matter of two weeks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So you so you start to build it, build it out to other cities in that year 2014, this is a kind of a pivotal even another pivotal year because you had this model, the $99.00 a month for 10 classes, which was an amazing deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Then you kind of double down on that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[He made a $99.00 for an unlimited unlimited membership. You can go to as many classes as you want for 99 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:54:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[As a summer promotion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[In 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[To continue, you know, with growth we did a summer promotion for unlimited and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think the other part here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Is we were, you know, there was no blueprint.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We didn't know how many classes people would go to with the 99 for 10. We were seeing our average around, you know, 5 or 6 classes per customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:54:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We didn't know if that was right and we had people, some people telling us 10 wasn't enough, some people telling us 10 was too much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:55:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It was, you know, we didn't really know where the numbers should be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:55:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[If that makes sense, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Had to test different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Plans. And so, you know, we were in obviously heavy growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So we do this promotion for unlimited summer and at the same time we also secure like amazing partnerships with like top tier studios like Ferris Boot Camp Flywheel with you know a bit of a higher price, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:55:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We're also dealing with a little bit of our cost structure, changing from more of the premium inventory we do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Trimmer promotion I raised my Series A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We announce it right on all the media blogs and literally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:55:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The wolves come out the next day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:55:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I start seeing a competitor in every single city.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Like local competitors like like, some company would just decide to like aggregate a bunch of studios or gyms in a city and then offer packages to to users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:55:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, so now I'm dealing with multiple things happening at the same time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:55:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Where I can't really change my pricing because all my competitors have copied my same product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Right. So everyone has an unlimited product now in the markets?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:56:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Obviously were the front runner because we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Started the business and we were raising more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I mean, by the way, six months after my series AI raised a $40 million Series B.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Right. So in just think about how quickly that scaling and that growth is and even in terms of numbers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[At when 2014 started and we started projecting how many cities we would be in, we thought we'd be in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[8 cities by the end of the year and in September. Once we launched our or we announced our Series A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And all these competitors came out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I remember thinking we need to go much quicker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This is not going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We're going to lose some of our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We need to win and we started at this project as a team. We called it operation 2015, which meant that we wanted to be in 20 cities by the end of the year, right, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So this was launching 12 extra cities in a matter of three months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:56:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And so we hired like 60 people that weekend. It was absolutely like one of the quickest things we had ever done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[Literally like bought tickets for people to go into these cities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:57:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[They went in, we launched all these markets and we did it by January 1st of 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We were in 20 markets around the US and we were we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Had to build a protection shield, essentially and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So that month that that summer of 2014 temporary promotion became.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It became the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yep. So here's here's what I'm wondering.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I think this is this is important, important point to point out, which is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Even though you are getting tons and tons and tons of customers, I can't imagine that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[People pay $99.00 a month was profitable for you because you still had to compensate the studios. And even though you were paying them less than what they might charge for a full price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:57:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I can't like if somebody was going to 20 classes a month that was gonna, that was gonna be 5 bucks a class, right? Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Well, so we were obviously looking at the averages, right. And so in the beginning, you know, we started seeing the numbers go up and it was on our radar. And we also then obviously started seeing our cost go up because we started getting better inventory, right that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Other thing that happened is we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Attracting the better studios, right, which we had to negotiate better rates with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

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

[They're going to charge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Money because they're the better studios.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Of course, yeah. Because at that point we were the way we were doing a lot of the discounting was it was a 50% off of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Class pack rate, so it was obviously going to be higher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we were kind of in this jam and we started doing some price increases, right, because that was sort of the first thing that, you know, anyone could try and what we wanted to do is really find this really nice price point where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We wouldn't have people leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think the the other point is fitness should be accessible, right? And I think that was a belief we had as a company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Didn't want to have like a $300.00 product that didn't work for anyone you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Had I think at one point you tried to raise a price to about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:58:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[190 a month and customers. Essentially you could understand we're like, hey, what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[00:59:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We're paying $99.00 a month for this now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Like twice as much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:59:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:59:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We didn't go that high that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:59:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, we started with doing like a $1520 increase and then it went up to around 1:50 when we started doing was introducing lower lower packages. And then what happened was you know, our really profitable users were obviously choosing the lower packs which made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[The unlimited package even get worse in terms of of our margin, right? And the people who are sticking with that product were obviously the ones who were using it a lot. And so over time, the margin of of our unlimited product was deteriorating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:59:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[As the cohorts were growing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:59:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that puts you in this weird situation where you are kind of betting against your subscribers like I guess like hoping they don't go to too many classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:59:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[00:59:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think for me, even as a founder, I remember, you know, showing up to work one day, and I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:59:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like a social media interview with my team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[00:59:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And they asked me, you know, pile, like, tell customers, like, how many times you work out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And I was like, oh, I go to class every day. And they were like, you can't say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like we don't want people to go to class every day and that's when I was like, wait a second.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Is like, not the mission we stood up for, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[And it was sort of a moment where I knew we needed to make a change as hard as it was. I was like, this is not going to work, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We're betting against our customers being active and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That completely goes against everything we've fought for for the past, you know, 3-4 years where we were just trying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Get somebody off the couch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, there. There's actually great Planet money episode about this several years ago about how gyms don't want you to come there because they make their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[When people don't show up right, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[It's it's very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's it is sadly very true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:00:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that's not what we wanted to bet on here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:00:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And the breakage model would be that people would buy the unlimited pass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Really only go two or three times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And not go. Yeah. And that's not. That's not the promise you want to make to people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:00:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, obviously there is a lot of data and customer testing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:00:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

