# Audio file

[Dropbox Drew Houston.mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Hey really quick before we start the show the how I built this book is now a New York Times and Wall Street Journal bestseller. So thank you to all of you who ordered it and for your support of this show, if you haven't picked it up and you want to learn the secrets of how to develop an entrepreneurial mindset, how I built this, the book.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Is for you. It's now available wherever books are sold, and in most countries around the world, or by visiting how I builtthis.com or Guy raz.com and thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I'm trying to work these different leads on Co founders and then I met, had met this kid Kyle, and so Kyle's like, hey, you should talk to my friend.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Arash, and what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Do you know about Arash at that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Point virtually nothing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Just a recommendation from somebody else is like, hey, this guy, he might be a good co-founder.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And he's a still in school, right? So we get together in the student.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Center.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:00:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And just start hashing it out and that was was what was so crazy. I was just like, you gotta drop out of school to do this. Yeah. And I'm like, oh, I'm expecting to have to talk to the parents and like, do all this stuff and he just bounces a couple days later, he just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:01:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Dropped out of school.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:01:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[From NPR's it's how I built this show, event. Innovators, entrepreneurs, idealists and stories behind the movements that they don't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:01:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I'm Guy Raz, and on today's show, how Drew Houston came up with the idea for Dropbox on the day he forgot to bring his thumb drive for a weekend in New York, and how that idea grew into a multi billion dollar business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:01:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I probably don't have to explain why walkie talkies are sold in multiples.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:01:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yes, in practice you could use just one I suppose. Maybe to scan the frequencies or eavesdrop on other two way radios. Or you could just talk into it and hope someone hears you. But that's no fun and not really what these things were designed to do to get the most out of a walkie-talkie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:02:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Ideally you have someone else or even lots of other people talking on the same channel, and this idea is basically what venture capitalists and other investors call the network effect.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:02:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And in the past few years, products that grow through networks have become extremely attractive to these investors. And why? Because the network effect allows a product to grow on its own without a whole lot of marketing. So here's an example. Someone sends you a survey to complete and the survey was created.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:02:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Using SurveyMonkey you fill it out and send.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:02:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Back and by doing that you have seamlessly become a SurveyMonkey user, and the next time you want to create a survey, you are likely to use SurveyMonkey. It's the same story for calendly. When someone invites you to schedule a meeting, you get an e-mail from calendly inviting you to use the service.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:03:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[As.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:03:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, Slack works in a similar way. If one person on a team.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:03:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Uses it the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:03:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Rest of the team will jump on as well. It's a concept called Product LED growth. If you use it, your friends have to use it to engage with you and then you are all users and the product grows and grows and grows.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:03:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And this early insight back in 2006 is what allowed Dropbox to scale into a multi billion dollar business in a few short years because Drew Houston knew that the product he was building would grow organically and exponentially all at the same time because when one person signs up for a Dropbox.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:03:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Down and wants to share a file or document with another person. That second person also has to sign up for a Dropbox account, and most people do because it's free. The vast majority of Dropbox users don't pay a dime for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:04:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yet the company makes huge profits from the three to 5% of its customers, who pay mainly businesses. Now, if you don't already know, Dropbox is basically a hard drive in the cloud, and you can seamlessly access all of your data from any of your devices. Andrew came up with the idea when he took a weekend.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:04:13](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:04:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Trip from Boston to New York and forgot to bring his thumb drive. So after mulling over the idea for a few months, Drew decided to apply to the now legendary accelerator program Y Combinator or YC.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:04:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But before that happened, before he grew Dropbox into a company with a 7 1/2 billion dollar market cap, drew was, not surprisingly, the kind of kid who was obsessed with computers from a very early age. He grew up in Acton, MA. It's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

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[A suburb mess.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:05:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Out of Boston, his mom was the school librarian.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:05:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And his dad was an electrical engineer, and when Drew was just five years old, he wrote his first line of code.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

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[In basic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:05:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I dabbled in programming, but then I my dad would bring home computer games from work, so these adventure games like King's Quest and things like that. And so I. Yeah. So I played a ton of computer games when I was little and then was also just interested in figuring how they worked and making my own computer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:05:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Games.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:05:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And and I guess like at age 14 you really?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:05:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We jumped into computers as a job, like a summer job to work for a gaming company. What? What's the story?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:05:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, when I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:05:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Was in 8th grade, I think I'd signed up to test this online game, so I started poking around under the hood of the game and I found.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

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[All these security.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

