# Audio file

[Hinge Justin McLeod.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[Hey, it's guy here and I want to remind you about a great opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[The how I built this fellowship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Now we've done this in the past few years to help support the next generation of entrepreneurs working to build a better world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And this year, we're taking it to the next level. We're going to pick 10 fellows each fellow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[To an amazing mentor, attend virtual workshops and then have an opportunity to pitch their business idea to a panel of amazing judges, including some of our favorite how I built this founders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[One winner will be selected to receive a $50,000 no strings attached grant. If you are an early stage entrepreneur looking to make the world a little bit better and want to find out how to apply to become an HIV T fellow, visit summit dot NPR dot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Slash fellows for more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And remember the deadline is March 31st.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[The how I built this fellows program, including an NPR grant to one select fellow, is supported by GoDaddy. Rules apply.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:01:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[When we did the relaunch, you know, my first instinct was obviously to, like, go raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So I was talking to every VC, but no one would give me money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I mean, I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah. And I had this like 1 investor that was really holding out for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:01:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I remember the partner at the VC firm called me, and she was like, you know, we've never seen a company that was cool and then went away and then was able to come back and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:01:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:01:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We just can't do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:01:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Wow. And I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:01:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:01:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Ramen PR. It's how I built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:01:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:02:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'm Guy Raz, and on the show today, how the one that got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Led Justin McLeod to build the dating app hinge and how hinge led him to the love of his life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:02:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[In 2019, a very distinguished peer reviewed academic journal published a paper about human courtships.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The study, led by Stanford sociologist Michael Rosenfeld, concluded that most romantic relationships.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:02:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Now begin online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:02:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Now if you are say under 35, this may not come as a huge surprise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:02:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:02:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Pretty much everyone you know either uses or has used or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:02:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:02:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Downloaded some kind of dating app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:02:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But to anyone older, say people over 40.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[This study may come as a shock because most of them met their partners at churches or workplaces or school, or a party, or through a mutual friend or at a bar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:03:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And sure, you can still meet your future life partner in any of those ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[The bottom line?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:03:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Online dating now seems like the default the norm. The path of least resistance. And today, dating apps alone are a $3 billion a year global business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[There is an endless array of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:03:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:03:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[How does one app stick out from another?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Well, when it comes to one particular app hinge, the companies tagline is designed to be deleted, which at first glance sounds like an unpromising business model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:03:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Think about it. What hinge is basically trying to tell you is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[We're going to help you find the one, and then you won't need us anymore. Now, like any successful business, Justin McCloud built hinge on relationships, relationships with users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:04:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:04:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But I think of all the founders we've had on the show, Justine, personal relationships and one relationship in particular were inextricably linked to the launch and very identity of his brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:04:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Now I don't want to give too much away here because you have to hear his story, to believe it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:04:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[In a sense, Justine own romantic life became a kind of litmus test for the way he hoped hinge users would approach dating not just as a frenetic swipe left swipe right. Kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:04:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But a serious, thoughtful, intentional first step towards something lasting and long term, and the story of how Justin essentially turned his life experience into a brand is in some ways so dramatic. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Implausible that you'd half expect to see it on a TV show or in a movie, but we'll get there anyway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Justin grew up in Louisville.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[He was an only child who attended Catholic school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I think I was a pretty sensitive kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was a pretty scrawny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was small and so even like literally in second grade when all the boys would be playing sports, I would be like hanging out with the girls.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:05:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:05:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And if I had to play sports, I would usually fake an injury pretty early so that I could be nursed back to health by the girls.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:05:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't know something about me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I wasn't like a guy's guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah. Did that continue into high school? Like you're kind of hanging out mostly with girls or or did that start to change?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was in 7th grade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:05:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Had this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Actually, I had a girlfriend 5th, 6th and 7th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Her name was Kristen and I was, like, totally in love.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Mean I I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was like I found my person. I'm like I'm done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[This is it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And then one day in English class, she just turned around in her desk and dumped me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And that was it. After three years, I was it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was so sad and heartbroken and also at my school because it was so small.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[It was a little bit clicky and new and everyone knew and I was sort of like kicked out of the cool kids group. And so for 7th and 8th grade I it was like it was just torture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:06:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I was supposed to go to this high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[There's like a it was like a theater for a big Catholic High School in Louisville. And I just decided, like, I'm going on a different path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Want to get away from these people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I chose a small private school in Louisville and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, and let's be honest, 7th grade, you're not at your most sophisticated in life yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean this is your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:06:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:06:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was traumatic to me. I know that sounds so silly, but I just was so heartbroken and I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:06:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[Traumatized by the experience in, like the social isolation that followed, I was just like, I'm never going to let that happen to me again, and I think I just determined that like I was going to be cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[Turned into like a completely different person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:07:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[When I entered high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:07:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:07:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, for one partying, I mean I I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:07:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:07:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, I definitely had a troublemaker. Class clown got a lot of attentions and things in in grade school, but it was always kind of like good-natured, funny fun or like not doing my homework or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Late to class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[And when I got to high school, there was like a senior there named Billy, who I, like, idolized.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:07:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And he was like a big drinker and a big partyer. And I literally remember the first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:07:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Weekend before school started my freshman year, we went to a field hockey game, which was the IT sport at my high school, and there was like, this big party later that night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I knew the cool kids were going and I went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:08:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And this is I mean this is reflective of who I was at the time I went home to my mom and dad. And I said there's going to be a party tonight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[There's going to be drinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I want to go because I was like, really honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:08:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was like I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:08:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:08:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was really earnest and I was like and I really want to go. And they said absolutely not. And I argued with them for like 2 1/2 hours probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:08:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And finally, my dad drove me to the party and I got dropped off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And I remember that night I had two beers and two shots, and I was floored and, like, passed out in a pool house. And I woke up the next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:08:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I just felt like a golden.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I just like thought that was the coolest thing and that began a career at high school of being the center of a party scene.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, you must have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Been good enough at school, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Because you went to college?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You got into college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[Well, I had this other side of me that was still an overachiever. Like in in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Got both the most attentions in history and the I took the most Advanced Placement classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was the captain of the tennis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I was the graduation speaker, so I had that whole side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Not like I was just like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Partying and not doing any work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And actually really reveled, I think is a big part of my identity to be able to do both, to be able to be this, like, overachieving person, but also at the same time have this trouble making party side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:09:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So you you go to college, went to to Colgate University, which is a pretty small place upstate New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Umm. And I guess from from what I understand like you continued your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Kind of approach to life, I guess is Thursday, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A lot of partying there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I think I let the overachiever go to the wayside and I and I doubled down on the partying, and I remember around March of my freshman year, I woke up one day and I like reflected. And I was like, I have not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[Gone to bed sober this year, and I actually went in like March or April of my first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I actually went to go see a drug and alcohol counselor at Colgate, and she was like, you know, I think you might have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:10:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A problem with alcohol and drugs, and I think maybe you should stop doing alcohol and drugs. And I I looked at her and I was like, don't you think that's a bit rash?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I just wanted to like come and talk about my feelings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:10:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I didn't anticipate having to just stop and so I didn't go back to see her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:10:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Except that I then got referred back to her when I got written up three times in one night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:10:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like a few weeks later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:10:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And she was like, I've already met this kid. He needs help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And that's how I spent my first summer after college and rehab all summer. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:11:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It sounds like you were a kid exposed to this early on and you just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:11:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The combination of maybe you had a sort of a predisposition to addiction, plus you were young and you didn't quite know how to handle it or how to moderate your behavior and and so it a combination of that and addiction really kind of took over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:11:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, I think that's a good way to put it. I think going back to what I was saying before, I was a pretty sensitive kid and I think I had a lot of emotions and I think I didn't really know how to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Express them in a productive way and when I felt overwhelmed, I just felt the easiest way was to, like, overwhelm the uncomfortable feelings with this better feeling of getting high or drunk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:11:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Were you, were your parents aware of it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:11:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And if they were, I'm assuming they were worried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:11:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:11:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[They are worried. I think my mom is especially worried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You know, it's really good at holding it all together, though, and that's what I would always point to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'd be like, well, look at my grades.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I don't have a problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You know, I have like a 37 GPA and I'm taking a 400 level courses in my first year and I hit it well. You know, I wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:12:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Wasn't a dummy, I figured out over time how to hide it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And how to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Get away with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Umm, during college you met somebody who you started to date named Kate. And I guess you kind of you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Dated basically throughout college, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:12:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:12:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Her first day of her first year, and it was my first day of my second year, so I'd just gotten out of rehab and Kate was like the polar opposite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Showed up to school. Never had a drink, never kissed a boy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So, like very different human being than me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:12:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And my roommate had gone out in search of like, finding some girls like the very first day of school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:12:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So he's like going out and like, and he finds these couple girls out on the quad and invites them back to our place, and he's walking up the stairs with them. And there I am.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Passed out in the stairwell like literally on a landing in the stairwell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Kate, I think was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You should never seen a passed out person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Her life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And an RA saw us and Kate got her first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[She was in trouble just for being around me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Wasn't even conscious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[That was our first interaction, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Later that year, she and I had a class together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And we would sit together sometimes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[She developed a bit of a crush on me and one night she came over to my dorm room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Were chatting for a little bit and she asked me to walk her home and I walked her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And we had our first kiss that night and we were just inseparable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[After that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:13:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I guess shortly before you graduated from college, you and Kate split.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was it your decision or was that her decision?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, we had a, we'll say rocky relationship as you can imagine trying to be with someone like me and someone like Kate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And we had this really strong personal connection and bond and really loved each other. I mean really just were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Really attracted to one another and like magnets to one another. But it was also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:14:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To us, because I was always going out and getting into trouble. And so we broke up and got back together like six or seven times during.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:14:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[College and at the end we broke up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:14:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[She actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[She transferred to another school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[She transferred to Wellesley and we got back together one last time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:14:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I just like, I just couldn't do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:14:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't know why I just let her go and then I I almost immediately regretted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:14:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I want to call her like 2 weeks later and I just said I have to stay out of her life because I just kept interrupting it and messing it up and then leaving again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:14:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I just vowed to like not contact her anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[All right, so 2006, you graduated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You guys are split and that's the end of your relationship and and you obviously had to kind of deal with sobriety.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

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

[00:15:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, how are you able to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:15:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Give up drugs and alcohol.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:15:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Graduation day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:15:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I'd been up partying the night before, and I was. I woke up at, like, a stranger's house, and I had to get back home in order to, like, shower off and meet my parents, who are going to come over and and meet me. And I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:15:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Home that morning and I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Thought to myself, it feels like the steering wheel on my life is broken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:15:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I just had this innate sense that I was like, supposed to go do something big, and I held on to this belief that I was like destined for success and I was going to do all these great things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:15:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Where did that idea come from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[I don't know, but I always had it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I only Child syndrome perhaps.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:16:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'm not sure, but I you know, I was looking at my life at that point and I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[God, like I keep wanting to go in this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And yet, every day I wake up and go this other direction, and I feel like I do not have control.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:16:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And it scared me. You know, I hadn't gotten the job that I wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:16:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was taking some other random job in DC that I didn't really want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I'd lost the girl, you know. Just it felt like. Didn't seem like I was on track for success. And and I just vowed that morning to like, stop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:16:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[Well, you know, I participated in 12 step programs and I like it really threw myself into work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:16:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, it's in some ways you're really lucky that this happened early to you in in your life and you were able to deal with it early in your life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Usually lucky I didn't feel lucky and I'd go to these meetings and these old people would be like I had. You know, I drank for 50 years and you know, you're so lucky, you know, be like, I'd be like, you're so lucky. You got to drink for 50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

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

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

[I have to stop and I'm 22.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[Alright, so you so you graduate and and you move to Washington DC and I guess you work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:17:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[In management consulting for a few years and then you head to Business School, right to Harvard Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:17:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I did, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And your your previous experience in a college environment was like Super Partier and drinker. And imagine that that's also kind of the drinking helped you meet people, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[A little bit because it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:17:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[And and now you're in this new environment where you're I'm assuming, no longer drinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:17:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[00:17:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, there's just a lot of partying and it's how people connect and how people bond, especially in the early days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:17:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I just felt like a fish out of water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:17:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[I just couldn't be around that and so I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:17:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:17:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Stayed away, and socially it was very hard for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Be there really hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So you are at your Harvard Business School and one of the advantages of going to Business School is it creates a network and a lot of people go to Business School with that intention in mind, finding their future Co founder like, you know, Andy Dunn of Bonobos did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[He went to Stanford or, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Jen \*\*\*\*\* of Rent the Runway found her Co founder at Harvard Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Was that your intention to to find like your Co founder and and start a business when you got there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[No, because startups wasn't really a thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I I did have a sense that I wanted to be an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Dad ran his own business when I was growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So he was his own boss and he lived this kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Leisurely existence, where he really felt in charge of his own destiny. And he really instilled into me like you should go work for yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[How did you start to think about why you're a Business School?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:18:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Something connected to relationships or dating what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Was the story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[He is so out of left.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I I I had no idea what I wanted to do and interviews were starting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You have, like most people, have jobs by Thanksgiving, and the consulting firms are interviewing and I applied all the consulting firms. I got rejected from all of them except McKinsey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So I I took the job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:19:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[And so it's around Thanksgiving, and I've gotten John McKenzie and I'm I'm actually dating this girl from HPS.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:19:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I just couldn't get Kate out of my head. I mean, everyone that I tried to date ever since I'd lost Kay, it was like 4 years ago. At this point, I would just compare to her well by.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[The way were you in touch?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:19:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Kate. No, not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:19:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[At all. I wouldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I didn't reach out to her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:19:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I I just wouldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:19:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You didn't even did you know where she was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:19:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I knew that she had graduated and met someone and moved to London with him, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[That's all I knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:19:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But this is stuff four years after you split up and you're still she's still on your mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:20:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:20:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:20:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was just such a magical relationship, and I think every every relationship I had, I would compare and just no one felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Like home to be in a way that she did. And I'm a Business School and I can't get Kate out of my head. And I'm finally like, OK, Justin, it's been 4 years. You've been sober for four years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Gotten into Harvard Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:20:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You've got a job at McKinsey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Do we think that we can reach back?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:20:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[00:20:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I wrote her an e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:20:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:20:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I said it was kind of like an immense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:20:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was kind of like a, you know, I know that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Not act.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:20:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[With a lot of kindness or integrity during our relationship, and I don't know how I could ever make it up to you, but I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:20:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To try basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:20:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And she called me like the next day. And we had this phone conversation, and we actually agreed to meet back in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Christmas and I was so excited. And then she called back the next day and she said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:21:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[I just can't like if I see you, I don't know what's going to happen and I have a life now and I I've just moved in with the sky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Have a flat together in London and I just can't see you. And I was totally heartbroken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[In the back of my mind, again, I have these like these feelings, but I had this feeling like Kate and I were like meant to be together and we were going to be together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:21:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[When that happened, I was like, Oh my God. Like, it's like over I've I've messed it up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:21:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I felt like I had, like, torn the fabric of the universe or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:21:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, I know that sounds grandiose, but I just felt like this is not the way that it's supposed to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And I like went into this total depression. Like for I think more than a week I just cried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:21:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like went to go see the therapist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:21:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was like to get antidepressants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:22:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I just felt so horrible and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And I emerge from that and Harvard Business School is throwing this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Valentine's Day party in February and I back to try to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was like this socially awkward person who didn't like to go to parties, but there was this one girl in this one class that I sort of thought maybe there was a thing, and so I was, like, really excited to list her as like a it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Crush party where you like list people that you had a crush on was kind of like a last chance dance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[And in one day I'm walking to class in early February with the class president, Brett. We're chatting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was like, oh, yeah, and this, you know, dance is coming up, lashing dance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like, yeah, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We decided that was just too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's like 1000 people listing people and all that stuff, so we just scrap that whole thing. And I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:22:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[What? So this is my chance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So I I took it upon myself to build this, and computers are something I really threw myself into as a kid. I love to code, so I decided to build an application.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That would allow people in the class to list their friends on Facebook and two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Matched. It would alert them, so I was going to build that and release it at Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Wait, it was a Facebook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A web app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[It was pretty. This is what's up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Yeah, it was a web app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:23:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was a Facebook canvas app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[It was like you could build an application within the Facebook, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[Fright and the idea was that you would just people would like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That's what it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Sign up for this and then it would match them with other people in the app that they knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Yeah, it would use the Facebook network. You know, you say you log in, we'd have a list of your friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:23:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Is the Wild West early days before there were a lot of privacy regulations and all that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know you'd log in, you'd download all their friend list from the API.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Would display them their friend list.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Collect the people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:23:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You have a crush on you go through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And then if they selected you then it would let you know that it was a mutual match.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:24:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was was the fact that the dance was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:24:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Did that have anything to do with with you launching it or was it? Was that just kind of coincidental?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[No, I mean it's what sparked the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:24:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't think I would have that initial spark would have happened had the dance not been cancelled and I hadn't been walking with Brett that Wednesday afternoon, the class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Wow, so this is basically this idea kind of replaced the dance because the dance was designed to kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[Thing exactly, but it just in real life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:24:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, the original name of this, by the way, was called secret agent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And it was this whole thing. Like, you're undercover, listing your crushes as a terrible name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:24:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Can't talk about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:24:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[It was the beginning of this whole dynamic of this what's called like the double opt in of, you know, you list someone and they don't find out unless they list you too or they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Like you too? And but how was this idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Anything in your personal life? I mean, I know you were heartbroken because Kate didn't want to meet you and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And you kind of didn't have a whole lot of success dating, but how was it was it was this in a sense, a way to kind of solve your own problem or was just an idea that kind of came about and seemed fun?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:25:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[No, it's totally to solve my own problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:25:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean it was very practical.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:25:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was very like there's a girl in this class that I have a crush on that I I would I want to like wanted to find a girlfriend and always wanted to find. I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Don't know why, but I've always just been this romantic. Who just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:25:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Really wanted to find my person and had this belief that when I found my person like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:25:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Would just be amazing forever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So I built this very practically for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:25:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[So you put this up there and you're at Harvard Business School, so presumably it wasn't that hard to get people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:25:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:25:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To notice it because you just told people. Hey, check this out right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:25:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's a small class and a bunch of people hopped on and did it, and it led to a few matches it didn't need too much, but it got me thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:25:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I just thought, why doesn't this exist in the real world Causeway? At the time the culture was, you'd sort of like, creep on your friends photos on Facebook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You know, you get on, you know, get on Facebook and you go through your friends photos and you'd see someone kind of like, cute in one of their photos that maybe you didn't know. It was like a friend of a friend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:26:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so this idea sparked of like if there was a dating app that was connected to Facebook, people would use it because it would be so simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:26:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Have your profile.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:26:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:26:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You already have your photo set up. You have social verification.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:26:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[If you just connected something that was really simple and connected to Facebook, I'll bet young people would use it as opposed to at the time all web dating websites used, you know, screen names and you had to sign up and fill out these long profiles and do all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:26:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[There's a lot of friction and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:26:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:26:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was like, there's really there's something here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:26:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, this is still like you're still in Boston and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:26:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[At Business School and this is like your last semester there and you have a job lined up at McKinsey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[But what happened to make you start to think that maybe this is something you should pursue after you graduate? Like we're friends at Business School, like finding success where they where people saying, hey, this is awesome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:27:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like was that happening?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was obsessed with this idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I don't know how to say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[It was like, I mean, the closest analogy I can imagine is like being you're like pregnant with this idea and it is like coming out of you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[One way or another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And that's what it felt like. It was like. I couldn't stop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Couldn't sleep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I just was like thinking about it all the time about how the algorithm would work and about how you would get people to sign up to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I just. It was like being possessed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And then I found out that other schools and other people had had this idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And what happens is a lot of people join.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[People list their crushes and then you find out whether you match or not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Then everyone goes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Goes away, and then that's when the insight came to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, people mainly just like cruise, their friends photos and like, what if this were actually not about people you already knew, but it was about your friends of friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:27:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was, and that's another piece that I think made it really accessible to the next generation. Is like these aren't random strangers that you're going to see on this app. You're going to see friends of friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:28:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The same idea of like listing a crush, except now it's just people that you have a mutual connection with and you can see some of their photos and then so you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:28:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Crush. That was like the idea that really got me to be like, I'm not gonna take the job at McKinsey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:28:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[At least I'm gonna push back the start date and see where this goes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:28:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[She graduated in May and you decide to pursue this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:28:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, I have to assume you need some money to try and get this off the ground, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So I I got together with a friend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:28:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Her name was Francis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:28:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[At Business School, she worked at Google and we each put in $12,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Which is obviously like a lot of money for us both, but it's what I had. And so we put in this money and we hired a team of engineers down in Argentina to start building a prototype.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Argentina, because I'm assuming that was a lot cheaper than doing it in San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:29:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:29:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so I followed her out to San Francisco, where she was going to take her job at Google.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Sort of halftime work with me on hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And that was all the money you had $24,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:29:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[$24,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:29:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so that's what we used to pay these developers, and it's hard to develop prototype. And I was sort of the product person imagining what the interface was going to look like and she would help talk to the engineers because she she also coded. And so I follow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:29:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To Mountain View, I'm sleeping on her floor in Mountain View.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:29:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And eventually, she's like, this has been fun, Justin. But, you know, I say Google, this isn't really my thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:29:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So I left her apartment in mountain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I bounced around for a little bit around SF and then Berkeley, and then I just was like, this is not my place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Don't know anyone out here and so I I drove cost country back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[To DC, where I had worked before and knew people and had a network, and I decided to start it there on my own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And the idea was to build like a website, a dating website initially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:30:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, initially it was a dating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:30:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Initially it was this Facebook canvas app and it was still. I think that was primarily the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:30:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And it was initially clunky and complex, and it would like, ask you like questions about your friends and had all these bells and whistles features and it was way over complicated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[But I I was able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:30:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, I ran around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:30:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I was able to raise a little bit of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I got into this little incubator in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:30:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Called fortify.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:30:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Ways like a little bit from my little friends and family around of maybe like a hundred $150,000, you know, most VCs of course wouldn't pay attention to us at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:30:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We I mean right the we always trying to you know you come out of our Business School and you think the way that you start a business is you write a business plan and you go to Greylock and then they give you $50 million and then you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:31:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like right? And that is not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:31:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Not how it works.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:31:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So we, you know, I go to these VCs and I'd be like, you know, we're going to create a dating app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You know, young people are going to use it and VCs would be like Match.com like owns this market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Know you'll never be able to beat them and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[But I you know, I got a few believers and yeah, we just started building this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:31:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Website and and was it still called because originally called it secret agent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Was that what you still were calling it at that point in 2011?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:31:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:31:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That was like pretty, pretty early on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[We moved away from like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:31:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It went through a few iterations in the early days. It went from like double Ocupid to secret Asian Cupid to two degrees to three degrees. And each of these names had, like, trademark issues, and I just needed, like a placeholder name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:31:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That's where hinge came.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:31:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was like, I just. It was a friends of friends app and I was like I just need a name for something that connects two things. Like it's the thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:31:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I was staring at a door and I was like, I'm gonna call hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Oh, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so I just called a hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I did not notice so. So that's why because a hinge connects the door to the door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I was because I when I first heard the name hinge, I was like, that's sort of a, it's like the, you know, the door swinging out back and forth like you're coming in out of the door like one date and two dates, three dates, four dates, 5D.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like the door on the hinge keeps swinging open and closed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[But that's wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[That is not where hinge comes from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That is not where hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[From it was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:32:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A placeholder name. I honestly don't love the name. I mean, it's kind of stuck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Now, but it was just it was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was like I needed something that connected to things that wasn't already trademarked, and anyone any founder who's probably tried to name something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Before and spent lots of time on USPTO Gov trying to find a name that hasn't been trademarked, especially in like the love and dating space is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:32:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:32:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You got a little bit of money. You're in Washington, DC. And did you have an office or were you working out of the accelerator in Washington DC?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:32:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We worked out of the accelerator. I mean, first I was working out of my apartment and then when we got into the accelerator, I started working out of the accelerator. Got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Know where there like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Four of us. And what was the, I mean, like, I'm trying to think in 2011 when you started to look for potential.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Investors and I think it would be a little while before you got real money, I would say to you what differentiates you from match.com?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Would somebody use or or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[OkCupid or J date or whatever was out there, and I don't even know if Tinder was out there yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[What makes you different? And you would say what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[We're gonna be stigma free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[There was a lot of stigma around dating websites at the time. I think a lot of times VCs think by analogy and they're like that dating website has stigma, so like dating websites has stigma like that's just how that goes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But you have to look at like the principles underneath that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Why did dating websites have a stigma?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:33:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And the stigma was because it was difficult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[The stigma was because you would have to spend a lot of time setting up a profile, answering wrong questions, paying a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So no one would do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Unless they were really struggling in their dating lives and had to resort to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To that, and no one wants to admit that, like no one wants to admit to themselves, or certainly to other people, that they like struggle in their gating lives and can't meet people. And so the idea was people still want to be able to meet new people. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Have to make it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You just have to make it easy if you make it easy and you make a one click sign on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Stigma, and if it doesn't have stigma, you're going to unlock the biggest single market, which is people who are 20 to 35. When those people didn't use dating websites.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:34:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Pitch. But how would you match people? I mean, when you were pitching this to investors in 2011 or 2012, like, why would somebody?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Why would people use hinge when they ask that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:34:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You would say it's easier, but then you would say I would say well, but how do you match people if you're just one click?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:35:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Where the complexity of the original idea came from, we would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Ask you questions about your friends that we would use for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So we'd show you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:35:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Susie and we'd say, would you describe her as more?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:35:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Athletic or more book smart or more, something like and and you would you would answer that. And we like build up these sort of like personality profiles based on quizzes that we would give you about your friends. And so we would show you someone and then let's say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:35:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Someone liked your friend Susie?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:35:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Tell her to join hinge and then you tell Susie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:35:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Then she would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And she would start answering questions about her friends and would unlock more people for us to have access to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And it was. It was complicated and people were confused because they were like, well, I'm joining us to find new people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You ask any questions about my friends, but that is how it worked in the early days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:35:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But but, but basically, originally you were saying there's going to be no friction, no nothing to answer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:35:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:35:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Ultimately, you did have to have a way to gather information about people, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, but it was these fun personality quizzes about your friends as opposed to these, like, long, intimate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So it wasn't filling out a bunch of forms. It was just answering questions like a quiz. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Get exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[What kind of feedback were you getting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I mean, it was still, you still had didn't have a whole lot of people using it, but was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Feedback at least good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[No, not really. It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[People were weirded out by.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[People weren't used to it, like people didn't understand why you had to answer these questions about your friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, people were nice and they sort of nod their heads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You could tell like they didn't really get it, like and there's just no way that we're going to be able to sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, maybe at the end of, like, an hour long focus group, we would have sold someone on like how it works and why it's why it's great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, but you know, we weren't going to do that with thousands or hundreds of thousands or millions of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:36:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[When we come back in just a moment, how Justin decides to simplify hinge and winds up building an app that a few years later he'll decide to pretty much rebuild.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:37:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:37:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[From scratch, stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:37:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:37:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Hey everyone, just a quick thanks to our sponsor webflow. Webflow gives businesses the power of code without having to write it. Web flow changes the way teams build for the web by empowering designers to create and launch completely custom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:37:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Websites without engineers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:37:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It combines the power of HTML, CSS and JavaScript and places them all in a completely visual interface.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:37:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Now marketing and design teams can own web publishing like they're supposed to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:37:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Webflow, the modern way to build for the web.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:37:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Thanks also to click up you don't need to exist on 4 hours of sleep to be productive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Enter, click up a completely customizable work platform with all the features you've ever needed to build your business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:38:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[All in one place. Join one. Oh, oh, oh, oh. Teams across companies like Airbnb, Google and Uber who are already using click up to level up their productivity and save one day a week. Guaranteed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Click up is free forever, so get started at clickup.com/npr today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:38:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[On NPR's pop culture Happy Hour Podcast, we talk about what we're watching, listening to or just trying to figure out, like, what concert films you should watch if you miss live music and great books to read alone or in your book club.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:38:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Thank you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:38:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[All of that in around 20 minutes. Every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:38:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Listen now to the pop culture Happy Hour podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Hey, welcome back to how I built this from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'm Guy Raz. So it's 2012 and Justin is trying to take the friction out of dating by building a site that's meant to help people meet friends of friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But in order to do that, he's got to raise some cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I was mainly talking to investors in Washington, DC you know, there's a few VC firms there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The amount of money we were looking for wasn't like Sandhill Rd. money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was just a few $100,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:39:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You didn't have a whole lot of success with them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[No, the wisdom at the time was that there was a saturated market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, match.com, eHarmony owned it and it would be impossible to break into which.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I looked at and I'm like I am in my mid 20s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[None of my friends use dating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:39:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It is not saturated, it's just it's very clear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But they were saying no no match, a match that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Owned by IAC, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah. And even if you get big, like little copy you, etcetera, etcetera.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:40:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, did that in any way discourage?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, did you ever feel like God? I really maybe they're right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It frustrated me, but it did not discourage me because I had a strong thesis that they were not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Dismantling. They were just drawing these other irrelevant analogies and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A big part of being a great entrepreneur is being hopelessly idealistic but ruthlessly practical at the same time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Really have to balance these things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I was being ruthlessly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was like, no, no. Like there isn't a clear market opportunity here. And so I wasn't discouraged because they weren't dismantling the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:40:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A minute.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You're you're in now, and it's really not getting much traction and you're burning through cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[What kept you? You know, from not just getting depressed or or anxious about the possibility that this would just collapse?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, I mean, I was definitely depressed and anxious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:41:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I I I know I was worried and I I was concerned with the feedback that we were getting and at a certain point it became pretty clear that like iterations weren't going to get us there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Around Thanksgiving, this is 2012.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[We have like $25,000 left in the bank at this point and we probably raised like 150 or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's pretty clear this isn't going to go anywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So I had this kind of crisis moment over Thanksgiving, and I called the team and I'm like, let's start over from scratch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[This needs to be simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[We got to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Rid of all these questions and by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's 2012, so the world's going mobile.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And this needs to be a mobile application.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And that was because by 2012, you yourself presumably, and all your friends were using iPhones?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:41:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[You know the App Store was starting to become more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:42:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[There were more companies starting to develop things for the App Store, so it just felt like if we're the dating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Company of the Future, the dating company of the Future, is probably on mobile and I think again the simplification it dovetail with the simplification of the interface, which is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:42:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We'll just make this thing really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:42:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And if it's really simple, it should fit on mobile. It's almost like a good forcing function to make it simpler, because you can't fit that much on a 3 1/2 inch screen and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:42:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Let's just distill it down to like a photo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Age, location, a few interests and just like yes or no. Do you like this person?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Move to the next person, and if it's a match, we'll let you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:42:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So all right, so the idea here was to just do a pivot and focus on building a mobile AI, trying to figure out how you did that, though, because in 2012, building a mobile app was a lot more expensive than it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:42:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Today, how did you guys do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:43:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We used at the time there were these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I don't get too technical, but there was a way to essentially build a website that looked like a mobile app and behave like a mobile app that you could package as a mobile app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:43:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So that is essentially what we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:43:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[What was your strategy in terms of getting it out into the world?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So my one of my really good friends from Colgate had moved down to DC with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:43:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[He and I were original roommates when we first moved to DC, and he was just very plugged into the social scene.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:43:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so we just used his e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:43:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Lists and his and we were just like hustling to get people on and telling them to tell their friends when we started with just iOS and we when we just burned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:43:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean we just, we just worked all day and all night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:43:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Because because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:43:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Had to be when we were going to run out of money, which was February 7th, 2013 Ish and we took our last $25,000 and we threw a 2500 person launch party in DC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We set the date and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Worked backwards from that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[All right, so so this party that you're talking about, you you working on the app?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And and I guess you decide we're going to relaunch the company with a party, we're going to throw a big party.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Invite everybody we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And hopefully people will download the app. That was the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[The other issue was the cold start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And when you get one or two or three people coming in at a time, you know in the early days, I would sit and look at the logs and I would watch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Someone would log on to the site and I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:44:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[My gosh, you know, and I would watch them, you know, they would like like someone and then pass on someone. And then like someone. And then they leave and it's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, that's the trickle that was happening and we were just like we've got to get everyone on at once like no ones going to stick around if there's not a lot of people on this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:44:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So we've got to just like, throw this Hail Mary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Only got 25,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're going to pivot to mobile and we're just going to like, get 2500 people in here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:45:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Be like the coolest, trendiest people in DC and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[See each other downloading the app, and so they're going to think it's cool and they're going to keep using.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[This is in February of 2013. Where was the party?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was on a floor of an office building that was about to be built out as an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Incubator that we were moving into and they hadn't touched it yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[This big empty floor. And so we just used.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That and I mean, how did you entice 2500 people to come to the party?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Open ball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We had a liquor sponsor who just I think Titos vodka just like shipped us a bunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Alcohol for free?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We had like a DJ, we had an art exhibition, we had photo booths and a dance party, and everyone had to download the app to get in the door now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:45:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mind you, we actually didn't have an app. Almost because we had submitted the app to the App Store for approval and they were not giving approval.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[We submitted like 2 weeks early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:46:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And it is the day before the launch party and we still have not gotten approval for the app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:46:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're about to throw this like launch party and we have no app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:46:23](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[For people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:46:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To go to download I was just like I was trying to get in contact with people at Apple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Mean who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:46:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like we were like nobody. But I'm like, trying to reach out to the head of the App Store and reaching out to any VC I've ever met and seeing if they have contacts there and just like begging and writing emails, trying to get this thing approved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:46:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I remember, like the night before the launch party, I just was, like, curled up in a ball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[In the floor of our little office at this incubator, cry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:46:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The last two years have been for nothing because we're going to launch this and we're going to have no app and you know, we skirted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:46:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Have like days of cash left.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[At that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So what happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I went to bed and I woke up in the morning and the app had been approved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Wow. Yeah, it was nuts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Never got an e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Never know why, but it was approved that morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:47:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So that night to get into the door, you had to download the app, which meant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[That's 2500 downloads guarantee, which is pretty good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[How much of an impact did that have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Did those 2500 people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Presumably not all of them, but did a percentage of them start to use it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Yeah. The next day we had like 500 people log in to use the app, who didn't have to, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[They like, just came of their own volition and used the app and then the next day like 600 people came and the next day like 800 people came and we were off to the races and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:47:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I know this would eventually change, but initially let's be honest. I mean, if you want to increase your chances of making money, and there are a few places that you know will do that sex.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:48:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Maybe alcohol?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[A few others was a proposition in your mind, like or or that you guys were kind of, let's say, selling to to potential customers users was like, hey, this is a way to hook up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:48:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I mean, initially part of the value proposition, because I would think that that would make sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:48:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean that that's what people want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:48:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:48:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We were such a wholesome brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Were friends of friends?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So people would equate it to like, you know, a house party or a wedding. And that was the kind of crowd and the vibe that you'd feel on hinge, whereas maybe on the other ones it was a little bit more just like people nearby and random. And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:48:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:48:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It just felt a little bit more like a club.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:48:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so we sort of gained this reputation as the more wholesome, more relationship oriented app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:48:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Right. And that was our niche.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:48:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It sounds like you didn't really change your approach or your strategy too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, you went to mobile, but the value proposition was the same like this is a, you know, friends of friends relationship app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[What explains I mean is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Is it that that launch party alone that explains how you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[Well, I mean the details make the difference for sure and those are pretty big details.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:20](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[Only simplified interface.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Everyone's on. It is very different than clunky interface.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[No one's on it. So yeah, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Those details definitely made a big difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So we started in Washington, DC and then a wait list built up in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And then we opened up New York City and through a launch party there and then a wait list build up in San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Then you know, etcetera, etcetera.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And presumably now you've got raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was it now easier for investors?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:49:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:49:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, one, we had traction and two, we had Tinder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:49:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Tinder was exploding and no one could invest in Tinder because it was owned by Ise, and so the only place that people could put their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:50:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[As a competitor to Tinder at the time was basically us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:50:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[We raised like a few $1,000,000 towards the end of 2013 and then we raised a big round of like 14 or $15 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[At the end of 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I was turning away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was like, I don't even like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:50:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I can't take anymore like we have to close them around like I don't even know what I would do with all this money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're going to stop here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[All of a sudden, like there's there's Tinder, there's hinge, and there's some others. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You were very different from Tinder because Tinder was swiped left swipe right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Not that different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The apps really converged overtime.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[They became similar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, you know, we are very focused on our competition and our competition release the feature and we really featured.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:50:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, they became very, very similar in their appearance and we were still friends of friends. And so we had this different vibe. But practically speaking, the apps were very similar in how they operated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[There was an article that came out in Vanity Fair, I think in 2015 it's called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Like the Dawn of Apocalypse dating or something like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah. The dawn of the dating apocalypse, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Right, right. And it's mostly about Tinder, but there's quite a bit in there about hinge and there's a paragraph in there and it's and I'll read it to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Says Marty, who prefers hinge to Tinder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Hinge is my thing is no slouch at quote, racking up girls, he says. He.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[30 to 40 women in the last year and he says I sort of play that I could be a boyfriend kind of guy in order to win them over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Then they start wanting me to care more and I just don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Now, forgive me, I don't want to sound judgmental, but like this guy just sounds horrible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:51:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:51:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean when when you hear that and you saw that and you saw what you created, did a part of you just like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I mean, yeah, you it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[You built this amazing app and people were using it, but I don't know did did a part of you kind of feel like, oh, this is not what I wanted to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A huge part of me felt like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[That article, it was by Nancy Jo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, I went to go meet with Nancy Jo sales in New York. And I was like, I want to hear your experience as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Put together this article.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was a really big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, it was a pretty big gut punch and that wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, there were some other things going on in 2015 where you know our our growth was starting to slow a little bit, but I I do think more importantly, it was like this just isn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The company that I wanted to build it doesn't have the values that I wanted to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Doesn't have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's not having the impact that I wanted it to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Kind of just this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:52:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Copycat app that has the same interface with like a small twist were just friends of friends and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[There was still a a, let's just say quote UN quote, like a meat market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, I mean, again it was had a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It just wasn't well designed for what we wanted it to be for, which is long term. I mean I got, I started this because I wanted a girlfriend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Because I wanted that real connection and it was not designed for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That. Yeah, and and again like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:53:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Really careful because like I'm older than a lot of people who use use these apps or were using these apps in this article.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So it's like any, any, anything that is not familiar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You you sort of see it differently and I it's hard for me to talk about it without sounding judgmental, but like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, you read these stories like in that article in Vanity Fair. And it's like just stories of young people just talking about. Yeah, I've slept with eight people in the last, like, 10 days. And it's so easy because I think one quote in the article is like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:53:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Dating is a numbers game. If I went to a bar, I'd have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:53:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[Girls with this I could just swipe all night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:54:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Apartment and do better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:54:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, I you know, and I thought it was a numbers game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:54:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I I had a different objective in mind, but I also believed when I created that version of hinge that you know, you just, you just go through enough people and then when you find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[Everything's easy from there, and so that is the kind of ethos that I built hinge around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Let's go back to something we talked about earlier in this in this interview about Kate, this woman that you dated in college that you loved and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Rotor and rims was a seer in 2010 and then she said no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:54:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:54:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[15 and there was a New York Times reporter who was a writer who was writing for the modern love.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:54:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Susan, an article for the New York Times about hinge named Deborah Copekin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:54:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so she meets with you in 20. And you were like, you know this young.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:54:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Hotshot running hinge and it's raised all this money and doing really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So she wants to do a story about about you and what happens during the interview.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah. So rewinding a little bit further was like end of 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And Deborah writes me this e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Didn't know who she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[She had downloaded hinge and the very first person that came up for her. She had matched with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And started dating and fallen in love with and she was like I have to know how your algorithm works. Like how the heck did I just download this app?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[A button and someone comes up and I match.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Now we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, I want to write a story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[About you. So she reaches out to me and we go for this like pretty Standard founder interview about whatever I was talking about at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Could tell it was just kind of like it was an OK interview and we're about to finish up, you know, as we are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Packing she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Have you ever been in love?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[I was like well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:55:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Once a long time ago, but I didn't realize it until.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[She's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Tell me the story. And so we sat down. I told her the story of Kate and me in this magical connection, we'd had the sort of twists and turns and the break up and the drug addiction and alcoholism and and me re.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Out and how? In a way, she'd sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I realized especially at that time she'd inspired hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[I mean it makes sense for a reporter to ask the guy behind hinge like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Your love life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Exactly. And you were not dating anybody at the time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[No. Again there was someone that I was dating on and off during that period. My sort of usual pattern.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But no, not really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so she shuts off the tape recorder and she says I've got to tell you a story and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[She tells me the story of how she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:56:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Had this like amazing romance when she was younger and really felt this person was the one. She was a war reporter or a photographer. Actually in Afghanistan, and they were supposed to rendezvous in Paris like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Romantic transcontinental story and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And he lost her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so they didn't meet up and then they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, this is like the 80s and 90s, so they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Really have much free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Free e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[00:57:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Free cell phones.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And so they didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And she ended up marrying the next person she dated, and he ended up marrying the next person he dated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Then, 20 years later, she's researching a story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Comes across his name and reaches out to him and it's like, hey, are you the same? So and so that stood me up 20 years ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[They ended up like coming together and they met and I think it just lit her up in a way that she was like, I'm going to leave my marriage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Because this guy that she had was supposed to meet in Paris, he didn't stand her up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:57:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[He lost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Address and and she ignores 20 years, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:57:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, he exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so she left and downloaded hinge, and then had met.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:57:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[This guy, and if this sounds familiar to anybody, it's because it was written in a modern love article by Deborah Copek and she wrote this part of the story in that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[In this article but but but, but anyway. So she tells you this story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:58:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Listen, don't get me wrong, I don't regret my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I love my kids, but you still have a chance to be with the one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:58:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I was like lady. Nice to meet you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You're a little nuts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's been 8 years since I've seen Kate. At this point she's, you know, engaged to be married. As far as I know, she still lives.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Another continent. It's too late and she's like you won't know until you try.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And early February, we were going to be throwing a launch party in London and so about a week before the launch party, I happened to run into Kate's best friend from Wellesley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And we're chatting and she's like, I think you should.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Out to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:58:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, at this point, by the way, I had written Kate an e-mail every year on her birthday after she told me no. And some of these emails would be like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like you know, I'm over it. I hope we can be friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[00:59:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[My my last one in like 20, 2013 had been something like I'll come over with an engagement ring. Please. I like to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

[Know it like range depending upon the year and how I was feeling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[And after that one, you know, she had, like, defriended me on Facebook. And, you know, it was like, pretty clear that, like, that had sent her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Know that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So I after that I'd let it go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I was headed over to London. And I'm like, you know what? Whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'm just going to send one last e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so I composed a really short note.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:59:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Hey, going to be over in London?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Weird to think I'm never going to see you again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Love 15 minutes just to say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[00:59:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I woke up the next morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A response.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[00:59:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Saying sure, I'll see you in London.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[01:00:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Saying you're a terrible stalker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:00:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't live in London anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Live in Switzerland.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[My fiance is not a huge fan of yours, but I'm willing to chat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[He'll be away this weekend if you want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Like hop on the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I said great and then I went to the airport and I bought a ticket to Switzerland and I flew to Zurich.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And the next morning was a Friday. She thought she was like in another time zone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[She was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:00:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like whenever you want to chat we can chat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

[Great, because I'm going through customs in Zurich right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Wow, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I flew over there, definitely having Deborah having inspired me to do something like big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But I have to admit that it had been eight years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I had changed a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, I've gotten sober, and HB S I'd like started a company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:00:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, it was like a lot had happened since I'd seen her. I assumed a lot had happened for her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:01:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, a pretty big piece of me thought we would maybe see each other and then laugh this off and you know, bring some closure to the whole thing. And I could move on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Could move on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[So we met in a cafe in Zurich and 5 minutes in I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't know what I'm doing without this girl.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The conversation started off and we obviously there was a connection still there and she was like, well, obviously I'm not calling off my wedding. I'm getting married in a month, 400 people coming from 5 continents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[She's getting married in a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah. Invitation sand planes booked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And she's like, well, obviously I'm not calling off the wedding. But, you know, we should stay in touch and then, you know, halfway through the conversation, it was like, well, if I were going to call off a wedding and we sat there for like 8 hours straight. I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Don't think we even got up to get a coffee and then by the end of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:01:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Are like 8 hour chat. She was like I think I'm gonna call off the wedding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:02:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, wow, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I have so many, so many feelings and thoughts about it, because obviously this was meant to be the two of you. But like, wow, I mean that's that's a lot, right? I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[She was making both of you guys were making a huge decision to that was going to be really hurtful and painful to somebody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:02:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But clearly this person she was going to marry was not the right match for her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But still, like she was a month away from getting married. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I'm assuming that once you decide to call for the wedding, she also kind of implicitly decided that she was going to move to the to New York to be with you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:02:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, I moved from a big chalet in the Alps to a my 300 square foot studio apartment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[In Manhattan so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And this will lead us back to the discussion about hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:02:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That you know, here I am thinking like, Oh my God. Like I got the person, the one, the one I've been dreaming about all like all this time, you know, and I flew to London and we did the launch party and I flew back to the States and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Met me back in the States and she moved in and it was amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[For like 2 months and then you know, were two people living together in a three square foot apartment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're like, figuring each other out, and it's not perfect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[All the stuff that I want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Run from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:03:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, there was a piece in me like two or three months in that was like, oh, like, should I have done that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, but there was, like, but she'd like she'd given up a whole life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:03:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so I'm like, you know, I'm going to stick it out and we just worked it out together one step at a time. And I realized that it's not a volume game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:03:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:03:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Love isn't about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Trying to go through enough people until you find your perfect puzzle piece and then everything is smooth sailing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:03:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Love is about the way you approach it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[About vulnerability, it's about connection.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You don't find the one you create, the one that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Completely overhauled my approach to how I thought dating apps should.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Work, but this is a thing like again, like now the thing that you had built was, let's say, lots of people are using it in ways that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Didn't lead to that. It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was more like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A hookup factory. And again please anybody listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Am not judging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I am not being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'm not saying there's anything wrong with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That's perfectly fine, if that's what you're looking for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Justin, that's not what you wanted to build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You didn't want to build a hookup app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:04:44 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:04:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But you were kind of pushed into that direction just because of the forces of of, you know, the economy and of what people wanted and what investors wanted you to do and what you thought was going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:04:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was a lot of pressure running that company at that time and we're really trying to keep up with the competition and the natural thing to do is to, like, be obsessed with your competition and look at what they're releasing and then they release a feature and be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:05:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Oh, we have to have that feature and our users be like, why don't you have this feature? And so then we would want to like, copy what they were doing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Step behind because we were not as well funded and not as experienced.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So I mean, not only was it not only the values, it just wasn't going to succeed like it was just not that different or interesting of a product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So yeah, on both fronts, I was frustrated and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:05:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was around Thanksgiving that year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was around 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was headed home for for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I was about to fly back home to Kentuck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Key and I have lunch right before I left with Katie Hunt. Who is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Chief brand officer and she and I sat down and I was just like Katie. Like, I just want to tear this whole thing down. Start over. Like, I'm just, like, done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:05:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:06:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And she looked at me and she was just like, what's stopping you? And I paused. And I was like, nothing is stopping me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:06:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:06:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[When we come back in just a moment, how the effort to relaunch the app would lead to a dramatic drop in users and how an 11th hour investment from a one time competitor would help revive the brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:06:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:06:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:06:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'm Guy Raz, and you're listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:06:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[How I built?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:06:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[From NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:06:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:06:54 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:04 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Learnmore@ajws.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:11 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[On NPR's consider this podcast, we don't just catch you up on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:15 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We help you make sense of what's happening, whether it's how to tackle the challenges that come with pregnancy during a pandemic, or how to understand the crisis unfolding along our southern border.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:26 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Will fill you in for 15 minutes every weekday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:28 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Listen now to consider this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Hey, welcome back to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:07:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So it's the fall of 2015 and inspired by his rekindled relationship with Kate, Justin decides once again to completely rebuild hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're going to RIP down this whole thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Deal. Now we're not four people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're 30 and we don't have 25,000 in the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:07:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Got like 10 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I caught up my Co Sam.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Doctor Katie, you know I got them right around this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That what we built is not going to succeed and we have to RIP it down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Start over from scratch, and by the way, there's a market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So now it had been what, 3 or 4 years since the dating apps had?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A lot of those people have, like, 2223 when they came out are now like 26.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[2728.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[8 and they're looking for something more serious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So let's start over and let's build the app that's going to be accessible to young people and have a cool brand, but is really designed to get people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Into relationships and off the app. And by the way is a great word of mouth. Like if people always ask how did you meet and if were the best at getting people who are in relationships for the best at that and people will tell their friends and as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[As they're single people in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:08:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Great, right? And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Like, we're not thinking about competitors anymore and I want to talk about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Don't want anyone to have those apps on their phone for competitor research?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That was the biggest decision we made and we said we're going to actually measure whether people are going out on great dates or not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're still the only app that asks whether you went on a date and whether it was good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And that is our North Star metric period.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[How are you guys going to make money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, I mean, presumably charging a fee to join a monthly fee per dating fee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like the head of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, that was one of the massive mistakes we made when we launched.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So we had this thesis that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The serious dating websites are all what are called hard paywall businesses, meaning that in order to engage pretty much at all, you have to pay a monthly fee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But it's usually pretty expensive. It's like 3999 or 4999 a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Anything, anything with the the big sites like like, eHarmony and match.com and stuff like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:09:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yes, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So we were like, we're going to create a hard pay wall app, but it's going to have a millennial sized price of 999 a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And that gave you like basically unlimited.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[No, just access to the platform gotcha.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:10:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, you couldn't even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're just like we're intention platform. If you're not willing to pay 10 bucks a month, then like you know, go somewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:10:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And the other apps, by the way, were free, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And the other apps were free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, but we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We were very idealistic and we're like people will pay like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That was totally wrong thesis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So people were not willing to pay. And then we had to, like, give people free trials. And then we had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Then by it was like it was such a mess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:10:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The market for dating apps like sort of like podcasts like people, are used to free dating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[All of a sudden you're coming on saying to pay for it. People like, no, I'll just go on this other dating app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, and even more important than on podcasts like there's network.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So if there's not a lot of people on it, then people don't find it valuable to be, you know, loses its value anyway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And you figure this out because it was like crickets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:11:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was paying for this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, we got like, you know, a few 100,000 people to to sign up, but then no one really would like when they hit the pay wall, everyone was just kind of bouncing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So we started giving away free trials, like if you've had a hinge account before, you can now the first three months free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Thought like if we could just get the engine going then like the new people would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Come in and pay because before that it was free, totally free. Before you, you kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:11:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Before that, it was totally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I would never made money up until that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But now you need to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You had real investors and real money behind you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yes, that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So what did you did you salvage?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, given that you this sounds like was kind of a disastrous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Relaunch. In that sense, even if the other features were great, people weren't buying it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:11:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:11:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:11:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was pretty rough. Relaunch 'cause in that whole period of time was tough, by the way, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I felt like Moses leading people around the desert like we didn't know where, like we were testing things. And you know, we just like didn't know is like the best thing is the only thing to have the swipe feature is that the only way that that app can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:12:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Is this like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[What are we going to do that's going to be really any different that's going to be better than that and we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Figure that out, by the way, and we did come up with a very different way for people to interact that had very significant ramifications on how people behave on the dating app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:12:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:12:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Tell me more about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, one of the biggest changes that we made is we, we did get rid of the swipe feature and we had people fill out longer profiles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:12:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But you had to add 6 photos and you had to add.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[3 prompts which?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Are responses to short questions that are designed to help you get into better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:12:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But more importantly is when you like someone on hinge. First of all, you like something about them. You have to choose something like one of their prompts or one of their photos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:13:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You can comment on it and you send that like and that seems subtle and maybe not that big a deal, but it has a pretty dramatic effect on people's behavior.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:13:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[They are way more selective and way more thoughtful, because when you're not just throwing people to the left and to the right, you actually have to think about what you want to like about them, what you want to say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:13:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It just makes people way more thoughtful and selective, and when you're way more thoughtful and select about who you like are, data is way better about learning your tastes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:13:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And if someone liked you, we would just notify you and tell you that someone so liked you and they liked this thing about you, so that there wasn't a strategy of disliking people to see if they liked you back. A lot of people will use the the SW.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:13:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And they'll just like, like, like, like, like and just see who matches with them. And then they kind of figured out from there, which creates a lot of engagement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:13:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But it's a lot of noise and it frustrates people because a lot of matches don't go anywhere. And so when you can actually like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Distill it down and it's not as engaging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Not as noisy, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:14:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[There's a lot more signal there for people to latch onto, so that was a very fundamental change that we made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So you sort of OfferUp a free version, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[A freemium.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Which a lot of these sites have, and basically users can go back to using it for free, but if they want to want more features, they got to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:14:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[System. How does it work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, so now you pay for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Certain upgraded features like advanced preferences or unlimited likes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I I have to assume it's a tough business, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean there are lots and lots of options.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so a big part of of differentiating yourself is through the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like what you represent and now you guys were kind of really focused on being the relationship app, like, OK, Tinder. So the hookup app and bumbles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:14:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, women initiate, but we're the relationship app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[Is that fair to say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:15:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I think our our original tagline, but yes, it was very much branding around. If you're looking to get off dating apps, this is the place for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Let's talk about this this tagline that you guys eventually settled on because it's it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's hinge designed to be deleted, which I love.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:15:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Your tagline now is hey, download us, but really we want you to delete us because if you succeed on hinge, you won't need us anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That's exactly right and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I mean, that's how a dating app should be. And by the way, designed to be deleted has 2 dimensions to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know one dimension is we are the experts in getting you into relationship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Get this better than anyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We research.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We spend all our time looking at how users behave and how we get them on better dates and that our whole company's organized around that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:15:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But there's also an element of digital Wellness to it as well, which is that we don't want you spending all day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[On our app, like we don't want you stuck playing a game on hinge and this really grew out of my experience with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Addiction and I, you know, I don't use social media.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't use.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't really have an Instagram account or Facebook account.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Spend any?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[On it because it's, you know, I didn't escape.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:16:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Addiction just become a slave to my phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But do do you think I mean given you know, given that the fact that you relaunched a few times and your tagline is you know we want to be deleted, do you really think that hinge is no longer the place or a place for someone who just wants?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Look up like how were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Change the behavior of people who went on the app. If in 2015, in Vanity Fair, some guy was saying, yeah, I love hinge, it's I've slept with 30 to 40 people in the last five months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[How do you change that person's behavior with the relaunch?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:16:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:17:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Too difficult if you're looking for a hookup. It just requires too much effort.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You asked about the you know, how do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Aren't you going to still have people like that person in the Vanity Fair article using your app?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And what we find is that when you have to answer all these prompts and have to send, you know, like a piece of content and like, if all you're looking for is a hookup like, this is way too much effort.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so that's I think the difference. You know, we lose more than 20% of our users during the sign up process on on those other apps you hit one button and you're in and you're swiping and you're going. Yeah. So if again, if you were like talking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To a Silicon Valley social media investor, they would be like, Oh my God, you can't lose 25% of your 20%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Sign outs like are you crazy? And for us it's a feature, not a bug. You know, it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, you have to find a relationship is hard if you're not willing to put in the effort.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Fill out this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:17:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Profile and answer some prompts and then you know you're probably not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's not the right service for you like we just want people who want meaningful relationships.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Full stop. Period.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like we just want to get amazing at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So when you did go ahead and and do the relaunch of hinge in 2016, how did it get like how was it received?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was not a breakout success like when we did the relaunch in 2013, we got off to a rocky start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But the numbers started to look really interesting and really promising.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so, you know, my first instinct was obviously to, like, keep this thing going and go raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So I was back out in the fundraising game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Flying all over the country, talking to every VC, and now I could get in the door of anywhere, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean any VC firm would at least take my meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, but no one would give me money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So, I mean it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean I was begging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:18:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

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

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

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

[Like I was offering valuations that would are embarrassingly low and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Given your existing investors were getting cold feet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[My existing investors were willing to rally to put together a few $1,000,000, but a few $1,000,000 is not going to get us to where we needed to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So I really wanted to raise a bigger round and and I I teased that, you know, I said, you know, our existing investors will put like 3 or 4, but I need 5 to 10 more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:19:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:19:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, I went everywhere trying to make this deal happen. I talked to everyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, it's amazing because you had already.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Had a record of success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Had launched this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You defied the the skeptics by even putting this out into the world. You had achieved quite a bit of success with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You, you know, millions of people had used it and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:19:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Had a hard time raising more money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:19:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, we made a decision when we decided to do the reboot that we were just going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Not touch the existing app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, this is a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like, do we keep the app like on the rails and keep adding updates and kind of justice keep it going or do we just let it go completely and divert all of our focus to this new thing? And we decided to do the latter. And so meanwhile the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Had started to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Go down and user numbers were going down because we just weren't putting any effort into it at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Into developing the new hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:20:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And while you were developing that, you weren't even updating the app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[At all? No. So it sat there stale for almost a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:20:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I had this like 1 investor that was really holding out for and I really thought we were going to get across the line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I remember the partner at the VC firm called me, and she was like, you know, we just can't get our heads around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We've never seen a company that was cool and then went away and then was able to come back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:20:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And wow, we just can't do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:21:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:21:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:21:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That's a great, actually. You're totally right. K-Swiss. Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:21:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And it's just like, yeah, fashion brands are not the same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:21:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I said Fairpoint.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:21:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But our numbers were actually starting to look really interesting. And if you had the right eye for it, you knew that there was something here with the new version of hinge, you know, on the old version of hinge. The biggest thing just to give you a sense, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:21:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:21:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Likes in order to get to a date and on the new version of hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:21:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:21:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:21:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[1000 to 5020 times more effective kidding people out on a date.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:21:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So I mean, I think finally in 2018 you guys did get an investment, a pretty big one, which was a majority stake in the company from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Match group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Ismatch.com owns Tinder, so former competitors and then in 2019, they fully acquired hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, there are lots of reasons to to get acquired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean. Obviously you've worked on this for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Many years and it's a chance to kind of get a payout and to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[To take a breather and not to worry about having to raise money every year, every you know, or every few months and and it takes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Now you've got a bunch of resources behind you are all those reasons why you agreed to the acquisition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, funny enough, the way that the relationship with match Group started is I tried to poach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Their head of business development to come run finance at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, that's the level of audacity that I had with like 3 months money in the bank and I'm trying to like steal their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Ahead of finance, they can like run finance it at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And he very quickly turned the conversation around and was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:22:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Have you thought about, you know, maybe we can partner with you and that started a conversation. And so the more time I spend around that team, the more I realized that the combination I think of our different perspective on the hinge side with their wisdom financial backing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:23:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It was going to be a really good success and there's a reason I think you know, you see that the startups that have really taken off and grown in the dating space were all started in house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:23:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, they were all. I mean Tendo started within IC, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:23:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:23:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And and match was owned by IAC and they had huge resources and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:23:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Dollars and it's not surprising that they they exploded in growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:23:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:23:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so it sounds like it's a calculation you made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:23:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:23:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[These guys have a lot of resource, like it's like Procter and Gamble. So give a product and Procter and Gamble comes and says, look, we want to acquire you and we have all this research money and marketing dollars and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:23:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Could be a really attractive idea to go and work for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:23:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And scary at the same time, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean for us, like, you know, Tinder was the enemy and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So like you know, it was like it was kind of a lot to get your head around that and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:24:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And at this point, I had friends who'd sold their companies and had agreements. And it, like, almost never works out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:24:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The the the company goes sideways or the company goes up, but then they the relationship doesn't work with the founder and they leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so I was really conscious of that obviously so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Scary, but ultimately I just thought I wanted to do what's best for hinge the company, and I think this is it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:24:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[What did that allow you to do once you were acquired by?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Do that I mean, and then you sort of became more comfortable with this idea that you could still run the the company the way you wanted it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Does it take some of the stress out of of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That you know the money is there. You're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You have to worry about firing people or going out and begging for money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:24:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Does it kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[De stress you a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Well, you're trading some stresses for new stresses, but it's like a new relationship. You know, it's it's just like with Kate and me and you like hopping to, you know, you're now living together and you figure each other out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:25:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And justice like that relationship, I was really, really committed to making this one work and they were committed to making it work too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We and we figured each other out and we have a pretty incredible relationship today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That was 2019 and I think that the relationship with match really enabled us to to grow and to scale more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And then comes 2020, which I imagine at the beginning of the pandemic you must have thought we're in big trouble.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Nobody's going to be going out on dates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:25:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Did you see a a steep decline in users?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah, it's been really volatile.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:25:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, we planned in 2019 our growth was really incredible and we planned a very big 2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Know we're going to grow the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We're going to double the size of the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Going to do all this stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:26:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The pandemic hit and I think initially you know everything went into lockdown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Was cold outside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so we definitely saw some shakiness in the business, to say the least.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But then as things started to stabilize and it started to warm up outside, it actually like completely turned the other direction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Because now people can't meet at house parties and weddings and bars and yoga classes and gyms and all the other places that theoretically they would have met now are the only.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:26:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I also think this period of time has been people have been rethinking their dating lives and rethinking their lives in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I think people have become more thoughtful and more serious during this time about their intent and what they're looking for. And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:26:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Then when I started warm up and and the numbers stabilized, then it was a huge boon to the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Were there things that you guys featured that you introduced during the pandemic that made it easier like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Know made it easier for people to connect virtually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The biggest shift that we saw was a shift to people willing to try video dates because people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Wanted to like spend a little bit more time getting to know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:27:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Whether it's worth, you know, risking getting COVID to meet up and so video day like more than half of our users now have gone on a video date. And so that was something that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:27:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Seemed like a pretty clear thing to build into the app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Yeah. And also just less risky, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You're just on a video call with somebody and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[If it's weird or you're just not connecting, then you know that's it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You have to leave your room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:27:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:27:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And that's why I think, you know, we talked to our users who have tried it. Most of them say that they want to continue to do it even after the pandemic because it just makes a ton of sense. I mean, it really is like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Doing a quick 15 minute screen before you go, spend an entire evening and spend money and energy to go meet up with someone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Think we'll actually make this a much, much better experience if that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Part of it, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[This may be a hard question for you answer, but I'll ask anyway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You're still pretty young.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:28:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I think you're mid to late 30s and you started this app which is a pretty big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[It's a major dating app and now fully acquired by match and you work for a match. I'm your an employee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So you're the CEO, but but presumably you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like any employee, if they wanted to find a new one, they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And if you want to move on, you could, and probably eventually you will.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And maybe start something new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Is that what you imagine doing like or do you? Do you feel like you've got another business in you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:28:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't know the answer to that question and believe it or not, I actually don't think about it that much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I have so much on my plate. It hinge right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Think the opportunity is so great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:29:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'm actually very happy and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, I worked so hard to build this culture and this company and this service and this brand. I mean, it is so difficult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:29:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I mean, this is still my baby.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:29:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Doing that over again sounds now that I know how hard it is, you know, when I started hinge, I just thought like, Oh yeah, this is a $2 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[This should take about a couple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We'll sell it and you know, like if I had any idea how, like many tiers, I was shed and how many nights I just like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I don't know if I would have started it and so it's hard. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:29:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I think everyone finds their sweet spot and I think some people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:29:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Really good at the beginning and the starting and the ideation and pulling the resources together and getting something off the ground and then some people are good at the scaling and some people are good at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:30:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And I really enjoy each part of the journey and I enjoy the challenge of the constant shift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And so I'm still very much on that trajectory. Like I love this challenge of scaling from 50 to 150 employees remotely while still trying to innovate and grow internationally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Mean that's that's a lot of intrigue for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And yeah, I don't need more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[When you think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Just when you think about your story and everything that's happened and all the ups and downs and where you've come to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[How much do you do you attribute to you know, your your hard work and your skill and talent and how much do you attribute to luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I feel pretty lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I've eat if you go through my story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And and going through it today has really reminded me of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[There are so many serendipitous twists and turns that had they not happened, it's hard to imagine I would be here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Would be somewhere, maybe you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Know there are a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Of really lucky things that happened to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:30:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[There are a lot of, like, really tough things that happened along the way. I mean, having the company fail multiple times, like drug addiction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:31:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like there's all these, like, really tough things. And when I look back, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:31:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[The hardest things losing the girl, drug and alcohol addiction, the company failing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:31:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[You know, ended up being my biggest blessings. If those things hadn't happened, I certainly wouldn't be here today either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:31:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And if there is skill involved, I think it's how we roll with the bad things that happen. You know, do we resist it and fight it and judge it and get resentful about it, or do we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:31:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Lean into it, learn from it and like keep showing up the next day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:31:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[But that said, I feel unbelievably lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:31:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:31:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I choose to feel lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:31:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That's Justin McCloud, founder and CEO of Hinge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:00](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:32:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And if you are wondering, yes, he and Kate are actually married and back in the fall of 2019, they had a baby, a boy named Oliver.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And by the way, if you think their story sounds like a movie, well, it kind of is because it became the inspiration for an episode of the Amazon Prime Series Modern Love.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Justin found out was being made literally on the last day of filming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[That's I call Kate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:32:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Never going to believe this, but someones filming a show about our lives like down the street and it's okay and I like hop in the car and we like go to the location and we get out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Like 150 people there and they're filming with 2013 hinge launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[And Gev Patel is up on stage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Finally, put Kate and me in his extras.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[So you hang out with like Dev and Catherine Keener now like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:32:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:32:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[We have. I have like a photo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:33:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Them from from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:33:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[OK, but Dev doesn't call me that often.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:33:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:33:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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[01:33:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:33:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[If you want to follow us on Twitter, we're at how I built this or me at Guy Raz and on Instagram. I'm at Guy Raz, or at how I built this NPR. This episode was produced by JC Howard with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:33:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:33:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Thanks also to Liz Metzger, Farah Safari.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:33:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

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

[01:33:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Carney, Neva Grant and Jeff Rogers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:33:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[Our intern is Janet Ujung Lee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:33:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[01:33:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUY)