# Audio file

[Clubhouse Paul Davison and Rohan Seth.mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Hey, it's guy here with an important reminder that our first ever how I built this virtual summit is right around the corner from May 24th to the 27th. We're bringing you inspiring conversations with some incredible entrepreneurs. You can learn how to build and lead a team with Brené Brown how to get the word out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:00:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[About your business with Gary Vee, channel your creativity with Adam Grant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:00:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And find power in community with Rashad Robinson. Also, each night I'll be hosting conversations about innovation and marketing and how to make an impact with some of your favorite guests from the show like St. Marshall, Sal Kahn, Sadie Lincoln, Tristan Walker and many, many more. If you're ready to build a better future and make connections with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:00:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Other people who want to do the same then this summit is for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:00:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[For you, you can learn more about it and get tickets at summit.npr.org. Thank you to GoDaddy, the presenting sponsor of this year's summit, and to our supporting sponsors, Dell Technologies and Bulldog Online yoga. And I cannot wait to see all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:01:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of you there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:01:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[So today we're releasing a special live episode of the show. It's my conversation with Paul Davidson and Rohan Seth, cofounders of the social media app clubhouse. I spoke with Paul and Rohan back in April for how I built this live event that we did on clubhouse. Now, if you don't know what clubhouse is, that maybe.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:01:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Because you choose to ignore news and that's OK, no judgment, but basically it's a social media app, but in audio format.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:01:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Clubhouse allows people to gather an audio chat rooms to discuss anything from sports to politics to networking. And currently the app has over 10 million users Clubhouse, launched in March of 2020, just as the pandemic began shutting things down. The timing couldn't have been better since there was a new found demand for people to connect.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:02:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Virtually Paul Rohan officially started working on what would eventually become clubhouse a year earlier in 2019.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:02:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It was the first business they ever worked on together, which is surprising because before that they kind of lived parallel lives. Both attended Stanford for undergrad and grad school. Both spend time working at Google and both started social media apps that were eventually acquired the first place.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:02:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Their paths could have crossed was at Stanford. Rohan came to the US from India and was getting his undergraduate degree in computer Science, and Paul was trying to break into the startup world while he was at Stanford's Graduate School of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:02:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:02:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And honestly, it's probably generous to claim that I that I knew what I was doing. You know, I was just really interested in getting involved in the startup world. And so I like the idea of going back to Stanford and just immersing myself in that. So it was a great experience. I I went back to school there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And spent most of my time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Just working on independent research projects, working with local startups and and entrepreneurs doing small group dinners and and faculty lunches and and thinking about startup ideas and Business School, I think is kind of what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You make.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of it. For me personally, I really wanted to spend my time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Getting really involved in in the startup world it it was great for that. I mean I I think Silicon Valley it it's still a special place and it was a special place back then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[There, there are so many interesting projects being built, and if you have some free time to to explore, it can be it it. It was really great. You know, I I got a lot out of it and really enjoyed it, but you never know what would have happened if you had taken a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Different path but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[But I really enjoyed my time there and and why you were there. I mean, you had no idea that eventually the guy that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Who would who became a co-founder for this was also there and you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Were sort of. No, I had no idea. But I do think it's funny to imagine if we had just crossed paths there. I'm sure we did. I'm sure, I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:03:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Kind of, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You probably did probably walked by each other and and at that time sort of 2007, 2008, and you're both at Stanford, Paul, you you got your MBA in 2000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[But but around this time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I mean, there's there's an explosion of, you know, new startups, right? I mean, a lot of the companies we talked about today, we're just getting started. Slack and Airbnb. And you know, these, these, these huge Uber, I mean, these Uber would come later, but these huge companies we talk about now, we're really kind of beginning to to cut to kind of crystallize the ideas were kind of crystallizing these founders.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We're finding each other.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[As well and and and where where were you guys? Were you looking at that? Were you looking out and seeing that happen and and starting to to think to yourself what could I do? What's what's an idea I could maybe bring out to the world? Rohan, were you were you thinking that way?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:04:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, actually it was. I think it was when the Facebook platform first came out. And I think that was the first time that I really, really started to think about what could I build on top of this platform. And I always wanted to start my own.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:05:10 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[For me, the reality was that I was still in an H1B visa and I couldn't, and so I I just continued working at Google and just kept building stuff there, hoping that one day I would get a green card so that I could work in my own company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:05:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Meantime, Rohan, you. You're fully in at Google and you would you would end up staying with Google, I think until 20 something like 2012, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:05:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, I think I left around February.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:05:34 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of 2012.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:05:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and Paul, what about you? Were you while you were at?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:05:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[In the school I mean a lot of folks we've had on the show who have been to, to the GSB, like Andy Dunn, Bonobos and and and and, and I mean they they met their cofounders at at, you know, in Business School or they they developed a network of people that they would eventually work with were you thinking, were you like constantly thinking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:05:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[What is? What is the thing I I could do? I could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Start. Ohh yeah all the time. I mean and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It's funny. I remember Brian spaly. Who? Who's Andy Dunn's co-founder were they were both. They were both classmates of mine, and I remember.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[One day in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Class Bailey was coming up and he was looking at my pants from all different angles and and I said, he said. May I help you? And he said I'm thinking of starting a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Company and I wanted to ask you some questions about your pants and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and I remember him selling the first pairs out of the trunk of his car and trying to convince Don to come in and and start it with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Them and you know, another classmate of mine was working at at Facebook at the time, and she was trying to decide whether to drop out of school and and we were thinking, yeah, we were talking about it and saying, well, well, my space is a lot bigger. But Facebook is growing a lot faster. And. And then another friend of ours joined Facebook in 2006. And we said, oh, that's cool that he joined Facebook. Too bad he didn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:45](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Too bad he didn't join really early and I I mean it's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:06:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You're constantly being inspired by people doing things like that and you know what I what I really appreciated.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:07:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Was how the the culture really encouraged that, like I actually interned at Google when I was in school and had a great experience there really, you know, interesting company, smart people. And I decided not to go back there full time because I wanted to go do something earlier stage. And I remember talking to my classmates.