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[Vulnerabilities and I emailed the developer really is over ICQ. I'm like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Right. You know, you guys need to tighten up a few of these things and they're like, OK, got it. You're right. Would you like to fix that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:05](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[For.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Us there's a startup, so they're like, well, we can't really pay you a salary, but we can give you stock options.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Didn't know you were 14, by the way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. And then I'm like, yeah, this is all. Ohh, I'm like is it OK if my dad signs a paper?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They were and they were fine with me working remotely and part time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And everything. Wow. So they gave you equity in the business. And by the way, did that ever, I don't know, did it ever come anything? Absolutely not. No. It's just like move, basically smoke and dust, right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I got you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, but it was a great experience. I mean, it was awesome. Yeah. Like, I was a game developer. This is my dream. I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Thought that's what I was going to do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[My life. Are you working for this company and you're in high school?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:06:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And this has become like what you do throughout high school. Like you're not doing car washes, you're you're working for this company or you go work for other companies doing similar things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, it's a really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Important stepping stone because you know my resume before that was babysitting, so having a programming job became.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A way in to get another programming job at a different local, different startup that was local so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[There was this the startup called Soft Servo Systems and what I did there was they had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They were running everything.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[On Windows I was like hey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[If you if we can.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Move this stuff over from Windows to Linux, which is free. Then you could save even more cost on the hardware so you know like figuring out how to move all this stuff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And these are just it was just kind of 1 interesting project after.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Another.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So you you finished high school and you went.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To MIT, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And and your ambition, from what I gather from this conversation, is was to to go on and maybe start a gaming company or make games somehow. Was that is that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Right during high school, as I had these.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:07:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Because I was a literal game developer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But then these other experiences with startups expanded my horizons a lot. And so I'm like in college, I'm like, I definitely want to do engineering, definitely want to be involved in startups and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[My first company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It was an SAT prep company. It's called accolade.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[This is why you were at MIT.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, I took. I took a leave of absence in the middle of MIT and teamed up with a teacher at my high school who actually had his own his own little SAT prep business and that he's running out of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[His.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Living room. You know, the SAT is changing because it went from 1600 points to 2400.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Like now, all of those books, like all that material, is now obsolete because the test is new. Yeah, and there's not really a great way to do this online. So what if we teamed up and did that and, you know, we met in a Chili's and Westford and we're, you know, hashing out, trying to figure out, how do you incorporate a company and all these? And then that really began.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:08:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The entrepreneurial journey. So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I basically took.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A leave of absence my junior year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It was important that I come back and finish my degree, so I did that and then I got a job at a network security company called BIT 9 which so. So anyway I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Was working during.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The day at that startup, and I was moonlighting on my phone.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I'm not clear tonight, so this is this is important because a lot because you know, you hear a lot of people say, oh, you know, this is my fifth startup or my 6th startup. And I think a lot of people have this idea that, oh, you know, all engines are go and in each startup and you raise.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A lot of money and you come up with a product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Actually, a startup can just be two people working on their computers, and the business might be a file.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Folder and that might be the startup.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:41](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Oh, by the way, is the company still around? It's not. It's not OK. So did the idea just kind of did it just kind of fizzle out?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, we had constraints, right? Right. So he was not going to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:09:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Leave his teaching job and neither of us were really ready to kind of throw in completely and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We got it reasonably far along and we had customers we had income. We had at least the rudiments of a working product. But I mean it's a nice good kind of side income, but it's seasonal, right? So there's only a couple months a year where you're really going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And then it's hard to keep momentum.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And so I started getting really distracted. And then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Another one of my friends, Adam Smith, has he started. He runs a company called Kite. Now he started a company called Sobni, but he got into IC and it was just this amazing experience and I actually.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Because of the because of the support and the resources of Y Combinator.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And it just felt like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They were just getting to escape velocity a lot faster.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Just kind of doing it the right way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And as the SAT prep idea kind of started to fizzle out, were you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:10:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Thinking about other things you could do is because it doesn't sound like you really wanted to stay as a as a. You know a a programmer or a a tech person software. An engineer for bit 9, like it doesn't sound like that's really what you want to do. You were just kind of that. You're bidding your time, earning a paycheck.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, I love the work and I was learning a lot. So what ended up happening was with Accolade is I had to work across a bunch of different computers. It was this huge pain to to move around. I'd use a thumb drive but it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Was slow and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I kept almost putting it in the washing machine and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But I was really frustrated by that problem, like why can't I just have my stuff everywhere?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I read that that around this time in 2006, you were taking the bus a lot from Boston to New York. Why were you doing that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:36](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I had a lot of friends who had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:41](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Moved to new.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[York, you know, every month or two, I'd try to get out there and see them so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I would take the Fung Wah, the Chinatown bus that's now defunct, and so on. One of those rides I was like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I have a few hours each way to get work done, so I'm like, OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:11:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So and I opened up my laptop as the bus had pulled out at the station, I realized I left my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Thumb drive back at home.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:03](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And I'm like now I can't do any like, alright. Well, I can't get any work done. And then I'm like, well, now what? I'm just sitting there being like I just never want to have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[This problem again.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. And so I started.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Coding you started coding where?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[On the bus, on the bus, coding code for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What I'm like, I'm just gonna have this thing that, like watches this folder and just keeps everything In Sync.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Didn't have a name.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And by the way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Is that easy to do? Like just for yourself? Is that take like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Can you do that on a three hour bus?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Ride you certainly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Can't finish it, but you can certainly start. The programming is relatively it's really easy to make something that kind of works. It's very, very hard to make something that works in a bulletproof way. Yeah. And so I just became obsessed with this problem.