# Audio file

[Instagram Kevin Systrom & Mike Krieger.mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:00:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[There was nothing more exhilarating than seeing all those people streaming and nothing more crushing than than seeing, you know, people posting on Twitter, on their blogs and saying like, oh, another startup that doesn't know how to scale. Like, oh, like, so clowny we were both. I mean, at that point, like running on zero sleep for two days devastated. And I was like, this is it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:00:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[We built this great thing and we totally messed it up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:00:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:00:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[On today's show, how a walk along the beach sparked an idea that turned all of us into good photographers and made Instagram one of the fastest growing apps.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:00:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Of all time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:00:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[OK. It's 2009 and Kevin Systrom is just a few years out of Stanford and doing the Silicon Valley thing. He's working at a travel startup by day and teaching himself to code at night. And a friend from college, Mike Krieger, is also in the area, pretty much doing the same thing. And after a few months of experimenting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:01:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Heaven builds an.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:01:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[App. He calls it bourbon and it's a check in app where you can tell your friends you're at a coffee shop or a bar or wherever. And Kevin thinks this app has, you know, some potential.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:01:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I mean, at that time, there were so many checking apps, there was Foursquare, there was Gala and there were a bunch of others trying to make it. And of course following, you know, kind of the trend.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:01:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I I was like there's something here about the devices in everyone's pockets being available to share new types of information. And I was like location is is the type of information people are going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:01:51 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Want to share? I think the insight Mike and I had along the way was that actually there were more types of information. The fact that like these devices had a camera that would lead to a visual communication revolution where like all of a sudden, people aren't just communicating with text and voice, but they had the chance to communicate with an image but initially.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:02:11 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Our bet was on location and I'm frankly just very happy that we discovered the image thing along the way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:02:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[So people were were using this app.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:02:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah. And, you know, it was just compelling enough to get like, a handful of beta users. But I would, you know, basically come home at night and just tinker with this idea. And, you know, along the way I prototyped it enough that I was willing to give it to a handful of friends. And those friends gave it to a handful of friends. And before you knew it, we had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:02:41 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I don't know. Maybe 8090 people using it and only at that moment did I decide that, like, hey, maybe this thing could be a company if we actually tried.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:02:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Then, like at what point did you say we we should try to like, raise?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:02:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Some money for this I went to a bar where a bunch of investors were getting together and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:03:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Like I kind of mingled around the room and, you know, people were kind of showing their prototypes on their phones to different investors. And I showed it to this one investor is named Steve Anderson, who was one of our first investors. And he was like, this is pretty cool. Let's set up coffee. You know, we can meet up, and you can tell me more about the app. And that was, like, the biggest accomplishment.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:03:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Today I was like, Oh my God, there's an investor who's willing to talk to us. And so I went and I had that coffee, and I sat down and as as we were talking, actually, I had an alert that would alert on my phone every time someone signed up because I was really excited when we went from 80 users to 85 users to 90 users.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:03:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:03:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And as I'm sitting there with him like a bunch of people are signing up, and I wasn't entirely sure why, but he looked at me and was like, did you plan this like that? You would have a bunch of people sign up while you were demoing to me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:03:49 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And I said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:03:49 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[No, I like honestly don't know who these people are. And he looks at me. He was like, alright, count me in. But he actually said one thing to me. He goes before I do this. You have to find a co-founder that's willing to do this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:04:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[To do and at that moment I was like, alright, got to find someone awesome to kind of partner with and make this all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:04:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Happen. So, Mike, how did you guys like, I mean, how did this happen like you came to Kevin, you were like I like this thing. It's cool. I wanna work with you. I mean, did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:04:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Was there more formal than that? I think where it came from was we had a kind of shared.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:04:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Kindred spirit of tinkering. So on the weekends, a lot of times I would be at coffee bar.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:04:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Which is this great coffee shop here in San Francisco, and I'd be working on iPhone apps just for fun and bourbon. That the check-in in itself I didn't find as compelling, but having a sort of visual status was really compelling. So I got excited enough that I think I, yeah, I came up with Kevin. I was like, look, if you ever do this for real, like, let's have a conversation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:04:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And uh, I think that first meeting we had about it actually I was like count me interested like I'm I'm excited enough to do it and you know how like the the cliche of your life flashing before your eyes like my future flash before my eyes were talking to Kevin right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:04:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And I just imagined myself working one-on-one with him on something that I was really excited about in San Francisco and just trying to make something of it. And I was like, I there was something in me that just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Stirred at that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Thought so. Just come back for a SEC when you met that investor, he just, he was just like, here's a bunch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Of money well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[He was like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[OK, I'm willing to give you $50,000 to do this and that's more money than I had ever heard of in my entire life for a business getting at.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[The time, but the second someone shows any interest in you. In Silicon Valley, all of a sudden you have a bunch of other people that really want.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:31 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[To invest as well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Because nobody wants to miss the miss the bus.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[So no one wants to miss the next Google the next whatever, and that initial check went from 50,000 to 250,000 and then there was another investor and Andreessen Horowitz who came in and and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:05:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[$250,000. And so here are two guys with like, basically a prototype and a couple of computers, no office who raised half $1,000,000 and we're looking at each other like we think we can make this last. I mean we were we were living on peanut butter and Jelly sandwiches at the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Time. So. So, how did you guys?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Pivot. I mean what? What? How did you turn bourbon into what became Instagram? What was?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[What's the genesis of?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:12 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I think the best thing for any entrepreneur is failure. And for us it was the lack of momentum we I mentioned we got to, we got to about 100 users using this app and right they. No, no, no, no 100 like you can fit them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:18](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[We.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[100 not 100,100.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[In A room.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And Eric Reese is this guy in Silicon Valley who likes to, you know, talk about the lean startup method. And one of his.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[One of his lines is like, don't ask why people don't use your startup. Ask why the people who continue to use your startup keep using it and when we looked at our our user base, our whole 100 people, each of them loved the photo aspect. So that's why we ended up focusing on photos.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[But there were already a bunch of photo websites.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And even photo.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:06:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[App. So. So how were you able to come up with an idea that that would make your thing different?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:07:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[So we were both kind of burned out. We had decided that bourbon wasn't going to do anything. We had, you know, $495,000 left in the bank because $5000 to buy a couple of computers. Right? And and we were like, alright, it's OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:07:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[If this idea doesn't work out, we can really string this half $1,000,000 out for a long time, so we're going to come up with a new idea. So we started focusing on photos and we were both burned out. I was like, alright Mike, I I gotta take, I got to take a break.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:07:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[So my now wife and I, Nicole went to Mexico and we were working on this idea of photos. So Mike was like, alright, I'm going to prototype this thing while you're on break. You come back and then we'll like, reconvene. So Mike started prototyping this app and as I'm away, I'm I'm walking down the beach with Nicole in Mexico. We were in this little surfing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:07:52 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Someone called Toto Santos. And I'm like, you know, Nicole, I think we're going to focus on photos. And she goes, oh, yeah, that that sounds like a great idea. I love all the photo posts on burn.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And but she goes. I don't think I'm going to post that much and I go well, why not? And she goes well, my photos.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Aren't that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Good. And I said, well, they're great and she goes well, they're not as good as your friend Greg. And I was like, well, Greg uses a bunch of filter apps to, like, make them look.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Nice. And she goes oh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[You should probably.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Add filters and I was like ah, that's it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:22 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Like we, we just need.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[To be able to make people feel like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:26 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Their photos are worthy of sharing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And I remember going back right from the beach. I sat in the room with the little dial up connection that the the little Hacienda had, and I I literally just like researched how to make the first filter, which ended up being called X Pro 2. And if you scroll all the way back on my account to the very first photo, there's Nicole's foot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And a little stray dog in Mexico. And that's because that day I made extra 2 and I went out to a Taco stand for lunch to test it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:08:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And I took that picture and posted it on the prototype that Mike had given me. So that was kind of the the intersection of the ideas of photos and filters. And it all came through consumer insights. It was just like, what problem are we solving? Share something that people love and make sure that they feel great sharing it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:09:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[So. So how long did did it?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:09:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Take from the time you decided to move away from bourbon and then launch Instagram.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:09:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[It was only 8 weeks from the time we had basically sketched it out to when we put it into the Apple Store.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:09:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[We press launch on October 10th of 2010 and it was like about midnight and people just started streaming in. It was crazy. It was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:09:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Like like how fast were people?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:09:43 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Joining it the first 24 hours, we had 25,000 people signed up around the world, which sounded big to us at the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:09:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah, that's incredible. What were you expecting that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:09:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[No, I mean a couple of things that showed how naive we were at the time. #1 midnight in San Francisco. It's 9:00 AM somewhere and we didn't quite realize how global our business could be. So it turns out everyone who was signing up at the beginning actually lived overseas. So when we looked into the database and we're like, who are these people they all had?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:10:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[You know e-mail addresses from Germany and Hong Kong and and various places around the world. And before you knew it, we actually had overloaded our system and it was a very small, naive system. It was a single computer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:10:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[We're in a Co location space somewhere in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:10:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[LA everything was on one computer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:10:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah, it was. It was nothing more exhilarating than seeing all those people streaming and nothing more crushing than then seeing, you know, people posting on Twitter, on their blogs and saying like, oh, another startup that doesn't know how to scale. Like, uh, like, so clowny we were both, I mean, at that point, like running on zero sleep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:10:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Two days devastated and I was like this is it. We built this great thing and we totally messed it up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:10:52 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And to be clear, there's no reason we should have succeeded like, I mean, the server was just like it was down every other hour. And like, people just kind of forgave us and they would come back and they would share their photos. And at the time, mobile networks weren't that great either. So people would actually blame their connection and not us, which was great. But those initial weeks, I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:11:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[It was just like trial by fire and we had to learn everything on the job and we had so many chances to fail, but we just kept at it and and kept working and pulled a bunch of all nighters and the amount we learned in that first year. It was crazy. It was like 5 years of college all in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:11:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[One and yeah, it was pretty exciting and tiring.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:11:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[How did people even find out about Instagram? Like, how did they know that they should download this like this app?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:11:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[So we had this intuition that if you're going to throw a party which is kind of what an app launch really is, as people are streaming to the door, you want them to sort of know how they should act and who else is there. So one of the things we did was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:11:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[We have you have 100 sort of invites that you can have before you launch your app to the Apple Store where you can invite people to try it out. And we're like, how are we going to use these 100 people? And we use them a combination of some journalists that we've gotten to know over, you know, the last couple of years in San Francisco in the valley, we also went on the site called dribble.com, which is sort of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:12:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Like a place where designers go and show off their best work, and we figured photographers might not instantly take to Instagram because, like, they want, like, super high resolution or if they have other constraints. But designers love photography, but it's not their main sort of job.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:12:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[So we picked basically the the 10 top designers on Dribbble and we emailed them and some ignored us, which is fine and some wrote back and said sure I'll try your app and it was great because coming in day one, people who who would explore things we had a popular page at the time that showed the most popular photos across the whole.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:12:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Reality would be like, wow, you can take that on a phone. Like we take this for granted a little bit. Now, you know, cameras have improved every year. But I think part of what we showed to people back in 2010 was that there was something really amazing you could do with just the phone in your pocket.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:13:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[When we come back, how President Obama, Snoop Dogg and about 500 million other people started to use Instagram and what happened after Facebook bought it for a billion dollars. I'm Guy Raz. You're listening to how I built this from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:13:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:13:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

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[00:13:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

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[00:13:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

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[00:14:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Thanks also to Blue Apron, Blue Apron partners. With sustainable farms fisheries and ranchers to bring you all the ingredients you need to create incredible home cooked meals. Ingredients come paired with an easy to follow recipe card delivered right to your door weekly in a refrigerated box. Rediscover how fun cooking can be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:14:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

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[00:14:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

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[00:14:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And just one more thing before we get back to the show. If you happen to be in the middle of building something right now, please just take a minute and tell us about it. You can write to us at hib.t@npr.org and tell us if you're building a brand new idea or a company or a movement from the ground up. Tell us how you got the idea and how things are going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:15:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Fr Again that e-mail address is hib.t@npr.org.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:15:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[It's how I built this from NPR. I'm Guy Raz. So it's about a year after Instagrams launch, and it's grown to 10 million users at this point. And Mike Krieger and Kevin sister are expanding their staff very, very quickly. And at this point, did you guys have, like, investors banging on your door?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:15:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah, we actually had investors showing up in our.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:15:31 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Office. We'd be like trying to keep the servers up and we someone would like tap on our show and they're like, hi, I'm so and so from so and so investment partners and I'd like to take you out for lunch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:15:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And we're like, we're trying to keep this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:15:42 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[That believes. But we met, you know, a bunch of people along the way. And the ones we did make time for were the ones who are most respectful of that time and knew what we were going through. And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:15:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Could help so very shortly after you launched this thing, it's like it's valued at in at like more than $20 million or something, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:16:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah. Yeah, it was. I think our first round was like, I don't remember. It was like we took $8 million of financing on like a 20 pre. So like roughly a $30 million valuation or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:16:14 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Something and I mean again at that stage in life, it's like, wow, I've never heard of a company that's worth this much. I mean, this is crazy. I didn't really think much of it. I just wanted to get back to work. And I think Mike felt the same way. We were just, like, so focused on building what we were building it just like it kept growing. And the question was, again, Mike and I every single day we're thinking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:16:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[How what scale can this get to and I think it really started to hit us when we would be out and see people using it in the real world. It was kind of surreal overtime.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:16:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I mean the the sort of that like from the outside, the story just seems like a just a clear linear like jumping from success.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:16:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[To success like it was super Easy, you put it up there and then you raise all this money and then the valuations just in the stratosphere.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:17:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[But within moments in the beginning, even after that initial 24 hour period and beyond where you thought this could fail, this could easily just fail.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:17:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I mean, all the time I like 3 weeks in. Kevin turned to me and he said, Mike, I don't know how big this is going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:17:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[To be but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:17:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I think we're on to something and I was like, ohh see and every morning I would wake up expecting that. That was the morning, that growth would stall and that was it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:17:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And if I knew what I know now about metrics and how to measure that whether people are coming back over a one day, seven day, 30 day period, I would actually have been I think a lot calmer because I think it would have shown as the IT shows now that people who join Instagram tend to stick around and become more active and that's really exciting. But at the time, I didn't know that I was like, oh, they're signing up, are they going to come back tomorrow? Like is it?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:17:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[All going to change and that was sort of an internal worry and then?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:17:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Internally, you know, as we launched and grew, it became a very competitive space and we would see, you know, companies get announced that had 10s of millions of dollars in investments even before launching. And we're like man like these guys have so much money, they're going to come in and you know, attack us and it's going to be really hard and that's the other lesson learned which is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:18:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[You know your valuation and the amount you raise, it can be helpful in building your product, but it does absolutely nothing. People your end users don't care at all how much money you've raised. They care if you're providing some kind of value in the product. And again, lesson learned over time that you know you you have to earn it every.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:18:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Different people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:18:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I'm I'm curious to sort of get your your take on why it continued to grow. I mean there are a lot of cool apps that you and I both know of that launched 5-6 years ago that were amazing that people used that that are that no one uses anymore that that are just gone and there are lots of people who work really hard who are really creative or really smart.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:18:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Amazing ideas and put out a really cool product, so why do you think Instagram?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:18:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Survived and thrived.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:18:58 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I think there was this opportunity that we spoke of that back in the day that people had cameras in their pockets with them for the first time ever, and digital photography was clearly going to be a thing. But the second that camera got added to the phone, it meant you had it with you at all times.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:19:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And that doesn't mean that you're going to take photos on it. Obviously the quality has to be high enough, but we started the company right at the moment where like the quality of those cameras just kind of met up with point and shoots. And because of that, everyone started taking photos on their phone, but they had no place to put them or if they did, it was hard. I mean, they would look at Facebook and they be like, well, you know, like I have to upload them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:19:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Like on the desktop or on Twitter like it doesn't really show in the timeline on so they have this problem like there's no place to easily share all these photos that I'm taking all the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:19:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And we just happen to be the right tool for that job at the right moment. And we created, I, I believe the thing that kept it growing was we created an open network. We sat down very early on in the product design process and asked ourselves, OK, do we want to be a place where you send a friend request and you have to accept it in order to see.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:20:10 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Those photos, or do we want to be open where anyone can follow?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:20:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[One and I'm so glad we ended up choosing the open model because now you can follow someone from Japan. You can follow, you know, a chef from New York City. You can follow your favorite celebrity or you can follow your friends and that, like, hadn't really been done before in photos. If you look at every photo service before then it was basically a closed only.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:20:34 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Friends only network and we were the first ones to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:20:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Really. Open that up. You know, there was a moment in my other radio show, the Ted Radio Hour, where I think we all realized how big the show.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:20:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Became when, when pink, the pop singer tweeted about the show. We're like holy, she looks like she's listening to the show. Yeah. Did you guys have a moment?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:20:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Where?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:20:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[You were like Jesus. Like they're using this thing that we built in like our basement.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:20:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I think for me the biggest one was the White House or Obama. I think it was. Obama joined 1st and I think it was part of the campaign.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:21:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And that he was running. And I remember, like, the President of United States, like, knows what Instagram is and knows how to use it. And I remember, you know, every I you know, every time somebody's using our app and I either see or hear. But I'm like, I hope it doesn't crash. I hope it works perfectly. And I hope they like don't have any questions that keep them from using it. So that was, I think, a a big inflection.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:21:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And I think the other one was I noticed that the New York Times when they would cover us, had stopped saying Instagram comma, the photo sharing app and then it was just Instagram. I'm like, oh, we are. We have now reached the point where they they can assume that most of their readers know what we are.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:21:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I am. I am old enough to remember when NPR said would say Google the search engine.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:21:47 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah, and but for me, so I feel embarrassed because you had a really good example about, like, the president using for me. It was like our first celebrity of Snoop Dogg. Do you remember Snoop Dogg signing up? And then we were like, is this actually Snoop Dogg? And then I got an e-mail that was like Snoop Dogg, people want to meet you guys. And I was like, Oh my gosh, I don't even know what does it mean people like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:21:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Oh yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:22:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Snoop Dogg has.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:22:08 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[People, and I remember Justin Bieber signing up and and the world going kind of bonkers for that as well. And by world I mean teenage girls, and they basically started using the app incessantly and it kind of took off with, like, a bunch of really young people as well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:22:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah, you obviously everybody knows that eventually you sold Instagram to Facebook for a billion dollars.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:22:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I mean, it's just incredible that two years after you create this thing that happens, you couldn't have planned for that. You couldn't have that couldn't even have been an ambition.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:22:43 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah. I mean, the first day that we went home after pulling that all nighter to launch Instagram, there was a guy sitting on the muni.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:22:52 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Here in San Francisco, which is the subway system, and he was using Instagram and I was like, Oh my God, like we did it like someone in the world is using this thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:23:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[The wild that feeling and that moment is the currency that you maximize when you're an entrepreneur. It's like seeing someone using your product and loving it is like way more rewarding than any amount of money in the world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:23:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[You guys now are within the Facebook family, right? I mean, you're an independent company, but you are part of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:23:20](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:23:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Look, how does that change the way you operate? Obviously a lot bigger.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:23:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Yeah, initially that was actually pretty awesome because we had all these problems going our services and like the Facebook infrastructure team would come over and be like, oh, yeah, we've seen that before here. This is what you do. So it made our lives actually a lot better. And we were able to hire some of the best people in the world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:23:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And share talent.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:23:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[I like to call ourselves the older brother or the older sibling where we're the we were the first company that Facebook acquired and sort of kept running. And then since then you've seen Oculus and WhatsApp and I think that a lot of things that we figured out early on in terms of the relationship, the office space.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:24:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Firing and I think we all from both sides of the of the table approached it from a spirit of hey, how can we make Instagram better through these integrations rather than how can you make Instagram more like Facebook you know or try to adapt it to be exactly the same.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:24:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[There was this, like this controversy that happened with Instagram where?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:24:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[You change the terms of service and people are under the impression that their photos were going to like be your property and a lot of people like left Instagram at that moment, presumably that, I mean that's that was a a learning lesson for you for you guys.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:24:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Huge lesson #1 people read the docs that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:24:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[You know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:24:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[You put out and you should care about them as a founder, so your terms of service, basically what happened, we had these terms of service that we had I think effectively copied from some other site way back in the day and just find and replace their name with Instagram because we were a startup and we didn't know what we were doing. But we eventually got to a place where when we joined Facebook, Facebook is like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:25:05 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Hey, you actually need a real one that like fits with the way you guys work. And we're gonna make all these changes and we went through.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:25:10 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And I was like, OK, great, this makes sense and I didn't really read it all that carefully. And one of the sections reading it again today, if I look at it, can be interpreted that we were going to take user photos and somehow use them in advertising. That was definitely not our intention. And like, no one in the company had even thought of that idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:25:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[It just if you read the sentence that way you could see that maybe it would worry people so immediately, you know, we had this big protest and and people were, you know, leaving the service. I mean we have a graph of account deletions at that time and it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:25:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[We're rocketing and Mike and I sat down over like, what do we do and and we felt helpless. I mean, it was like all over it was that first day all over again. It's like we've screwed this up. How do we make sure people know? And I went back in my head. I was like, why don't we just apologize and say we're wrong? And I posted this blog post on our blog. You can probably still find it online.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And I was like, we're sorry. Like, we didn't mean this. That's absolutely not what we're trying to do. And we tweeted about it. And actually the graph of deletions at that moment drops to zero. And sometimes you just have to say sorry. Sometimes you just have to say you were wrong.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:21 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And reassert what you're actually trying to do, and that interaction with the community still sticks in my mind, is something that we try to do every single day, which is be really transparent with people, put our community first because like at the end of the day, without them, we're a photo.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Sharing app. How much of what happened to you guys to Instagram and?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And and this whole story, how much of it?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Was luck I'd.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Say 50%. Actually I have this thesis that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:49 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[The world runs on luck. The question is what you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:52 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[With it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:26:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Everyone gets lucky for some amount in their life and the question is are you are you alert enough to know you're being lucky, right? Or you're. You're becoming lucky. Are you talented enough to take that advantage and run with it? And do you have enough grit? Do you have enough like resilience to stay with it when it gets hard?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:27:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Because everyone gets lucky in minimal ways every week. I mean you find a dollar on the ground or you know, you get a break at work to work on a cool project, or you meet someone really interesting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:27:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[The the difference between people, I think who succeed in the long run and the people who don't, is, frankly that optimism that, like you got lucky and now it's yours to yours to make awesome. And that first day I think we got lucky by having the right ideas, the right time and the right place and we we were lucky to have met each other. I mean there were a lot of Co founding pairs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:27:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And tech, who have not worked out and Mike and I are like great friends. At least I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:27:47 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Think so, right Mike?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:27:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And the question is, can you take that luck and capitalize on it?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:28:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Instagram Co founders Kevin Systrom and Mike Krieger, by the way, after the sale of Instagram to Facebook for a billion dollars, those two became very, very rich. But today, Instagram, according to Forbes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:28:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Is worth more than $50 billion, which makes Instagram bigger in dollar terms than places like Alaska, Maine, Rhode Island, Latvia and legal.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:28:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

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[00:28:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Lui, who also composed the music thanks also to Neva Grant Sanaz Meshkin Poor and Jeff Rogers. I'm Guy Raz, and you've been listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:29:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Hey, thanks again for listening to how I built this here in the US Monday, September 26th is the very first presidential debate and the next morning, the NPR Politics Podcast is inviting you to skip the cable news.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:29:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Taking over?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:29:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[And get caught up with them. They'll have new podcast episodes the morning after every debate, so you'll know what happened and what it means by the time you get to work or class or finish walking the dog. So whatever your morning routine make the NPR Politics Podcast a part of it. The morning after every debate, subscriber. Listen on the NPR one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[00:29:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)

[Up thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sa0d3d385fc4c4f94abdf25295bae4e86)