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:07:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Got it. Or or to my professors. And without a single exception, every single one of them, their response?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:07:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's awesome. Congratulations. And they all thought Google is a wonderful company, but this the spirit really encouraged you to build and and to start things and and maybe it, you know, romanticized it or or over glorified it. But for someone who's interested in that stuff naturally.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:07:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It's it's just, it's really inspiring to be surrounded by people who are taking a swing and and trying and trying and trying, even if they're getting knocked down.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:07:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Time and and Paul, you you went to go work for a company called Benchmark the the the venture fund to work as an entrepreneur in residence and and basically while you were at benchmark.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You I. I guess you had like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[More than maybe 10 up to 10 different ideas that you were kind of noodling on, probably some were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know, notes on paper and and others.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Maybe you got a little bit deeper on and I know you eventually landed on one called highlight, which we'll talk about in a SEC. But tell me what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Some.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of your ideas were while you were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[There. Oh man, I thought they had hundreds of different ideas and they were probably mostly bad ones. You know, I I think a lot of them were looking at consumer products that I wanted to see exist in the world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know, pain points that you have every day, things like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I remember I was looking at receipts for a while, like it's pretty crazy that you go and buy something and you they give you a slice of a tree and 99% of the time you don't want it. And the time when you do need it, you can't find it and it it's just it's a really bad system. And that was a problem that I wanted to solve as a consumer or another, one that I wanted to solve.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:08:47](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Feet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:09:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Classifieds in in Craigslist, you looked at what was happening there. It was such a such a valuable business, but the interface was so lacking and you had new pieces of infrastructure like like Facebook and and location services and other things emerging. And then there were problems that I wanted to solve in the world like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:09:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know, people was the theme that I kept going back to a lot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:09:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Right, the this notion that the people in our lives, the the people we become friends with, the people we marry, the people we do things with, the people we start companies with, they're the most important thing in the world. I mean, nothing affects our lives and our happiness more than the people around us. But the way that we learn about people and the way that we bring new people into our lives is just incredibly random and inefficient.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:09:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And so I ended up working on highlighting that spirit, but I'd also looked at.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:09:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[New ways to think about dating services or or friend matching services or or other related products.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:09:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Let's talk about highlight for a moment. Because and and no judgement, I'm not judging you, but it sounds creepy. It sounds creepy. Sounds a little creepy. You you land on this idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Called highlight and you actually pursued it. This was a real product available, an app available and basically it would use your phone's location and then the app would tell you based on location it would say hey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Hey uh, this person who is a mutual friend of of yours is around or this person has your shares, your interest, and they're around too. And it would enable you to have serendipitous meetups. You know, in, in, you know, I don't know, you're walking around, let's just say part of San Francisco. And you look at the app and like, oh, there's somebody who shares my interest and they're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[They're. That's right. That's right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Turning a corner and we might meet up right now.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know, this is it's an interesting concept.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:55](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:10:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[All opt in, so it only worked with other people who also had chosen to install the app and and wanted to be part of it. But as you were walking around town, it would occasionally buzz and say your friends in that cafe right there or that guy over there knows your brother or that person's from your hometown and it was mind blowing like I know I'm biased, but it was so much fun to work on like it was the type of thing where you just work on it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:11:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You fall asleep every night and then you dream about it every night and it's the only thing that you want to be doing. People used it for for knowing when friends are around for, for dating, for professional networking, for recruiting. It was before Tinder too, so there weren't really social norms around that. And the last thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:11:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Way is I didn't realize.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:11:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I I had never put two and two together and realized how thematically similar highlight and clubhouse were until someone pointed it out to me on the app here some some months ago. But they're both about connecting people right and and that's something that that I've always really enjoyed working on because I think if you can do, if you can help people do a better job.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:11:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:11:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I don't know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:11:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[So much good comes up that right, I mean it's people are everything. They're the foundation of everything we do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and so it's just a problem space that I was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Really excited about around that time. I think you and Rohan first met this is 2011. I wanna go back to you, Rohan. How do you? How do you? What do you remember about meeting Paul? How?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Did you guys meet?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[What was your first impression of that guy?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Oh, yes, yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, we. So we we we got connected through mutual friend Elad. And I think we met at a happy hour and we just started talking about products. I I don't remember exactly what, but I think it was one of those things where we both just like love playing with every new product. And we started talking about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And uh, because I had some experience in location and Paul was starting to think about highlight, I think we just kept talking you know about how I could be helpful there and you know just sharing some of my you know my knowledge around I don't even remember at that time maybe Android battery life or something pretty.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, I I guarantee I was trying to recruit him to come work with me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:12:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[But.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, I'm trying to think what my first impression of Paul.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I think it was mostly just like, oh, man, this this guy just like, exudes positivity and energy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Ohh you went to you. You you raised some money to to build this app and I think you you started a company you create a company called Math Camp and through math Camp you built highlight you raised about 5 and a half million dollars.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And in funding from different investors and I think you kind of premiered to the the sort of coming out coming out party for for highlight was at South by Southwest in 2012, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, that was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[In the early days of it, you know we we got a lot of attention at South by Southwest that year. That's right, that was it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know, that was during the era where every year and South by Southwest people like talking about what was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[The app everyone's using this year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And yeah, big breakout.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And it was highlight, I mean that was the app people that was the hottest app that year at South by Southwest. You were young people walking around Austin.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's right it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:13:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Highlighted. That's exactly right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:14:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And like wearing, I guess, white turtlenecks with the highlight logo on it, one promoting the app and meeting people. I mean, there was a lot of buzz around it. Did you go back to San Francisco thinking I did it? I I'm this is it like this is going to be the thing I do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:14:05](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Wait.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:14:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[No, I I I mean I would say far from it, but it it was a really exciting time. It was the first time I had ever started a company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:14:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And it's when you encounter your product in the wild and and people come up to you and and you know or or you're talking with people and and they ask what you work on and you tell them and they say, oh wow, I love that product, you know, or I met my girlfriend on that or they they come up and they tell you stories about all these amazing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:14:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Moments that it created I I love that I love it. It's so satisfying for me. I think the potential of social products and communication products is so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:15:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It's so large, right? It's they can impact our relationships and they can impact society in such a big way, but they're really hard and there's a lot of luck and there's a lot of timing and that honestly, they're not rational things to work on because they almost always fail and and highlights certainly didn't get the escape velocity that we were hoping for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:15:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[At the time you wrote an article for cnn.com and I'm quoting just a line you wrote. Yeah, you wrote. Knowing more about the world around you just makes life better. You're responding to people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:15:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We're critical of this app saying this is like a privacy thing and it's a little weird. And you wrote in another decade, we're going to look back and wonder how we ever got by without this kind of stuff. Now some of your friends who I think really like you and admire you have been quoted in in articles of saying Paul is very optimistic almost to a fault.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:15:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Which I I think it's a an attribute entrepreneur has to have. But I mean you were really optimistic about the prospects for this app. Yeah, I think that's right. I think that's right. And I think you come to you learn a lot as you build right and and you come to appreciate the the nuances and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:16:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[The hard parts I I still believe that it's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:16:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It's crazy that we walk around and and don't know anything about the people around us and that you you run into an old friend and you forget their name and there's literally no way for you to to to get that data. And so you just avoid eye contact and pretend you didn't see them. I I do think that our our grandchildren will think it's crazy that that's the way the world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:16:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Used to work just like we we can't imagine a world without the Internet and without instant access to information and and phone.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:16:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and so I. I still believe that, but yeah, you could, I think the time frames and the exact ways that you get there are are hard to predict sometimes 100%.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:16:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Well, I and I think that I think there's something to that, but it didn't work. Highlight didn't catch on it it. I mean, let's just be clear it it, it failed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:17:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's right. That's right, absolutely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:17:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And why? Why do you think it did? Why do you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:17:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[What?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:17:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Think it didn't catch on. I think there are a number of reasons I I think there are technical challenges back then. Battery life was a big one. I think if you use the app for a full day at at eight 2/3 of your battery life, you know I I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:17:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[The the location infrastructure I think was still pretty nascent back then and and and the company was just two of us. It was my cofounder Ben and me. So I think there are technical challenges, but I also think there are social challenges, right? Like I remember talking with a friend of mine about this idea that you know, you could be standing in line at Starbucks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:17:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And the person next to you could know your name and and you know you could see the common connections you have. You could see if you both went to the same school or or if you know they they were from your hometown or they knew your sibling and she was saying.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:17:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's the last thing I want. We always approached it in a very opt in way and and it was only the people who who wanted to use the app that that would have, you know, any information shared with anyone. But. But I think that I think it's very hard to know exactly what information to share with exactly which people and exactly which context.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:18:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Alright, so you are. Let's pause on highlight for a SEC and and I know that I'm I'm a little bit off the time timeline here because I'm I'm moving to 2014. But but Rohan, you've been patiently listening to Paul's story.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:18:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:18:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[No, it's great.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:18:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I wanna I I wanna ask you about what you eventually left working at Google and you started your own. You founded your own company called Memory Labs. And I guess my my sort of description of this and and you can you can improve on it is it was basically a journaling app right it it it allowed people to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:18:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Take photos and journal entries and created an archive on their phone basically.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:18:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:18:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, I'd say it wasn't really just one app. We just tried a lot of different ideas. So the the main hypothesis for us was, you know, I just like love recording everything about my life. I was one of those crazy people who who would at the end of the day, I would talk. I would try to capture who I hung up with. Where did I hang out with them? What did we talk about? What was the most important thing that happened to me that day?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:19:12 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And I love journaling, and that's something that I wanted to build for other people. And so when I founded a memory labs, I didn't know what form that was going to take. So, you know, that's why I kind of went with the labs metaphor, and the idea was, let's build a bunch of different.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:19:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And see which one sticks and the the main thing that I tried to do is try to make it really, really easy for you to capture and share your memories with the idea that eventually you'll have this amazing journal.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:19:42 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That you keep for yourself.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:19:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Rohan, meantime, memory labs. You're working on memory labs, and I think you worked on it for about 3 years.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:19:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And then eventually in 2017, you sold it to a company called Open Doors, they acquired it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:19:55 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, actually it was a talent acquisition. You know, the acquiring company took care of our investors and we just got regular jobs and we were just happy to work there. You know, we we had been.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:20:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:20:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Working in the startup for three years and it was your identity is attached to this thing, and it's hard to let go of it, but in fact it was far from being in the money. You know, we we had worked on memory labs for a few years, taking very low salaries. And so it was just nice to work for a company that could pay us a regular wage.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:20:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah. How did you know? Paul? How did you know when it was time to just pack it in with highlight that it was just it. It was not worth spending another month or two months or trying something else.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:20:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It was really hard for me it it was. I mean, I was so emotionally attached to it, and it was such a part of my identity. And it's it's really hard to to to give up on it. And so I think when we decided to work on other apps, we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:20:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That there wasn't a single point where we just sort of said this isn't working, but it was a lot of conversations between my co-founder and me and you know, we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:21:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We then spent another couple of years just really working on other products that were related congenially but but different products and ended up ended up selling the company and what was basically a talent acquisition in in 2016.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:21:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And Paul, you sold your company to Pinterest and again it was it was it was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:21:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[He describes a talent acquisition so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:21:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[This was not like all of a sudden, Paul Davidson, I'm assuming gets a a, you know, a huge payout from from Pinterest and is set for life and goes and works for them for a year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:21:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Or so right. This was not the case.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:21:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, no, far, far from it. No. You try and do right by your investors and your team as as much as you can. But but it's certainly nothing in that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:21:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Camp. Yeah, and. And. And Rohan, you went and worked for open doors, I think. For about two years as well. And throw both of you. Kind of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:22:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Separately, kind of, you know left, I mean around that time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:22:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You you would have a a, a, a life changing experience. You, you and your wife had a baby, Lydia and and and I guess she was born with a a a rare genetic mutation that that that causes impairments and and a mutation with that that I guess there were no clear treatments at the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:22:14](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:22:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:22:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:22:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[So tell me what? What? How? What? What you did and what happened?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:22:34 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah. So yeah, Lydia was born December of 2018. And I I think I remember my plan was, you know, I was going to go on my path, leave. And then after that I was going to start a company. I was going to think about stuff. And, you know, 24 hours after she was born, she started having seizures. And, you know, a few weeks later, we found what the root cause was, which was basically this random mutation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:22:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And uh, you know, it was devastating we we, but we did what we had to and we we tried to educate ourselves the best we could. You know we we dived into the research and we just decided that we're going to do whatever it took to try to improve her quality of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:23:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Life she was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:23:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Supposed to have never sit up, crawl, walk, talk, shoot. You know, this was this was going to be a pretty devastating reality for her and for us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:23:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And one of the things that I learned while we were diving into the research was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:23:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[There was a class of technology that that, that could be used to silence certain kinds of genetic mutations.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:23:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And they were just not being used for mutations like Lydia's because they were considered too rare and that that just did not make sense to us, like calling them rare and not treating them. You know, we have, you know, my my wife and I are both computer scientists. And the way we looked at it was we have 6 billion characters of code in our DNA.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:23:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Mutation in a single character can cause a disease.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:24:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And statistically, it's unlikely for too many patients to have the same mutation. So this was a classic long tail problem where you have a lot of these one off mutations, but they collectively affect millions of kids like Lydia. And it was anything but rare. And so we we kind of spent a lot of our 2019 trying to understand what we could do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:24:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Who we could party.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:24:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[With to to to fix these kind of mutations. And what we learned was really where science needs to move towards this idea of personalized treatment. So you target an individual mutation rather than try to find a drug that can treat many, many mutations at once and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:24:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We had learned.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:24:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[About a scientist who had done this once.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:24:47 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Or and, uh, that's the hope that we needed. You know, we started an organization, one of our limiting factors were you know, we weren't independently wealthy. So we we raised funds for lineage treatment and then try to come up with a plan so we could help scale this technology for for other.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:05 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Kids.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You. You.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You you founded the group called Lydian Accelerator.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[What a what? A story. I guess this is around the time when the two of you reconnect.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah. So, I mean it's funny because when I was when I started letting accelerated, I was around June of 2019. I just reached out to folks in my community and I just wanted to, you know, brainstorm how we could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Raise money for this, but also how do we scale this? And Paul was, you know, one of the first people that I could think of, he's just so creative. He's, you know, somebody that I've always admired. And Paul was kind enough to offer his time. So we we met in a coffee shop in Soma, I think. Paul, you ran over from the presidio, which I still found.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:51 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Pretty impressive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's that's. That's pretty far. Yeah. Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:25:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And we just spent the next few hours just brainstorming how we could help Lydia and children like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:26:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And I think we we did that several times over the next few weeks and I was very, very grateful for Paul's time and he was just so creative and we were able to get to a really good place with regards to the fundraising.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:26:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:26:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I I have I have 3 kids myself and I just. I think it's really inspiring what Ron did like he he doesn't talk about it much, right? But but I mean really he spoke with hundreds of people and I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:26:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You can just see from like a father to a father. Just the love that he has for his kid and and he figured out that there was a way to make a cure for her. And he said I'm going to go figure out how to do this and figure out how to fund it and and raise money for it. And I, I mean, I was. I was his friend, but I was also like, hugely inspired by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:26:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[What he was doing, so I don't think I did that much for it, but I was really grateful that I could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:26:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Try and help him think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:26:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Through it a little bit as you guys started to talk through those ideas. How, how did you start?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[To talk about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Maybe working together on on a project?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:12 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, I think it was just one of those things where we we just spent a lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Time together and we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Were both starting to think about, you know, what do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We do with our day jobs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:21 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And I think after many sessions we just had like, let's just work together. We don't know what we want to do, but we want to work together and I think initially we said let's not do anything in social, we're we're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:33](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Just too old.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We have families and it's hard and unpredictable and so we just said like, let's work on something more.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:41 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Boring and just a little bit more predictable. I think we were thinking about areas like productivity and education and marketplaces and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[When you when you started to talk about collaborating on something.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:27:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I mean, presumably both of you guys have. You're both engineers. So. So the two of you alone have the skills to to potentially build something, right? Is that right? I I am a pretensioner. I haven't coded since college but but yes. Like the way we the way we ended up collaborating is that we've worked together a lot on the product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:28:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Side of the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:28:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And then Rohan was doing all the engineering and I was doing all the pixels and and screens, so it was a pretty good, pretty good partnership.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:28:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, we always joke about it. Like Paul wasn't great at at design and I wasn't great at engineering. I hadn't coded in 3 1/2 years or something.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:28:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We we we were looking like John was saying we were looking at education and marketplaces and productivity, all products that we wanted to have exist in the world. But nothing is high beta and unpredictable as as straight up consumer social because it's just A at the time when we were talking about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:28:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Doing it I was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:28:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[40 and I had three kids. Like I shouldn't be building a social app, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:28:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's not a smart thing to do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:28:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[When we come back in just a moment, how Paul and Rohan created clubhouse, even though they knew how complicated social media platforms can be and why they knew there was something special about live group audio conversations.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:29:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

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[00:29:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I'm Guy Raz, and you're listening.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:29:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[To how I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:29:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:29:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

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[00:29:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

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[00:30:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So Paul and Rohan have now reconnected, and they know they want to work together, but they're not entirely sure how. How did you guys get on the idea of audio of social?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:30:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Audio.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:30:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Ohh man I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:30:22 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Like we both just had such an independent interest in audio, the very last thing that I worked on at memory labs. You know, when I finally felt like, OK, this memory thing isn't gonna work. Nobody cares about journaling. Was was an audio app. The air pods had just come out, and I just felt it was so exciting. If we were all going to be walking around with these air pods.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:30:42 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Like what could you build on top of that? And so I built this app called with my co-founder, also another Rohan. I built this app called Phone a friend and the way it would work was you would open the app, you would press a button and it would notify all of your friends in the app that you were free to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:30:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And the very first person who said accept would get connected to you and it was an audio conversation. And as more friends were free, they would join in the same conversation. So as you can imagine, it's not very dissimilar from from clubhouse. But the the the key difference was that it was only for your close friends.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[So you would press a button and it would only notify 4 people and most of the time it wouldn't work because your four friends weren't free. But when it did work, it was just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Magic. It was just one of those things that you were free.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You had a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:31 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Couple of minutes to kill. You know, I remember this anecdote where an episode of Game of Thrones ended and I wanted to talk to my friends. I pressed a button and then we were just, you know, discussing theories for hours.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:42 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[After that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You guys are talking about audio. Start talking about audio.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and you're and and. And Paul, I mean you're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Sort of. Were you like a podcast listener where it was that? Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:31:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[So my interest in audio was it was more on the personal side like I think when I was working on highlight, I remember I had this realization one day that I had stopped reading books and it made me sad because I love reading books. But I was just working all the time and if anything I was skimming headlines.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:32:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And I decided to give audio books a try and it was amazing. You could speed them up. You could listen while you were running or driving or in bed at night. And suddenly I started reading all these books again and and then I got into podcasts and and and that was great too. And and I kind of never looked back. I I went all audio all the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:32:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[But I always.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:32:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Found it a little frustrating that it was so hard to find good spoken audio content because there's no reason it should be. There's there's no reason it should be like if you're a smart person and form person a funny person, you have domain expertise. You can just talk and and people would love to listen to you, right? Like I'm sure you've had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:32:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[The experience where you've caught up with a friend for coffee and and left feeling really energized because it was a great conversation and you learned a ton. You know, it's not hard to create good spoken audio content. The challenge is that it's hard to produce it and to distribute it, as I'm sure you know, guy, right, given the constraints of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:33:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of the RSS based ecosystem, like for most people really, really hard. Like like if you think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:33:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[About.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:33:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It for most mediums that have emerged, you can just pick a username and press a button and create content right for text, your Twitter. For photos you have Instagram, for video you have YouTube. Now TikTok and and they have things like hashtags and at mentions help to get distribution.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:33:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And it just works. But for spoken audio, think about how it works you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:33:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[First off, you have you have to say to everyone, hey, I'm gonna start a podcast and and you have to give it a name that's different from your own and commit to doing it at this regular cadence. And then you have to, you know, reach out to friends and ask them to be a guest on your podcast, which doesn't have any distribution and. And then you have to schedule time with them, which takes another week or two and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:33:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Then you have to learn about microphones and studios and and then you'd record it. Then you have to do post production and have intro music and cover art, and then you set up RSS feeds like. You shouldn't have to know what RSS is in order to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:34:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Talk and and then you put it out there and oftentimes you don't know how many subscribers you have. People comment on it and you can't even respond as the creator because those comments live across 10 or 20 different apps. You don't know how well you're doing. It's hard to monetize it. It's really difficult. And on top of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:34:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:34:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We forget that the foundation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:34:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of terrestrial radio.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:34:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Is the fact that these conversations can be live or near live and interactive? You think about the most popular formats on terrestrial radio? You have live sports breaking news listener calling shows, morning and evening canoe shows where you talk about the events of the day. And because podcasts have this delay between when you record them and when people can listen to them, you can't do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:34:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Any of that? And so we kept coming back to that and saying.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:34:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Ah man. How how. How do you fix that? And and after talking about it a lot and thinking about all these different incarnations, we eventually said, AH.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:35:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Damn it, we have to build a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:35:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Social app again.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:35:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Well, and and and I mean I I can understand the problem that that you were trying to solve for, right, because you're right, I mean there are are challenges with the RSS feed and podcasting is is complex I want to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:35:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I don't want to go too, too deep down this rabbit hole, but I think this is an important, important.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:35:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[A idea that I wanna. I wanna just noodle on for a minute here. Which is? I don't think making good audio content is easy. It's very hard. The best audio podcasts, the, the those are shows that are really hard to make. And so I think it's true that you can have an interesting conversation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:35:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Between two people at a coffee shop, but I don't actually think that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:35:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's common like I have had lots of interesting conversations in my life where I thought, huh, that was a great conversation. But but in hindsight, I'm not really sure if I recorded it and put it out into the world. Other people would find it interesting. But but. But to your point, I I understand, I I I agree that that there there are there's a lot of friction in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know, for, for, for somebody who doesn't have a platform like like I do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[To get out into the world in in, in audio it's it's it's it's, it's hard, it's it's tough. Yeah. And one thing I've come. I I think we've come to appreciate through building this product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:24](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And stuff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[When when you listen to a conversation, it's a different set of things that you're optimizing for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Like when I listen to a podcast, I'm optimizing for insights per minute and I want well produced short, punchy podcasts that where I'm learning a lot. If I miss 10 seconds of it, I'll rewind and make sure that I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Heard.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It but but when I'm in clubhouse.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:36:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It's a different feeling. I'm optimizing for a different thing. It's almost like being in a room with friends or getting to listen in on on other conversations. There's something.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:37:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Comforting and human about it. And it's. And it's more about that connection rather than just getting content that's as high quality.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:37:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know as can be. So it's I agree with everything that you're saying and and you know we're learning a lot about the medium through building this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:37:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Rohan, did you think that what we're doing here now, this is what it would be?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:37:31 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[No, not at all actually. I mean, maybe we had a rough idea of what kind of things we wanted to enable, but you know, the very first thing that we built was something called talk show and that was a couple of months before.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:37:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And uh, the way talk show worked was you press a button and you would select the person, select the guest that you wanted to go live with and you would post a link on Twitter. People could listen in and submit questions. You know, you could bring somebody up from the audience to speak with you, but it very much felt like this rehearse thing where you were scheduling.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:38:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I am with someone and you were interviewing someone and that was the very first thing that we built. And we did a couple of 100 shows and we realized very, very quickly that while the life portion of that was really, really exciting. And for all the reasons that Paul mentioned, you know, you don't have to post produce it. You can have real time interaction with the audience.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:38:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[The reason why it didn't work was it was still really, really heavyweight. So a typical creator on talk show.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:38:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Had to be pretty motivated to schedule time with the gas and prepare for the show. And because it was recorded, the end show would actually end up sounding a lot more like a podcast. And it wasn't that exciting. Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:38:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and I think we got better at saying, OK, this doesn't work. We don't believe that this has that this is durable and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:38:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Shut it down and we move the pieces around and ended up launching the first version of clubhouse in March of last.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:38:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:38:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And the very first version of the app, the whole app was a single room. There was no follow graph, everyone followed everyone. There was no concept of an audience. Everyone was a speaker, and we had a slack integration set up. So anytime a new person would join Rihanna.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And I would be on the phone working and then I would just hear.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Like the little, the little.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Notification and and I would hang.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I gotta go. Gotta go. Someone joining someone joining and I jump.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Into the room and say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We always joke like Paul was the Clippy of clubhouse. He would be in every single room. Welcome.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:22](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, I was like Clippy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It looks like you're trying to use clubhouse. How may I help you? Half the time, they would just leave because they didn't know who this guy was. But the other half of the time they would stay and someone else would join it. Someone else would join.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:25](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Oh my gosh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know the way it was described to me, what about a year ago? It was a friend of mine in in the Bay Area who was on it. And he said, oh, you gotta join this thing. It's it's like a small group of people talking about really interesting things and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:39:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[They were. They just sort of describes like the Ted Conference, the, the, the kind of like side conversations. And to be honest, you know that that kind of turned me off at the time because I I thought, you know, it's like that Groucho Marx line, you know, I I never joined a club that actually wants me as.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[A member like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I was sort of turned off by that exclusivity.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Idea, but I guess I mean it sounds like that invite only strategy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Was what like designed to to generate buzz around around it? I mean is that is that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[The idea behind it, Paul.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You know the whole notion.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That now that was an exclusive space was was never something that we had intended really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[For the for the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[First four or five months of the company, it was just the two of us and we were on the app 1214 hours a day just talking with people while we were building it, getting feedback and we we didn't have a website. We weren't in the App Store. We didn't have any social media accounts.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We we we weren't doing press or anything like that and it wasn't because we wanted to be secretive or or build anything exclusive. It was just because you don't expect products to work and and we didn't want to go try and generate hype.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:40:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Because this thing probably wasn't gonna work, we just wanted to stay focused on the product and on the community. And I would say, you know, we started to hear from people that it was some secret exclusive thing that was never our intention, right. We always wanted to build it for everyone and to open it up as fast as we can. We just wanted to to get the product right first.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:41:17](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:41:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You. I mean again it it's it's it's an overnight success story that took 20 years, right because of of previous failures. But yeah, you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:41:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You very quick quickly attracted.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:41:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Big investors Andreessen Horowitz, you know, 10 million now. They've put in I think more than 100 million and a lot of other several other big investors in in Silicon Valley it it seems like that happened very quickly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:41:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Like you, you almost didn't have to pitch people to do that. That people were kind of banging down your door to get in inside of this thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Is that is that accurate?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[No, I don't think so. I mean we're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Hugely grateful that anyone would want to use this product or invest in the product. But but it goes back to what I was saying before. We just wanted to stay focused on the product in the community. So so over the 1st.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:05](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Huge.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Few months after we launched.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[One thing that we noticed is that people kept coming back and and we've been doing this stuff long enough to know that doesn't that doesn't usually happen.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[But there was something about it that was resonating with people and and it was really the other people on the app like, you know, you know, eventually we had some people ask us about investing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and we just sort of said well, thanks so much. We we don't need money right now because we had raised a small seed round earlier in the year, you know, but we'll let you know if we if we decide to raise money and internally we just sort of said well, you know if it if it continues to work then then we should still be able to raise money if we get new data that makes us think it's not going to work which is the most likely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Outcome, then then we don't want to have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:42:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[A bunch of money and we're not capital constrained because there's two of us. So let's just stay heads down and and keep building. And so that's what we did for a long time until we felt that we we needed to raise some money and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:43:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We raised some money. 2020 mean your your timing could not have been more impeccable, right? I mean, you launched this in like March of 2020.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:43:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And the whole country, the whole world shuts down and every, I mean, so many tech companies saw huge growth because people were at home and they were, you know, chained to their to their computers. Now you guys saw this explosive demand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:43:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[In 2020, and with that came and and began the inevitable.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:43:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Challenges of any social media platform. You know, rooms where there was, you know, anti Jewish and and racist and misogynistic conspiratorial they, I mean this is this happens. It comes with the territory. I mean I want to kind of drill down on this a little bit because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:44:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You guys are in a slightly strong position to to to tackle this now. How do you deal with that? I mean, you're now you've got a country here. You are the prime ministers and presidents of the country.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:44:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah. I mean, I think you're right. You know, moderating social communication is complex and moderating. Group Audio is has its own set of sets of challenges, right? One of the things that we we we realize it's not just audio, it's live group audio. And each of those terms.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:44:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Live group and audio have their challenges, so with life you end up in the situation where.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:44:47 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It's a living thing. It can evolve in any direction. It's ephemeral, but that makes it very, very different from other forms of social media. And because there's not a recording, sometimes things get misrepresented and there's a little bit of a game of telephone.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:45:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[This complexity to the group part you know on clubhouse groups formed dynamically people, you know, people you don't know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:45:09 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That creates a really, really different dynamic as well. It's not just one person posting something and uh, that's unique to clubhouse where people create content together, but you end up in these situations where different members of a group may have different preferences. So if in this conversation you know you want to block someone, but I don't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:45:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[What should happen? Should they only? Should they only be able to hear audio from the person who hasn't blocked them? Or do we just not let them into the room at all and so we spend a lot of our time trying to think about these group behaviors and scenarios and design?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:45:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[For them. And then finally, you know, audio has its own things that we're learning about. So it's just such a powerful medium. But you know we, we we have also learned to appreciate the challenges. How do you how do you moderate tone, how do you moderate when someone is not calling on someone? How do you moderate when someone interrupts someone constantly?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:46:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And you know, we have a set of principles that have helped us make some product decisions. Maybe, Paul, you could start talking about that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:46:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah, yeah, we decided early on that if you could keep the Creator in control.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:46:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and give her the ability to decide who is in the room and who is on stage and and to make those decisions. Then it's a much better experience in the end for everyone. And so we tried to design the network structure with that philosophy in mind. So when you start a room, no one can join unless you let them. No one can come up on stage unless you choose to let them come on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:46:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Sage, we've also tried to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:46:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Do a lot of other things with the product to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:46:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Make you feel.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:46:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Like you can have an authentic conversation. So that's why there aren't any hearts flying in the air and you don't have, like, a an applause meter that you have to monitor every time you say everything. We designed it to be hands free as a speaker and as a consumer so that you can just multitask. You can.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You can have all this found time. You can relax when you're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Taking and that's really powerful. Like with audio, you have all of the the intonation and inflection and fidelity and and tone and bids and asks. But you don't have any of the anxiety of video. You don't to worry about what you look like or how messy your house is. So people lie down on their couches, on their beds, and they stare at the ceiling and they.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Just talk for hours and hours and hours, but do you just accept as a fact?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That there just will be racists and misogynists and and anti Semites, who just people who are cruel. They're it's just a fact of life and you will it's like you just can't. It's like whack A mole. You just will not be able to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[To control every instance of that you just, I mean, I'm just, I'm curious. You just accept that as a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Fact we have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:46](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

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[00:47:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Racism, anti-Semitism hate speech abuse, bullying.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[But when you're building a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:47:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Product for the whole world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:48:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You have to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:48:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Know that there are bad actors in the world and so you have to do your best to build a product that is durable to to those forms of abuse and you're never going to catch everyone. But but you have to always make it a priority. That's the most important thing and a core part of our mission is to create a space where people with different opinions, with different lived.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:48:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Experiences with different views on the world can come together and have conversations that are important and and that can be difficult and they can sit in a room with someone and hear them talk for hours and and challenge them and leave that room.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:48:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Changed with with if nothing else and appreciation of a better appreciation for where that person comes from, I think there's not enough of that in the world. And I think because of because of the fact that we often live in places with people that look a lot like us, that have the same background as us and we work in places where that's true. Also, you don't often get a chance.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:48:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[In the in the real world, to be in a room with people that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:49:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That have lived a totally different life from you and and and that's a core part of our mission. So, so we don't we we want to allow liberals and conservatives and people with all different opinions to to find a home here and we think that's really important so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:49:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I want to I want to move on and ask you about valuation. There's an article that came out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:49:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Has just happened to come out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:49:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Today, that says that clubhouse you and and Mohan are are are potentially raising around or having conversations with folks to raise around at a $4 billion valuation and you may or may not want to confirm that. But I mean right now, Paul, this app is really hot. It's been written about in the times.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:49:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and and everywhere. I mean, it's well, should only been articles everywhere.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:49:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We're doing an episode of how I built this about it right, and we generally don't do episodes of how I built this on companies that are a year old, we we like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:49:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[To have 5 to 10.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:49:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Years. You know something to talk about, but you know, you started, I mean you, you had this app highlight, which was the hottest app at South by Southwest. And I wonder, I don't and I'm not trying to pull one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:50:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I think this is an amazing medium, an app that you've built, but I I as a as a part of you that's like, oh, I've kind of been here before, where I was the the bell of the ball kind of thing I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:50:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Mean does any part?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:50:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of you worry about that, I don't think about it in that way. I I think that highlight received a lot of media.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:50:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Mentioned, but the product the the community, the metrics were were very different from what what we see with clubhouse and and I I think that I've got a lot of humility and a lot of gratitude from having built a lot of products that don't work and and I think Ron and I both.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:50:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I've approached things differently this time around and we've tried to focus on the things that we think matter. We try to ruthlessly prioritize the features and and move really quickly and and not be fooled into thinking something's working when it's not.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:51:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And we don't talk about funding because we don't think that's an important milestone.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:51:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[There are sharks circling the water and I shouldn't say sharks, but, but you know, this is a competitive environment. You were, you guys were the first out of the gate. You've got 13 or 14,000,000 users now. A lot of demand. But Twitter's got this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:51:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[One thing you got an audio social app, Facebook. Everybody knows you're working on Discord has something going. I mean, Instagram's got something. Linkedin's working on something. Slacks working on something. They're all seeing the success of clubhouse and they're so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:51:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Saying we're we got to go after this. So how do you stay ahead of the curve? I mean we, you know Vine Periscope, I mean we've seen other there been other stories like that before. So how do you stay ahead of the of the curve and make sure that you don't end up that way?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:51:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I think that audio is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:51:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I use a durable medium like like I was saying before it it's relatively new in the world of social networking, but it is the oldest medium we've been gathering with other people and talking since the beginning of civilization. I think it's the foundation of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:52:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of civilization, and you know this idea that you could open your phone and and be sitting in a room with 5 or 10.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:52:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Interesting people that that you can learn from and and and you can laugh and pass along knowledge and be educated and make friends and close the app. At the end of the session feeling better than you did when you've opened it. That's I think that that is durable and I and and I believe that many other networks will incorporate audio.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:52:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Into their experiences and and we just try and focus on what we're doing. I think if we stay focused on the product and and if we stay focused on the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:52:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[30 that that's going to to give us the best chance of of building something, something that that we're really proud.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:52:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Of before we go, a quick question for you, I mean, you've got a long way to go and and you know the obviously the valuation is is 1 metric and it's a number of people are focused on and I know that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:53:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Is not something you want to talk too much about. It might make you squirm a little bit, but, but you do have a long way to go. You've got to prove this out and but you've achieved a lot already. I mean it's it's been. It's certainly the the sort of hottest app of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:53:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[So the hottest social media, probably since TikTok, which is saying a lot and and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:53:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Particularly popular among like Gen. Xers, I found how much of of of what you've achieved so far with this app and and this company, do you attribute to your hard work and your experience and how much do you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:53:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Think has to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:53:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Do with luck, I think there's a whole lot of luck and a huge amount of luck and a huge amount of timing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:53:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[A huge amount of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:53:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[I mean, just just those two things, I guess I the the one thing I would say that is heartening is that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:54:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[You, you know, like I was saying before, you do feel like you get better at at pattern matching and avoiding the mistakes that you've made before. And and I feel really grateful that I get to work with Rohan and and with our team and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:54:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Be, you know to be able to work with people that make you better and and can push back on on bad ideas that you have. So I do feel like we've gotten better over the past, you know, 1015 plus years of of of being in the batting cage.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:54:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Portion of these things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:54:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[But there's so much luck, and there's so much timing and and we like the thing that you said, guy, we have much more work to do and so many more things to figure out and we don't, that's not lost on us for a second and and we're just grateful we got to give it a swing. I I would say like when we set out to build clubhouse.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:54:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We were. You were asked about this earlier guy like, I think in a lot of ways. For me this is what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:55:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[We had hoped it could be. You never expect it to work. You go back to all the times you've tried to build stuff in the years and years you spent working on things and they they generally just don't work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:55:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[And and the way we look at it right now, it's we don't know what the future holds, but but when we think about the potential boy, that's like asking what can you do with voice, there's a lot you can do with voice, what can you do with text? What can you do with video? You talked about the good things and the bad things it's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:55:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Voice it. You know, someone was saying to us the other day it's it's the first thing you hear when you come out of the room is is someones voice, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:55:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[It's how you deepen friendships, it's how you learn. It's how you establish new relationships. You think about politicians talking to their constituents and and musicians putting their phone on the kitchen countertop at 9:30 on a Thursday and and just singing for for 15 minutes. And you can feel like you're with them in their kitchen listening to their dog.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:56:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[Mark and and and people talking about the games and the markets and scientists and and academic sharing, research and and people learning new languages and. And the thing that I get most excited about is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:56:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[The idea that that no matter where you live, no matter what your economic situation is, no matter what small town you're in, or who you have access to, you can open up the phone and you can be in the room. You can suddenly be in the room.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:56:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[That's Paul Davidson and Rohan Seth Co, founders of the social media app clubhouse. This conversation took place at a virtual live event on clubhouse in April to find out more about NPR's virtual live events, visit nprpresents.org. This episode was produced by Liz Metzger.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[00:57:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)

[With music composed by Ramtin Erebuni, thanks also to Farah Safari, Janet Ujung Lee, John Isabella, Julia Carney, Neva Grant and Jeff Rogers. I'm Guy Raz, and you've been listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s0f3694762e1549d8be2263ec69424093)