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[All right, so you are. So this is late.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I think it's late late 2006.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yep, it's around Thanksgiving giving.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:12:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[On Thanksgiving and you start to tinker with this idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:00](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But you're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Still working? You're still an employee of this cyber security company. Yeah. And I want to get a sense of where your head was. Where?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You like this is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It this is the thing that I am gonna do or did that was a slow burn. Did it take longer for you to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Get there. Well, I could feel that sense of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Lift off in terms of my passion for what it was because I'm like, this is totally my strike zone. I'd love to get into Y Combinator, the next application deadlines in April, but I'm like, you know, this is doable. Like, I could probably find at least.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Make it exist and then maybe it's a business, maybe not. But I wasn't really think about that like, I just want to build this thing and I need it. And if I could, just like not have to carry my thumb drive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Around and I have one customer and me like great. And do you does it kind of consume you pretty quickly after like do you start to spend?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Nights.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And weekends, just like trying to build this thing for yourself.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Ohh yeah, totally obsessed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And it came together really quickly, like there was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:13:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[How quickly?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[If that was kind of around Thanksgiving, then I had a conversation in January with my boss at bit 9 and I'm like, hey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You know, I'm really going to go for it and start a company and get into a combinator and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But it was pretty clear early on that I'm like, yeah, this is going to get going. And I just remember.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Trying to think through the name. This is me. So that Christmas, 2006, I'm just on. I am with one of my high school buddies and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We would have these land parties back in high school. Everybody bring their computers to someone's house and you play video games together on a local network. But anyway, so one thing we would always do is everybody would set up a shared folder called a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Dropbox.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[On their computer. So I'm like, maybe it's just called Dropbox and that was actually that I am conversation where?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, I settled on the name and I'm just like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:14:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Photoshopping the logo so so the basically the logo for Dropbox today is what you kind of designed and yeah like on your computer, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:15:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yep. And since then our the pros have taken over.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:15:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And simplified it a lot. Right? OK, so got.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:15:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Name and now it's 2007 and you've got a prototype that you kind of like created. Yeah. And you had this goal, which was to get into why Combinator. Yep. Alright. So would you do?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:15:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So I started working it. I had so many friends who had. Adam had shipped out to California at this point, and so I gotten to know a lot of the other Y Combinator founder socially. So I go out and visit them in San Francisco.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:15:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Where I went to like one of the social events at White Combinator and I'm literally like walking around this party with my laptop, like trying to demo Dropbox to anyone who will pay attention. But one thing that was very clear from the Y Combinator guidelines is that you need a cofounder. They don't just fund single founder.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:15:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They said to you if you want, if you want us to consider you, you need a coat.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:16:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You need a cofounder.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:16:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And and this is like Paul Graham's thing, like Paul Graham is is one of the Co founders and and partners the the white commentator program. Yes. Like, this is his one of the main criteria for investing is is is co-founder because because as anyone who listens to the show knows that starting a business can be really tough, right? And their moments where you want to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:16:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Give up and quit, but but the the thinking is it was a co-founder, you kind of increase your chances of of not giving up because when you might be low, the co-founder might be at a different mental or emotional place and. And so I'm assuming that's probably why they wanted you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:16:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To find it harder.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:16:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, exactly. So they what then I'm trying to find a co-founder. You know, it's March and the application deadlines like April Fools Day got like a few weeks to get married to someone. And I'm not even.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:16:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Dating.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:16:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So I started shaking the trees, but my search hadn't really turned up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:16:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Anyone yet? So my friend Aaron, he was a classmate of mine. I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Aaron's like I just, I love Dropbox. It seems really interesting if Paul Graham is interested.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Then I'll do it. But you needed him to be interested. Yeah. And you couldn't wait to be formally admitted to this thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[No. So I'm like, well, I'm going to drop.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[By.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The IC office and see what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I can.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Do you know I show up on my laptop?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And then I knew Jessica, who was one of the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Partners. And you knew her from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Where I I had attended a couple welcoming.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Her dinners and just been kind of in the mix. So I was like, hey, Jessica. Hey, do you mind?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[If.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I is Paul busy. I just want.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To show him something and she's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Like, Oh no, he's he's not busy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, going in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And so I kind of take a deep breath and like, go walk over and crack the door open a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Little bit like Paul, hey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You know, I'm. I'm really sorry to bother you. So just take a minute and he.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Cuts me off. He's like no.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And do not want to see your demo.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The whole reason we have an application process is so we don't have like random people coming by and pitching.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:17:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Us on stuff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So absolutely not. Yeah. And I'm like, oh, my God, because I'm just like, total failure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, and you probably I mean, because you were pretty young at the time, 25 maybe.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[20 yeah, 20.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[4 probably thinking I screwed this up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Oh, I was a disaster because I'm like that failed. And now I've, like, torpedoed my chances of, like, getting why is he funding?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[At all. So. So what happened next? Like, what did you do to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To like make up for that and and and eventually get into the program.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So I'm like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Alright, well my application needs a hook like. I need some way of kind of standing out so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I thought about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What might get Paul's attention and I?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Figure like well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What is he doing in his office then? He's probably doing what I do every day, just like browsing hecka news and just keep hitting refresh on that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What's heck on news for people who?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:18:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Don't know. So Hacker News is basically start up news that it's a start up news site.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Kind of like Reddit, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But focused on technology and startups for the most part. So I'm like, I wonder how I could get something on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Hacker news that could draw some attention all make a demo video of of what I'm doing. And it wasn't just for Paul. It was really just to see if this is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A viable concept and what was the video? What?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:18](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It looked like it was just it was called a screencast. So which is just to say like it it's a video of your screen and then I'm narrating like, I'm like, here's Dropbox if you have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Computers and it's very kind of. It's still on YouTube somewhere, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But I make this 2-3 minute video stay up all night doing it. You know, the night before the application deadline.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Finish the application. I'm like I don't have a Co founder working on it. We'll hopefully get there before interviews, and then I posted my demo video to Hacker News and it hit the top of Hacker News for like 2 days.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:19:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What was? So I'm. I'm just curious, what was the thing about it that was such a big deal among that community? And was it because there were ways to save information and data in the cloud at that point?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Not not great stuff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What was the thing? Why did why? Why? Why was there so much interest in this video?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I think it was just kind of getting your.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Files on multiple computers is kind.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Of a niche.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Problem, like most people, had one computer right? You didn't have a smartphone, but this audience, the very technical audience, like they're the early adopters. Virtually all of those people were carrying on a thumb drive. The title of my post, I think, was like, throw away, you know, Dropbox. Throw away your thumb drive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. What goes into the clickbaity?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Title and and it works and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A thumb drive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You know. Yeah and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So I think it just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It made sense, it's just simple it was. And like a lot of that, that Community had struggled with the same problem.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Alright, so you make this video, you get attention on Hacker News.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You put your.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Application in but you still need the cofounder. Yep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:20:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And I get a one line e-mail from Paul Graham saying they like the idea. Certainly like your software, but you need a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Co-founder like Thanks Paul.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Right. OK. That's good. That's a good sign, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[That's progress and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Then I'm trying to work these different leads on Co founders and then I met had met.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[This kid, Kyle, who had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Been in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Entrepreneurs Club with me at MIT, and so Kyle's like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Hey, you should.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Talk to my friend Araj. Arash sent me an e-mail saying hey, I saw your screencast on Hacker News. Looks pretty interesting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And he's still.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Cool, right? So we get together in the student center and just start hashing it out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[At MIT at MIT, and what do you know about Arash at that point?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Nothing, just a recommendation from somebody else is like, hey, this guy, he might be a good.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Co-founder.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, like he's smart. He's a good engineer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:21:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. And he had been the director of the Computer Science programming competition at MIT, had been one of the finalists. And I had done that too. So I'm like, OK, that's a pretty good field. So it's a starting filter and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We just hit it off. I mean, as a practical matter, I'm like, yeah, I need a Co founder. You know, usually these co-founder stories start with, like, hey, we played. We're on the same T-ball team, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Not here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And we kind of just went for it. That was was what was so crazy. I was just like, you gotta drop out of school to do this. And he's like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:24](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Wait, this was based on one conversation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It no, it was a series of conversation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:29](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You know, but but not.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A lot. You know, it was like a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The equivalent of a few days.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Few days. OK, you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A few coffee dates, basically and I'm like alright, I'm expecting to have to talk to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:38](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The parents? Yeah, all this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Stuff and he just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Bounces a couple days later, he had just dropped out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Of school. He just says. Alright, I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Good. I'm out. Yeah, and I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Correct respect. OK, alright. So he joins you and why Combinator gives you the green light there. You're you're in. Yep. And that comes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[With a lot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:22:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Of support and and introductions, but also $15,000, which I imagine was not nothing in 2007, which got you what? What is $15,000?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Some desktops, some IKEA furniture, a couple months of rent, right? So we get into, I see, you know, April, may and then the summer program for YC is in Boston. Mm-hmm. So we we spent the summer together. He was living his dorm. You know, we'd just be in the trenches. Like, we'd wake up at noon and I'd pick him up from his dorm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And we code till 4-5 in the morning. Do it again. Yeah. I mean, it's kind of very.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Pizza and stuff like that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Just very yeah. Unhealthy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, dorm kind of experience just to put a difficult start of experience. We're just like working everyday coding.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But yeah, and Boston doing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What combinators like we really found our element there earlier, like 50 other founders, roughly 20 companies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We've really got put on the rails and then we move out to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:23:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Kenya together into this, you know, to splitting this two-bedroom like kind of corporate like furnished apartment. Anyway we finish every company gets I think we got 7 minutes they're a lot shorter now you know they put they take a room of investors they take the companies yeah about 7 minutes for our demo which ends with demo today and then all the investor.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:24:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Conversations kind of pick up where that leads off. So we had to go start raising money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:24:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[When we come.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:24:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Just a moment, how Drew and Arashi's little business started to attract big attention from some of the biggest tech entrepreneurs in the valley and how that attention turned drew into an enemy of none other than Steve Jobs. Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:24:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

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[00:25:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

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[00:25:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[In the last four months, companies and invesco's QQ fund have used algorithms to help doctors understand the coronavirus and implemented a low contact airline experience to learn more invesco.com/QQ.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:25:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[There are risks involved with investing in ETFs, including possible loss of money. ETFs are subject to risks similar to those of STO.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:25:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[An investment cannot be made directly into an index before investing. Consider the Fund's investment objectives, risks, charges, and expenses. Visit invesco.com for prospectus. With this information. Read carefully before investing Invesco Distributors Inc.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:26:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Thanks also to three M's committed to finding solutions for problems big and small in ways that improve lives, to learn how three M is helping the world respond to COVID-19 go to three M.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:26:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Dot com slash COVID 3 M science applied to life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:26:26 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[If you need a break from the news pop culture, happy Hour now has you covered five days a week. We're here to help you find new TV shows, movies, music, books, and video games to keep you company in these difficult times. Listen now to the pop culture Happy Hour podcast from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:26:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And one more thing, the New York Times bestselling book, How I built this is now available. It's a great read and a great gift for anyone looking for ideas, inspiration, wisdom and encouragement to have the courage to put out an idea into the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:27:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Gold. It's filled with tons of stories you haven't heard about how some of the greatest entrepreneurs you know and respect started out at the very bottom. Check out how I built this. The book available wherever you buy your books.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:27:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So it's mid 2007, and drew and his Co founder, Arash, finish up at why Combinator. They're living in San Francisco and gearing up to raise money and trying to figure out how to convince investors that their idea is a risk worth betting on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:27:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[When I first talked to investors, particularly in Boston.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:27:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They were like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:27:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[No one's really ever made this work before.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:27:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[This is a commodity.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:27:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Google, Microsoft, you name it, was going to do this and eat our lunch. And basically I was like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:27:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[That's what people would say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They say, look, these big companies are going to do this, you know, it's going to make what you're doing irrelevant or obsolete.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, and I totally agreed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I was like, yeah, obviously.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So how did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Get beyond that feeling of agreeing with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The the doubters.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, the fact remained though, that no one had really done this properly and at this point I hadn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You only need.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[One or two investors to really be into it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And so by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Time we got to through Demo Day, we had come up with a pretty compelling pitch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Can you explain something to me? What was? I mean, I don't know if it's possible to explain this in a simple way, but let's try it. Sure, the idea here was to enable people to share files seamlessly across.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:28:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Different their computer, their laptop and this is when iPhones just started to come out and smartphone revolution is going about to begin. What? What was so complicated about it? Why was this so hard?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:29:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, people had bitten off little pieces of the problem, but we were trying to do something.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:29:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Bigger and what was really challenging was how do you basically build a hard drive large enough to be everybody's hard drive. So there's a whole server and infrastructure component of it that's very complicated. There's a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:29:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[MHM.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:29:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Algorithmic component which is hard. Meaning how do you make it so that you can verify the correctness of the system. So how do how do you design something that doesn't stomp on people's baby photos? Or you know, tax returns getting under the hood? That's a pretty hard engineering problem. So same for a lot of the same kinds of reasons that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:29:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You know a Google search. It's like you type words and do a text box and you get links to web pages. How hard can it possibly be? It's actually pretty hard. So it's that kind of problem and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:29:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Then there's a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:29:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Design element of how do you make this really simple and accessible?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:29:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[For normal people and then we wanted to work with all platforms.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And when did you have a beta version ready to go like that was up and running?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[By the fall of 2007, we started opening up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The beta a little bit and so it's around this time where you start to attract potential investors and you get the attention of Sequoia. Yeah, which is a huge deal. And Michael Moore it's, I guess, who's a big deal. It's one of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Their senior partner.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[From what I understand, he comes to your apartment in San Francisco a couple days after you meet him. Yeah, basically wanting to make.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A deal.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Do you remember? Do you remember him arriving your apartment?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, it was a whirlwind because we had just had our first meeting with Sephora on a Friday and I wasn't super familiar with how these things work. But yeah, Mike, we we do the pitch and then on Saturday morning, yeah, Mike Moore shows up at our little apartment Dropbox World HQ.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:30:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And we walk him through. It doesn't say a lot, has a couple of questions about competition in Google, but then leaves with little fanfare. He's like, come by on Monday to pitch the whole partnership, which is kind of like the final boss. So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And during that pitch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Meeting where the where the partners throwing like tough, skeptical questions? Or did it seem like they really wanted to do?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[This I I'd say it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They all had kind of a poker face. I think they were interested.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But you do your pitch, you leave. Don't get a lot of feedback initially and then get a happy phone call or a sad phone call. And we got a happy phone call saying, hey, come to dinner, we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Want to hammer this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Out. Wow. And we had a handshake deal that night. So one business day.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Turn around. Wow, which we were not expecting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And all of a sudden you guys have 1,000,000 bucks in the bank?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Work with, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What were some of the things you did at that point, like, did you start to hire other engineers? Did you get office space or did you just continue you and a rash working out of your apartment with that $1,000,000?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:31:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[There's a lot to do. You know, once you have a deal coming, you need a lawyer. Then you have money in the bank. You need an accountant. Then you have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:32:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Money. You need employees. So we started recruiting the smartest people we knew from MIT as engineers. And so we would do these recruiting trips out there. Rosh and I would go meet people in their dorms and pitched our first few engineers that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:32:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Way. So you start to build it out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:32:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And what does that mean? I mean, are you guys because you've you and Arash had already been pulling all nighters for like months and months and months to get to this phase. Now does it slow down a little bit or does it actually accelerate?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:32:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It accelerates cause at every point you just have this expanding circle of things you need to take care of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:32:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Because you have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:32:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[From a product standpoint, you have this prototype, but then you need it to get it ready for prime.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:32:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Time you need users and so we kept doing all of these unconventional things to try to get attention based on what had already worked before. So the same kind of video that I put together to put on Hacker News, we did another one that was a little more.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:32:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Oriented around a broader audience that we put on Reddit and dig in March 2008. And so we are placing bets on how many people are going to get on here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And I think the high watermark was maybe 10,000 people, so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[One of the things that I I guess you've said is that Dropbox actually took longer to launch than other startups at the time, like it took you almost a year from the time that you moved from San Francisco to launching.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Why? Why did it take so long? Why couldn't you just put something out there in like, January of 2008? That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Was good enough, we knew.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Early on that it, we would not have a lot of margin for error and so you know move fast and break things was not going to work for us because if you once you lose people's trust.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It's very hard to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Get it back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:33:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It didn't have to be perfect, but it had to be very good, right? So you can't kind of bait. It's hard to beta test a pacemaker, and we need if there's a spectrum from like, little website, you can kind of throw up in a day to pacemaker. Like we were much closer to that end of the continuum. Right. And so the other thing is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[This only became a mainstream need after the iPhone because most people had one computer at home, but then suddenly, with the smartphone, everybody's got 2.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And for the first time, you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Need to get stuff back and forth very easily and the only way to do that is through the cloud. Suddenly this went from a problem that the propeller has had to a problem that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Every mainstream iPhone user.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And and how did people find out about it?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, I had read this book crossing the chasm which talks about how technologies adopted starts with early adopters and then moves to kind of an early mainstream and and so on. And so this is technology adoption life cycle and we're like, we started with the early adopters intentionally. We're like, who are the people that are like actively looking for something like this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They're they tend to be the kinds of people that hang out on the Y Combinator startup news site, or Reddit, or sites like that. So we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Seeded the audience with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:34:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[There and then it was viral because sharing is a really important part of the Dropbox experience. And then if I share something with you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:35:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You have to become a Dropbox user if it's a shared folder, and so the the virality was a critical part of our distribution strategy because and we'd study that cause things like Facebook and Facebook platform were exploding and growing super fast and and it's pretty hard to build a big consumer service without having some kind of viral.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:35:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Element.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:35:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I think you know within two years or something you had like 1520 million users is a huge number. Clearly this is resonating. I mean clearly this was something that was working, it's it's kind of crazy within 2 1/2 years your valuation were up to 4.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:35:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:35:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Billion dollars.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:35:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, it was like we were very careful to get the product right through.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:35:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The beta and then a public launch, we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:35:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Done. The paid version and we sort of became accidentally cash flow positive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[After that, because it was just growing so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Quickly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I mean, this is what's amazing to me is I think by 2011 you had 50 million users. Yeah. And your revenue was like almost a quarter of a billion dollars, but only 4% of users were paying you the rest of the 96% were you were using a free version which.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Only gave you 2 gigabytes or whatever of of of storage space, but so all that money was just coming from 4% of the users.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Paying like 10 bucks a month or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. And was that, had you modeled that out? Did you know that that's all you needed, you just needed like, yeah, a tiny percentage of people?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To pay. Yeah. And there was this new business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Model that have been popularized around, then called freemium. Yeah. Where you know, you start with a free version and then there's a premium version if you need if you need.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[That, by the way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I should mention I read that Mark Zuckerberg like, sent you a Facebook message in like 2009 saying, hey, I'm interested in learning more about your company and and you said it was like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:36:57](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A A prank? It was wild. I mean, we got on his radar because we were recruiting some of his alumni. Right. And you know you to have Facebook open in a tab.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[All day at work and it's something like wait, what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So, but was he interested in maybe acquiring you or just wanted to to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Meet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[He was interested, potentially in in acquiring Dropbox. We were still building, so we weren't really interested in that. And then we stayed in touch and then we became friends.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And and I guess.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Also that year in 2009.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I read that Apple was interested in Dropbox too, and that you even had a had a meeting with Steve Jobs. Is that? Is that right? What's what's the story?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:38](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Surreal. We weren't expecting that and it was. It was. There was, I was meeting with one of the VP's who reported to Steve. And he's like Steve would like to meet you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:37:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And so I was pretty intimidated because then I started talking to my friends and like the stories about Steve meetings were very scary. Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, this guy said. Steve wants to meet with you. Not today, but at a future time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. He's like, we'll get something set up. OK. I'm like, I guess I'm not going to say no. Yeah, sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You can't say no. Yeah, it's Steve Jobs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. So get there. We're like, we're here to see Steve Jobs. They're like, OK, have a seat and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Arash and I are like, oh man, maybe he hasn't seen the product. We have to do our kind of get our demo letter tool ready.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So we're furiously trying to set that up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And few minutes later, Steve comes in and I think the first thing he said is you guys have built a great product. So you know on my little bucket list under.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The table I'm like OK check.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Good. I guess we might be getting a happy Steve story, not an angry Steve story.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:52](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But we'll see and he.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:38:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Was basically saying like you know, you should really throw in with us because we're like a start up with infinite.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Resources and clear.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Were you was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To you when you were going to meet him, that this is what was going to happen. He was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Going to make an.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Offer to buy you out. Probably. I was hoping you wouldn't get into numbers, right? Yeah. I thought about goals for the meeting. Yeah. For that. I was like, what am I?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Trying to accomplish here. I think the primary goal from that from my meeting with him, which just don't \*\*\*\* him off.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Did he? So he's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[He's telling you all the great things about being part of Apple and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. And then does he does he throat?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[No, no. He's like we've.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[For you to to really consider this thing would be great and then you know sort of like I'm like, well, look, we admire everything you and Apple do and have done love to find a way to work more.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Closely together for sure, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We want to build this company and think it has a bright future and that's what we're focused on like I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And and want to stay independent like I'm sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You understand? And he said, of course I do. I was an entrepreneur myself. Fair enough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:39:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Sort of. He was like, alright, well, in so many ways he's like you all you guys are a feature, not a product. You know, we're gonna.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:40:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Have to build our competitor.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:40:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And I guess we'll have to get to work on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:40:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You know, in so many words, killing you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:40:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Guys, wait, he was saying to you, hey, if you're not gonna work with me, then we're just gonna crush you. We're gonna build our own, you know?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:40:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We're just gonna take you down.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:40:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, and here are your problems. You don't have the operating system you need, like partnerships for distribution. Like all these things. And so because I was like in my head disagreeing with a bunch of what he was saying. But, you know, and I'm just like, again, don't \*\*\*\* him off. So I'm just like, alright, created this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:40:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But yeah, I mean the you know that part of the conversation was over pretty quickly and he just kind of stuck around. He's like, so you know where where you guys where you guys from and you know he started just talking about the the history of of sort of the second coming of Apple. And so I think we were lucky in that we got kind of a happy Steve.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:40:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Meeting. But yeah, he stuck around for another, you know, 30-40 minutes. But that was last time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We talked. Wow, I mean, well, he passed away in 2011, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Before he passed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Away he did make good on his promise.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But I think it was his last.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Keynote where he unveiled iCloud and and he he name checks drop off and you probably saw that keynote.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:18](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Ohh yeah, and so did my entire team.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And and was your heart pounding watching that keynote?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But before that, it was clear that there was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Definitely kind of a winter is coming, reckoning that was going to happen at some point box. Yeah. And and I would say that that from the moment we founded the company, we were kind of always living in the shadow of whatever.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[For Dropbox.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Googles thing would be or apples thing or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You know, and then we'd hear a rumor and it would the tremors of that would kind of reverberate.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Through our psyche.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:41:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You knew that there were a lot of big businesses in the Bay Area that that went down, right? Yeah. Netscape, my space.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:00](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Myspace.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A party must have been thinking we're next.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:07](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, we'd show.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Those like tombstones very literally, you know, on a slide in front.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Of the company. You, you, you. You communicated this idea to your own employees.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:15](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Because hey, we need to focus. We need.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To execute there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Are a lot of dead companies that were once great. It wasn't so much about Apple as much as just the whole kind of constellation of competing products, so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[We use those moments as a galvanizing force to get us to really focus and execute quickly and motivate the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Team and and how would you do that? I mean, I mean, I guess one of the ways to make sure that you you wouldn't be buried.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Would be to build very quickly, build partnerships like be everywhere, be the the go to right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:42:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, but it was clear that we were going to be moving into a new at some point where there would be a new act. So we were spreading our wings. We started building new products. We acquired a company called Mailbox, built a photo sharing product called Carousel. And I think we were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You know all that is to say, this was sort of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[These are the years where I kind of had to shift from being like a founder to really being a CEO and getting good.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[At the game.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah. So I remember going home for 4th of July, and I reread the book. Only the paranoid survive. And so the book talks about this concept of a strategic inflection point where sort of it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The business is doing well, but things seem off and everybody has this moment where they.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[They they recognize that things have really changed. So for us, what that meant was we have to really understand what are we, what's the value, are we that we're providing to our customers and our happiest and most profitable customers. We're using Dropbox at.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And so we decided.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To go all in on on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[For all intensive purposes, getting out of the consumer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Business being focused on business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Clients. Yeah. Being focused on business clients and just use addressing the the work use cases, it did mean that it's pretty embarrassing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:43:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Moment where I'm like, Oh my God, all the stuff that you know, I was on stage saying is the future of the company, like Carousel and Mailbox and all these other things like we're just going to shoot. I'm gonna.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Have to shoot all of them. Just going to shut these things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:10](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Down to focus.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[On shutting down and like so many things that I had proclaimed with the future of the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Company were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Like not going to be the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Future of the company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I mean it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It is amazing that your product was kind of made for these times. Yeah, I mean, it's designed for people to share and collaborate, and they don't have to be there in person. So I have to imagine you're you're one of these strange positions where COVID the pandemic has actually been good for your business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Yeah, I mean, folks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Have been turning to Dropbox for distributed work since the beginning, and in fact that was I built it not to back up my photos. I built it to be able to work from anywhere.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:44:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[So yeah, there's a through line from the beginning here, but we're thinking about, OK, Now we're painting on a much bigger canvas, for example, the big one of the big problems we all have is that our stuff is everywhere, right? A lot of our work happens in cloud tools of various forms and our content is scattered in 15 different places. And we live in a world where.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It's easier to search all of human knowledge than my company's knowledge, right? So there are these big opportunities hidden in plain sight.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[That, for reasons that are very similar to like why the problem for Dropbox in the 1st place was unsolved like there are huge challenges that are right in front of us. The landscape is always shifting and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[There's always new opportunity.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But let me let me shift and ask you a more personal question. Your your company is now the market cap is about $8 billion. Yeah. And you are on in not just on paper but in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Reality a billionaire. What does that mean to you? I mean, does it like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[It's kind of, yeah, it's definitely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Not what I had in mind.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[When? Right, you know, when I was at any.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:45:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Point in my life. Well, that's the thing. Most of the people on the show don't set out to become billionaires. They said have to solve a problem. They know they're gonna if they're, if it works out, they'll.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Make money. But the problem you want to solve was how to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Seamlessly integrate files in from one pressure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[To the next.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But you weren't thinking ohh. You know I'm going to live in a gilded palace and sit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[A vault full of gold coins and throw them up in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Air all day. Yeah, I was always.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I just remember early on the idea of like scaling a company. It was so scary.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[That on the money front I was just like look, as soon as the company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

['S.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Worth $1,000,000 that would be unbelievable. Then we started getting venture money things they're like, OK, if I have $100 million after taxes like then I'm good. I'm done. Beach. Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[That happily ever.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

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[00:46:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And then in the process of talking to some of our Angel investors, you know, one of them had a really successful exit and he's like the day I sold the company was like one of the unhappiest days of my life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:46:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[And so getting back in touch with like, why you do what you do is a really challenging and important conversation to have with yourself. And for me, it was like I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:47:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Of reverse engineering things, I love building things I love. I will never get tired of seeing like a Dropbox icon over someone's shoulder in a coffee shop. Yeah, but I know I will always look. Yeah. You know, I never get tired of that. And so that sense of purpose is really important.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:47:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[When you think about them, your story and and your success, do you think that it has to do with how hard you worked and and your skill and your intelligence? Or do you do you put more of it in luck? Or how do you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:47:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[What Dropbox folders do? You put all those things into?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:47:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Well, I think you need.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:47:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[You need both, so I think about it like surfing like that. Waves will come. And in our case, like we had, we caught this tidal wave. You know, we're just sort of sitting there on our board and then, Oh my God, you know, suddenly we're 50 feet off the ground.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[But inevitably, that wave like slows down and then it's like about catching another one and another one another one. So I think there's luck in terms of when and how any given wave shows up and where you are on your board. But then there's a lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Skill in staying?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[On and and finding the right way, if that matters a lot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[That's Drew Houston, co-founder and CEO of Dropbox. And by the way, remember how in?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[The early days of Dropbox drew.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Got a Facebook message from Mark Zuckerberg who was potentially interested in acquiring the company? Well, while that didn't happen, the two stayed friends, and earlier this year Drew was invited to become a member.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Of Facebook's board.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Hey, thanks so much for listening to the show this week. You can subscribe wherever you get your podcast you can.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Also write to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:48:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Us at hibt@npr.org and if you want to send a tweet, it's at how I built this, or at Guy Raz and my Instagram at Guy dot Raz. Our show was produced this week by Casey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:49:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Herman, with music composed by Ramtin Errabelli, thanks also to Julia Carney. Candace Lim, Neva Grant, Sarah Saracen and Jeff Rogers. Our intern is Farah Safari. I'm Guy Raz, and you've been listening to how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:49:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[This is NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:49:33 Speaker 6](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[On the next episode of Louder Than a riot, Bobby Shmurder transitioned from the streets to superstardom and how viral fame led to infamy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:49:42 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[I don't ask people from the hood if they got criminal activity going on. I know in hip hop the better the better.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:49:50 Speaker 6](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Listen now to louder than a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:49:51 Speaker 6](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[Riot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[00:49:52 Speaker 6](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)

[From NPR music.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s668457380e424659ae8cf1de042ff080)