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

[And I mean, we have so much data on like you know, how many times people go to class and how we could change it. And we were trying to understand what human behavior would do. But what we didn't, what we didn't know is that you know, every time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Make a change. Human behavior would change.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:01:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Right. And so we had to kind of do this testing while the airplane was in flight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So it was clear by 2015 that the unlimited model just was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[You were increasing the fees, but it the the margins were diminishing. It was clear to you that it just couldn't work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:01:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:01:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Couldn't offer this as a product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:01:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yes, we do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[I mean, what's?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Amazing about the stories. We want to pause and point this out is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:01:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You've this you've already had like 5 companies in one different, one single company at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:01:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[No, we're not done yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:01:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And it's actually really amazing because, you know, that's really what I think, especially a technology focused business is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[It's about you don't know. I mean, you have this model in 2011 that was foolproof that everyone said. This is this is a no brainer to slam dunk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:02:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, you're what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[At this point, five years into the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, we're just about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you have 5 different products that you that sometimes it worked really well and then you kind of evolved and you realized we got to pivot again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think that's, you know, really is in the DNA of our company now and I think we're super resilient and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I've learned this, you know, to be mission obsessed as a founder and not product obsessed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Not my product that makes sense. It's it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Actually creating a solution right to the problem and as variables change whether there's things that change in the world, like we're going through right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Or, you know, things that changed in my customers behavior. I have to be able to respond to it in a way that's aligned to the true north and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That's the one thing that's never wavered in our company is what we're fighting towards, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:02:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:02:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So when you got, I mean the other challenges you offered something that people got used to and they laughed and then you said it's not going to be available anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[So I'm assuming there were people who were not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[About this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:03:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:03:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:03:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Did you take a hit initially from that? Did did people stop signing up as quickly or or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:03:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The noise was bigger than the impact it had on the business, for sure, but the noise obviously still hurts right in the sense of, you know, you never want, you know, your customers unhappy. And that was definitely a tough, tough day and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:03:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, we obviously knew it was the best thing for the long term of the part of the business. And you know, we're here today because of it and we have, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:03:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Obviously, you know, built a much bigger business since then and that's obviously because we were able to get through that moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:03:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So basically you you pivot to what offering packages like you know $1099 for 10 classes or you go back to that kind of model or or or what did you do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:03:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:03:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah, we have class packs now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:03:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So there's like a three pack A5 pack A10 pack and then you could always add on extra classes through bundles and all our cart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We kind of made it a bit more, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Pick your, pick your plan and by how many times you want to workout.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And also I think it's based on credits, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Get credits.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So that was another change we made, I know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We've, we've, we've definitely made a few iterations to the company, but we made that change slightly after the classes class packs was we realized that the class packs were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[A bit constraining in the sense that not every class was the same price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And justice, to be clear, a higher ticketed item would be like a Sunday morning yoga class versus a Wednesday 10:00 AM yoga class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Correct. And my favorite thing is you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You can now even book like things like massages and acupuncture and other types of experiences that would have never fit into our class model before, because we now have these new experiences in different cities that people can go to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:04:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You kind of really became.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Kind of important and a symbol for young women who wanted to become founders, especially women of color. You know, you. You launched this company, this business, you were getting a lot of attention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Raising a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You were running it. I think the company was valued at almost half a billion dollars in 2017.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And that year, you decided to step down as CEO remained as part of the leadership of the company. But but your business partner, Fritz Fritz Landman, becomes CEO, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Tell me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, I wouldn't want to be a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Personally, I think it would be horrible and boring and stressful. I'd rather do like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Strategy and vision stuff, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So first I think it's important for people to understand that the role of a founding CEO significantly changes as your company grows.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So what I was doing when we were five people and you know, even 50 people, it's very different than all of a sudden when you have two hundred, 300 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:05:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:05:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I started finding that the title of CEO was defining me and boxing me in more than me being able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Of, you know, have the freedom to continue to do, you know, the creativity and the vision and the project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But I knew I really wanted to spend my time on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I realized, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And I was lucky. I had a great partner in Fritz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Fritz had been working with me at this point for three years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We kind of also started, you know, he started getting more involved and he was kind of in the day-to-day a lot more. And I was working on more like a strategy and the vision of the company. And so it became pretty you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Easy for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[To make the shift I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Like what I realized in in that process is that a title like to me doesn't mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's the work you do and you know it was really important for me to make sure that, you know, especially little girls and women know that they can be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:06:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Now the opposite side of that is I would not want to see somebody in a role that didn't feel authentic to them, right and wasn't letting them be who they wanted to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:07:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:07:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Stepped down as CEO, but obviously still very much involved in running the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:07:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you really kind of growth go into?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:07:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Just this explosive period of growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:07:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, you guys acquired a couple of competitors and international competitors and really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:07:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Growing very, very quickly and as you grew as you as expected, you also become a bigger target as you should be as any big targets. Any anyone that does well, it becomes a big target and that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:07:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That's part of the deal, you know, that's just part of the price you pay when you have success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:07:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you start to get a lot of criticism, really more visible criticism from studios and from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:07:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Small business owners who had studios saying, look, this is really undercutting our our you know our business because our margins are so low anyway and class pass you know we have to work with them because they're now the big 100 pound 800 LB gorilla on the block.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[We have no choice, but we're not making any money off of this system, and of course I'm sure some of it you feel like is unfair, but some of it has to be a little bit fair.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:08:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So you know, we always look at all of our partners and you know I think it's important to understand that we're A2 sided marketplace, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:08:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Always trying to balance the two and be this middle man that is making.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:08:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Happy. And with that being said, you know I think there are many studios out there who've literally built their entire entire, you know, businesses off of class pass, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:08:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:08:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Wouldn't be alive today without launching with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And on the flip side, you know, I think we also know that there's companies that you know have had to deal with discounts who didn't want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:08:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, and I think for us, we're always trying to improve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:08:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know our technology, our algorithms, our data to make sure that we're always maximizing revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Our studios are making money when we make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So everything is 100% aligned. I do think you know studios would love to be able to do some of this themselves, but when you really, I mean when you think about it, it's not that like I hate saying like it's that not that they can't it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Really just that the synergies right of a of a company like Class Pass being able to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Former acquisition for an entire industry right where a class is, you know, 2530 dollars is just obviously more efficient when we're selling a product that has a bigger lifetime, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Able to put money into Google Analytics or or Facebook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Know we they can't do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[In I think in February of 2020, there was an article in Vice and it was a big article about Class Pass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Think it's called class Pass squeezing studios to the point of death.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I know that you your company refuted it, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You went out and kind of refuted what what they said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And let's say, let's say a significant part of the article was inaccurate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I don't know. I'm not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:09:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[Let's just say for argument's sake it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That article still must.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Stung a little bit when you saw it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:10:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I don't think we're ever at a point as a company where we, you know, are saying like we know that we're right and that you know, we have the exact perfect way of doing things. What we're always trying to do is make the majority of our studios happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[A majority of our customers happy on a given day and you know we're improving our models, we're improving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[The way our our business works for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[These stud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It really comes down to prioritizations, but we're always, you know, once again, like our teachers are our product, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Always say this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:10:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know our product is not this technology we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Our product is this class that someone goes to, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's the experience they have with our instructors in our studios and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That is the most important thing for us to protect and make sure that everyone feels like they are getting, you know, a good end of the deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:10:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think in January this year you closed your series E round with a $1 billion valuation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:11:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Company value company of this new decade, which is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you know, like many or most businesses I just talked to a founder who was on the show recently and he told me February of 2020 was their best month ever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And then comes March and here we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You're at home. You've got a three month old baby at home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[By the way, congratulations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:11:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:11:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's just a different world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's a different world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, these are unprecedented times, and I mean studios in our business were, you know, one of the first things to obviously be mandated by the government to shut down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Overnight in almost, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Close to I would say 95% of our markets, most of our studios closed down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:11:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, you raised money in January, so I have to imagine that that helps you because it gives you some cushion to maybe weather this storm for for a while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah. So, I mean, we've obviously had to make changes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[But yeah, I mean, we're happy we have that money, but that still doesn't mean we can waste it, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Mean this is all about surv.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah. So the number one thing that you know, we're really focused on is making sure our studios make it through this time, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Mean they are small businesses, they have huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[They, you know, they've many of them have had to let go of their employees, you know, and their instructors during this time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[But we want to make sure that obviously when this is over and you know we don't know when that people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Return to these amazing experiences and instructors that they know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:12:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We've really been focused on is, you know how do we send money to them and we have a partner Relief Fund that we've launched where customers can donate directly to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Their favorite studios and on top of that, you know something which is obviously very important to us is how do we keep people active at home right today in their own spaces. And so a few years ago, we started working, actually on a video product and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Were lucky that, you know, we had it sort of up and ready. And so right when this started within like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:13:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Our entire product changed and you know our homepage and everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Came do these digital workouts and we've launched this live stream capability where you can use your credits to book these live stream classes to over 50,000 different workouts a week that are going on from our studios.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[What we're, you know, I I say this in the sense of we're trying what we can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Doing what we can and our studio.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Obviously, if you book these classes, make money and that's really one of the most important things right now is for people to stay active and our partners be able to make it through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Yeah. And so I wonder how do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, it's very hard even for the most optimistic people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:13:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[It's a hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:13:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Moment. Yeah. I I mean, you know, I I think it's been really heartbreaking to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know what this has done to a lot of small businesses and even, you know, for, you know, we've had to let go of a lot of employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Know a lot of compan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Had to I think it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean, we started this year being a billion dollar company, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Then have lost a lot of our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we're going to have to go backwards a little before we go forwards, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think if you have the mindset of we're going to figure it out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Have a team that's unbelievably loyal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Have a mission that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Doesn't go away even in Corona times, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[We're actually trying out different types of classes on there from cooking classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And and other and like comedy and things, we don't know what's going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So we're back to throwing some things at the wall again and I think that startup blood is in our is in our DNA and there's going to be some adjustments that are going to be made and we'll have to see how customers evolve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:14:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, I think there are roughly two types of there are many types of entities, but there are roughly two types of entrepreneurs, those who.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:14:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Really kind of deal with stomach turning anxiety, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Bathroom floor, fetal position. Crying. Freaking out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This going to work right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And then others who are just naturally more even keeled like they just they're OK, they can handle it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Put myself in the anxiety, riven bathroom floor crying model, to be perfectly honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:15:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Seem to me to be just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I don't know. You don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think what I think once you've been through the bathroom floor model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You seem to me, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[434 times. You just start feeling more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Resilient to it and more confident in the fact that you're going to get through it, that you know we've been through so many ups and downs as a company, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:15:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Is like close to nothing to like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Feel like we haven't been through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:15:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I mean outside of a global pandemic. But, you know, I think that's that's really what it is, is I we've been through a lot, you know. And I thought every single day to come up with a solution, you know, every single time I could and and I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know the advice I always have is like, as long as there's a dollar in that bank account, you have time to fight and you have money to fight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[When you think about, it's been 10 years since you launched this thing and it we've got a billion dollar evaluation in January, which is incredible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And we're obviously in a difficult moment now and it could could last for a while. But but but when you think about the success and the trajectory of of this business, do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You know, how much do you think this has to do with with luck and how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[How much do you think it had to do with just your insane work ethic and and skill?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think it's all about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Making luck happen to you in the sense of positioning your cards right, right in the sense of when opportunities sort of present themselves, you either have to decide to go with it or not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I think like this is part of why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:16:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[To me, class pass is so important to people is I kept dancing and I say that because dancing connected me back to like the center of everything I was building and I really want other people to always have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That center in their life, it gave me clarity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And so I think having that clear thinking helped me guide my decisions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Me, listen to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Help me sort of put.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Wait, like people are saying this and my data is showing this so I this is sort of Gray still, but I'm going to go with this decision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you know, I even think about my parents like, I mean, my parents came here with nothing, you know, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Literally like for them to know that their daughter built a company like this is like something that I will.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Always feel like is the most rewarding part about this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That's Paol Kadagia, cofounder of ClassPass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:17:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[By the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Pyle still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:17:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And you can actually see some of her incredible choreography on YouTube. One of pals videos of her dancing at her wedding reception has more than three and a half million views.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And thanks so much for listening to the show this week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:18:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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[01:18:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You can write to us at hibt at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Npr.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:18:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[And if you want to tweet us, it's at how I built this, or at Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Episode was produced by Rachel Faulkner, with music composed by Ramtin Arabloue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Thanks also to Candace Limerick gales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Carney, Neva Grant and Jeff Rogers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:18:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:38 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[I'm Gregory Warner with NPR's rough translation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:41 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[So there's a holiday in the Netherlands where every year thousands of white folks wear blackface.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:47 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[People are trying to end that tradition, but in a very Dutch way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:50 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You talk, you talk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[You talk, you talk, you talk until.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

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

[01:18:55 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[Can you fight racism in a way that brings the whole country with you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[01:18:58 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)

[That's on NPR's rough translation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVc)