# Audio file

[KAYAK Paul English.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[Hey everyone, a quick thing before we start the show, how I built this is doing its annual survey to better understand our listeners and how you use podcasts. So please, please, please help us out by completing a short anonymous survey@npr.org/built survey. That's all one word npr.org/built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Survey we'd really appreciate your feedback. We really do need it. So again, npr.org/built survey and thanks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[We hired a top brand agency in New York City named Wolf Olins. The branding project was led by a woman named Carol Costello. Ultimately, her team came up with a list of about 100 names and kayak was actually our second choice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Right, so you, but kayak?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And did anybody like get on there initially and say where are the kayaks like? Where's your kayak gear like, what are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Doing we literally got hate mail from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Kayakers or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:01:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[They're from kayakers, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Who said this was terrible? That we took this over? This is like a blight on the Internet, you know that someone would take over their precious hobby. Yeah, and use it for something dirty, like a travel site.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:01:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I'm Guy Raz, and on the show today, how a totally chance meeting in a Boston restaurant LED Paul English to launch his fifth business kayak, and how he and his partner grew it into a popular travel site, then sold it for nearly $2 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Starting a business is full of pain and frustration, no matter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Which path you take there will.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Always be an obstacle, something trying to prevent you from solving the problem, and then a new problem will crop up. A supplier who can't fill your order until after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Christmas, a letter from a state or local agency that hasn't received your permit application even though you filed it months ago. A distributor who forgot to put your product on the store shelves. All of these things and many more are usually reliable sources of high blood pressure. But there's a certain type of person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:02:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Who thrives on these challenges? Someone who is almost addicted to the stresses of starting again and again and again, and that person is a serial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Entrepreneur. For them, the money side of business is almost an afterthought. It's the process side that makes them feel alive, and we've seen that on this show. And entrepreneurs like Richard Branson and Mark Cuban and Marcia Kilgore, founders who every two or three years pretty much have to start a new business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Stay fulfilled and energized and all of this goes for Paul English as well, the Co founder of the travel website kayak and seven other companies, plus 3 philanthropic organizations and several other side projects.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Back in 2004, when Paul launched Kayak along with Steve Hafner, he had already founded or co-founded at least 4 successful companies. And yes, the concept behind kayak, a clean and simple search engine for plane tickets and later hotels and car rentals. All of that was appealing to Paul at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:03:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But as you'll hear, what really appealed to him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:03:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:03:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Joy of looking at another empty whiteboard and filling it with the building blocks of yet another brand, which, eight years after launch, wound up selling the Priceline for $1.8 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:03:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And you might think that somebody with the incredible drive and instincts to build 8 companies might come from an entrepreneurial background. But no, not really. Paul grew up in a working class family in an Irish Catholic and Italian neighborhood South of Boston. There were seven kids in his family, and they all shared a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:04:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Cramped 3 bedroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:04:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:04:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah. The brothers, the four boys slept in the attic, which had no heat and no air conditioning. I mean the worst.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:04:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Part of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:04:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Was we had one bathroom with nine people and so we each had a 15 minute slot starting at like 5:00 AM or something. And if you missed your slot, you'd be going to high school. Smelly so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:04:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[That was that was tough. Getting up at 5:30 AM or whatever at the time was. But it was fine. Like we didn't know anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:04:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I never felt like my house was crowded. It's just that it is what it was, and that's how we grew up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:04:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:04:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[What did your dad do for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A living my dad was a pipe fitter. He worked for the same company for 49 years and he really ran the household and probably all of us were like just a little bit afraid of him. Maybe probably more so Dan and I and the others.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And my brother Dan and I were the ones who acted out probably more than the others.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:05:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Was he physically imposing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[It's interesting, I have this one star, but my dad, he wasn't like a huge guy. He's probably 6 feet tall, probably a little bit thin as I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:05:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And there's this one scene where I had gotten a fight with someone, a kid down the street, and his father came over to our house and banged on the door. I remember him, bang, bang, bang and my father opens the door and is this huge guy. And he said your son beat up my son.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And my father put his finger on the guys chest and said don't you ever bang on my door again and somehow the way my father communicated to people, this guy melted and I remember watching my dad do that and saying how does he do that? My dad had really good influence and skills. He was very charismatic and very confident.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Your your mom, I guess was was a teacher and a social worker, but from what I read, she spent like the first ten years of of your life actually sick. Do you remember being aware of that? And and and cognizant of her being ill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:06:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, my mom had an illness called Mystina Gravis, which is a debilitating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Muscle disorder, and she spent much of the 1st 10 years of my life in bed. But my mom had a miraculous recovery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:06:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Three, back when I was about 10 that she was healed by a Catholic faith healer and my mother was very religious. I'm not. If anything, I might consider myself Buddhist because I read a lot of Buddhism and I'm very interested in following a few Buddhist teachers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But I'm not sure that this priest held her or her belief in the priest held her, and I think there was this magical thing that can happen when someone really, really believes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:07:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Something they can will it to happen or they can will their brain to rewire and something happened to my mom that day and she started healing. It wasn't a night and day switch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:07:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But she started fighting the disease. And my mom even started jogging back before jogging was a thing. She started playing tennis. She became very strong at the end of her life. So I think the doctors told her she could never get rid of the disease. But somehow she fought it. And it seems like she won.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:07:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Is amazing. What do you remember about your parents marriage?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:07:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[What? What was it like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:07:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It was difficult during the 70s and 80s. At the end of their lives, my father ended up passing away 2003. So it's been almost 20 years since both my parents passed away. But I'll tell you kind of a funny scene, literally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:07:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[On the mother's death bed with her seven children around her, this is kind of a sad thing to hear, but ended up well. She looked around the room in each one of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And I can't believe she said this. But she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Said all my life, I knew my marriage to your father was a mistake. However, I look around the room. I look at each one of you, and then she paused and she looked at each one of us and she said I can see what each one of you got from him and what you got from me. And I know now that my marriage is very successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:08:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, they were very different people. My mom was an intellect. She grew up in a very difficult childhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And and my dad was kind of happy. Go lucky he didn't go to college. He was very charming. He was a good storyteller, but they were very, very different. The last after my dad retired, I think they actually had a lot of nice times together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:08:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Did you go to Mass every Sunday? Did your mom?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:08:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We did. We sure did. She made us go. Yeah, I was, which my teachers. My teachers didn't believe me after I many times. I get, you know, set up to go to detention after school because I was a bit of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:08:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Should she make you go or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:08:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Were you an altar boy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:09:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Wise guy in school I was bored and I would get in trouble and many times have to go to detention. I said I can't. I'm going to have to go to church and I wouldn't believe me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:09:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, the classroom was not a good place for me. I guess today you would say I had ADHD. Maybe I'm not quite sure, but I'm still amazed. I think about if there was any anthropologist from of the culture who beamed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:09:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Down, you know, to my schools in Boston, or really any school and saw that they kept 30 kids in desks for 8 hours. It just seems inhuman. Like, who came up with this idea to make kids sit in a chair at a desk for 8 hours? It just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Seems crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:09:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:09:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I couldn't do it. I struggled with that. I did like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Performing intellectually and so I worked really hard at music and science, things like that. But my grades were terrible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:09:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But but clearly you, I mean you were very intelligent because you wound up going to Boston Latin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And for people who don't know, this is I think it's like the oldest high school in the US and there was an exam or may still be to get into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And from what I've read about you were like one of the you had like, well, highest admission scores to Boston, Latin of thousands of kids who took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, the way I looked at it was I tested well. I felt like I had this trick that in classes I was fast on exams and I could guess things really quickly, but I don't know. I guess I would say I had a lot of diverse interests as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:10:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[Student I won prizes in art and science and music and math, and as very competitive kid growing up with all those siblings in one house, I think makes you both collaborative but also competitive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:10:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, because you're you're competing for your parents attention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah, that's probably. I mean, I don't know if I was thinking about that explicitly as a kid, but that's probably true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[I mean, this is the late 70s, early 80s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:11:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Do you remember when you first got exposure to a computer? Because I'm assuming you couldn't afford to have one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:11:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[At home? Well, to my surprise and the surprise, my siblings, one year my mother went out and bought a computer called the Commodore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:11:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Vic 20, I think was $300.00, which is a tremendous amount of money back then and we were shocked that she would spend that money on the computer and I still don't know why she bought it when she she must have seen an ad somewhere and thought this could be a good way to entertain the kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:11:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:11:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I kind of selfishly took it over and I learned everything I could. I learned how to code. I wrote software, I wrote a video game and that to me taught me like, whoa, there's way to make money programming. And that was pretty cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:11:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I guess it was around this time that you actually built a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[A video game which would become a like your very first company I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah, I am. So I called my little company speed games. It's funny to call it a company because I don't think I was incorporated, but the game that I sold was called Cuba.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And it operated maybe a little bit like a Pac-Man, but there was a player that would race across the field, keep its arrows, would shoot, and you had to avoid the arrows. And then my most proud thing about the game was I designed all the music and sound effects and all the graphics, and I really put a lot of energy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Into what happened when qubits Arrow would hit you like what happened to your shape, what the sound effect was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:12:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So this game that you wrote Cupid you, you managed to get the attention of a I guess a a company called GBA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:12:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Say which you you sold the license to, to to them or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, the deal was was $25,000 up front and then a dollar revenue per game cartridge, which sounds really great, especially for a teenager. The bad news is I license the game to them and they immediately went out of business. And then the question is?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:13:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Why didn't I then go contact every other game publisher to try to find someone else to license it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But like a lot of things, I would jump from thing to thing and I felt like I'd mastered the game. And then I was on to something else, so I wasn't really motivated by money. The money was very cool as a teenager, getting a big check, but I went on to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

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

[Did they pay you? I mean, they went under. Did you get all the 20?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[5000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[They paid me. No, they paid me 5000 up front, but then they immediately went out of business. They never even sent me the rest of the 25,000. So all I really made out of it was 5000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:13:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Which in 1982.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:13:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[1980 or whatever, there's a there's lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

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

[80 it's a lot of money. It's a ton of money, especially for a high school kid. My God. So for college you you end up going to the University of Massachusetts in Boston.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:13:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:13:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:13:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[And I guess it it became pretty clear why you were there, that you were going to pursue a career in, in computers probably as a programmer or something like that because you you really I think while you were in college, you you already started to do some freelance work for like the the the sort of the nascent computer industry that started to grow in and around in, in the Boston area in the early 80s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[I don't remember how I got my first job, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[I work mostly full time during college. It took me 5 years to get my bachelors degree another two years to get my masters, but I did everything from I worked for a mini computer company called Data General in an operations research group I worked for the US Air Force writing software for spy planes. That was super cool. I worked for a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[The medical device company writing device driver software for blood machines. So I really tried to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Change it up and learn about different industries. While I was studying for my undergraduate degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:14:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:14:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[In the midst.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:14:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Of of sort of the early part of your career because you know one of the first things you did when you, when you had your degrees from your mass was you went to go work for a company called Interleaf, which I want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:14:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[To ask you about a SEC, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[You got married really young, like 2526.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah. And Gene and I met at age 18 as freshman at UMass Boston, and we're married at age 25.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And had kids couple years in and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:15:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We had two kids. Yeah. I have a son and a daughter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And my daughters, Nicole, my son is Michael, and they both live in Boston, and they're super close to both the parents. I'm divorced now for 15 years, but I'm very friendly with my ex. We live close to each other. We're still very supportive of each other, and we're both pretty close to the kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:15:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[All right, so you really one of the first professional long term jobs you had was with a company called Interleaf and I guess they were like an early content management software company in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:15:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A program there and you you you must have done pretty well because they eventually promoted you to a management role, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, I started this programmer and I loved programming. I worked a million hours a week. I worked weekends. I worked late at night. I was there early in the morning. I just became obsessed with programming. But it's true that after a couple of few years, they talked me into management.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:16:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[Perplexed by and didn't like it. First I ran engineering there at one point and then my last year there I actually ran product management and marketing, which is kind of a crazy story. The company lost a lot of money 1/4 and the board fired the CEO and appointed myself and another executive as an office of the President. We had to work on, recruit another CEO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:16:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So we recruited this guy to come in as CEO and on his first day he said to me, OK, we have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:16:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[12 VPS which is double what we should have for company this size, so I'm going to fire half the VP's tomorrow. I want you to run engineering in the business units because I was running engineering at the time or I can have you run marketing. I said I don't know anything about marketing. He said congratulations. Your VP marketing and I mean props to this guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:16:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Were shaking it out and I didn't really know what marketing was, but I figured OK, we had a direct sales force. I wanted to learn how to sell software because if I could design it and I could learn how people sold it, then maybe I could figure out what marketing was. And it was a really fun job for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:17:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[This is a really heady time in Boston Tech. I mean, I mean, deck, digital equipment, I think it's called one of the hottest and will become one of the hottest computer companies in the country. And there's a lot of software companies that that don't exist anymore and including interleaf, right? I mean, I don't think interleaf is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Around anymore is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[It's not. It's sold very successfully. I think it was a billion dollar exit to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:17:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A company called Broad Vision, which is really hot during the beginning of the Internet, now the beating of the web.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

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

[Did you have any any stock options that you had?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:17:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I did. I did. I made. I made my first million when I was. I have to do the math, but I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:17:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I was 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:17:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Nine years old, but I remember after I had invested half my options, which is $1,000,000. I then got convinced by a very gregarious recruiter in Boston to leave my big fancy job at Interleaf.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:18:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[To go work for some unknown Internet company. So I walked away from half of my options.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:18:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And then worked really hard at this crazy startup that imploded a year later. And so I learned quickly how startups shouldn't run.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:18:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It's called Netcentric, I think, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:18:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Exactly. Yeah. We built software back then. This is back in like 1996, maybe 199619961997. There's something called a point of presence which is where all the Internet companies, connected users to the Internet. It routed all the traffic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:18:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Dial up modems to connect to other servers and businesses, and we built software for these point of presence so you could route faxes through the Internet and we the beginnings of doing phone calls over the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Internet. All right, so you go and work for this company called Netcentric. The startup, which wasn't going to be. You weren't going to stay there long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:18:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I guess while you were there, you either met or you hired 2 guys who would eventually become pivotal to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Your the rest of your career, a guy named Bill O'Donnell, one guy named Paul Schwenk did. Did you you hire them as engineers? Did you meet them there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:19:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I actually met them at Interleaf and Bill O'Donnell a billow as he called him, and Paul Schrank a schwenk as we called him, turned out to be incredibly instrumental in my career. I've been incredibly lucky to work with those guys for decades, so I when I went to net centric, I hired them as engineers. And then there's another guy that I hired that I had not met before, named Jeff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:19:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Lego, who also turned to be instrumental to my career, really those three guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:19:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And a lot of being successful in tech is luck and a lot of it is picking the right people to work with. And I felt lucky that I met these guys early on and we developed a close friendship and we worked together across several companies over decades and they helped all of my companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:19:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Be very successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:19:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So here's I think kind of an interesting thing that was going on right on the surface. You were very successful, you had been promoted to an executive position at the previous company. You're, you know, at A at a hot start up. And I think around this time in your late 20s you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Presumably went to go see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[A doctor or a psychiatrist because you are suffering from things that maybe you couldn't fully understand. Depression and anxiety and and sleeplessness and also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Is that right? I mean, is that what what was going on in your in your life?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah. So age 25 was a big year for me in one month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:20:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:20:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Big life changes, so I got my masters degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[I started a new job, I got married and I bought a house and I was working really hard full time while I was going to grad school at night and then switch to a different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:20:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I was alternating between extreme depression and panic attacks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Where I couldn't leave my bedroom and I remember just begging the sun to come out and just kept looking at the window sill for the first signs of light and somehow when the sun came out, it would calm me down a little bit, but I would go between these depressive episodes, which lasted weeks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Are longer and in manic episodes where I couldn't sleep and the mania or a hypomania allowed me to be creative, but I also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:21:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Things would move so fast for me that I became detached from other people. Yeah, like I was very irritable. And I had this perception, which.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:21:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I learned later was just grandiosity with that, everyone became too slow for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:21:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But it just felt like I was separating from people at work in my marriage with my friends. I had trouble communicating with other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:21:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A lot of young people first experience some types of mental illness in their 20s. There's some reason why it's it's maybe it's it's a combination of where you are in life and where your how your brain is developing and just this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Kind of perfect storm of things happening. How did you get to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[A point where you where?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Where you said I've got to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[See a doctor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:22:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I didn't really know what a psychiatrist was, but I knew I needed to see someone who could help balance me. And I went to see a psychiatrist at Newton Wellesley Hospital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:22:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[They had diagnosed as bipolar. I had never heard of bipolar before, but it made me feel good because I thought, OK, if there's a name for it, maybe someone knows how to fix it. So they put me on lithium and I remember I felt this is great. If something can balance me out a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:22:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:22:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But I was also afraid of the drugs because I thought it would cut into my creativity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

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

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

[00:22:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:22:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Put it this way, when I started taking lithium.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[One of my managers at Interleaf, a guy who was very close to pulled me aside one day and said is everything OK for you? I said yeah, he said, you seem like you're not yourself recently. Like you don't have your energy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And I stopped taking the drugs after he said that because I thought this is terrible. I can't lose my energy. I can't lose my creativity. But then I went through cycles for years of taking the drugs, not taking the drugs. It took me probably another 15 years of on drugs, off drugs, on drugs, off drugs until I found some that worked well for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:23:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I have not had a depressive like a full on depressive episode in 20 years now, so I'm hoping knock on wood that I've liked that with the meds and with other with meditation and therapies. Help me with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:23:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:23:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[All right. So I think you're in your mid 30s and you were at this Internet startup net centric and I think you stayed there for what like a year or or even maybe even less than that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:24:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, my it's funny. My memory of my departure was that I was fired years 20 years after that, I met the founder, the CEO again. His name is Sean O'Sullivan. He's a wonderful guy, went on to become a very successful and best.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Sister. And we had breakfast after not seeing each other for 20 years. We talked about the fact that we had this fight and that I left.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:24:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I don't know the final awards happen, but we we left over big disagreement. I was hiring engineers at ridiculously low salaries like he really had this religion. He developed this cult of all of us where we're very cheap. We spent very little money on computers and office and everything else were cheap as we possibly could. The size were cheap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:24:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And we're all going to become millionaires on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:24:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Stock meanwhile, the friends of my engineer colleagues were all making big money at other companies, and so we had this agreement that the first time we shipped a server and we got revenue from major network partner, we would increase the salary of the engineers, the number I had a printed out spreadsheet with their existing sale, the new salary I had the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:25:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[If I'll literally sign it because I want evidence of these were approved, and then I told the engineers you're getting a raise and Sean and I got a huge fight over it. His memory was that I quit my memories that he fired me and I ended up leaving the company because of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[When we come back in just a moment, how Paul founded and then sold his first major company and then had a chance meeting and a couple of gin and tonics led him to an even bigger business. Kayak, stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

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

[Hey, welcome back to how I built this. I'm Guy Raz. So it's around 1998 and Paul English has just left his job at a tech startup, and he decides to launch his own business, Boston Light software. It's kind of an early version of Shopify.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:26:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Helping e-commerce companies set up their own websites.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:26:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[To do that, Paul has to find some money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:26:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I spent my savings. I remember I was dipping into my 4K at one point and two of my friends put in a little bit of money, but we were a little company with 15 employees and it included my three star engineers, Bill O'Donnell, Paul Schwenk, Jeff Rago, and also my friend Jim Giza and Carl Berry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[That was sort of the core group that built Boston Light and Back then this is early, early days in e-commerce. I mean, Amazon existed and there were some big sites, but you know, your average stored on the street didn't have a website yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:27:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[E-commerce, it would still be another decade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Before it really started to take off, this is 98 and this is right before the.com crash was were people like just racing to to put up e-commerce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:27:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Sites mostly, but didn't get it. We did a lot of individual selling where I literally went store to store and people looked at us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:27:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Like, we're crazy people like, why would?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[A little bookstore create their own website. Shouldn't make sense then it's like that's not for us. That's for big companies. Little companies don't have websites and we learned that. I think it's 70% of small business in the US A service based business is not product based. And then we did this pivot we said OK then so just focusing and selling products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[We should focus on selling services and doing online invoicing and online payments, even like your plumber could send you an e-mail with the bill and you could pay that from the e-mail securely. So we built that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:28:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I mean, I think within a year of launching Boston Light software.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[You got an offer and then we're required by Intuit. I mean that's that's really fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah, I mean the the big tech companies all had a voracious appetite for Internet because the big companies saw what was happening. The Internet was going to take over everything. Desktop software is going to die and they all want to do business with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:28:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Which I thought this is great. Then what it turned out is the more time we spent with them, they actually all wanted to acquire us. They just wanted the talent, they wanted the engineers and I made the decision to go with them to it because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:29:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Because I like the culture, I like the values. I just thought it was a a good group of people and I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:29:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Glad I went there. Yeah. I mean, you sold it. They bought it for 33 and a half, $1,000,000 a year, about a year after you launched it, which you basically signed a contract presumably and worked there for a couple of years and became a a manager.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Leading up to an end, were you? What kind of man? I mean, at this point, you already had some management experience in your previous jobs. You weren't very successful at it at Interleaf, as you admitted, so presumably you were starting to get a little better at it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:29:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, I was reading books about it. It's funny. I don't read business books anymore. I rarely read business books because this is going to sound like a funny thing to say for someone who's created a lot of companies is. I don't actually like business. I mean, to me, creating a company, it's just the vehicle. We can get a bunch of really fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:30:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[People together and design products. Yeah. So it's just the business side of it's just a way I can get created people together. The business just happens to be the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:30:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Let's do something creative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[To do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:30:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So when you sold to into it, which I think most people know is the people behind TurboTax, right. Yeah. And and again, yeah. The books. When you made that sale, right. I mean, look, this is 99. So your, I don't know. Almost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Freaking clean QuickBooks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:30:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Almost 40 right years old, late 30s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:30:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:30:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:30:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And you walked away with eight or 10 million bucks, and there's taxes and all, all kinds of things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:30:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I have to assume.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:30:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It changed your life in some way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:30:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It did. It was actually uncomfortable for me to have that money. I actually originally I had a part-time co-founder Carl and the way originally said the company was I had 2/3. He had a third and then we started getting stock out to all the engineers. So I think on paper, originally I would have made 20 million, but when we didn't, we didn't expect to sell at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:31:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Soon when we sold it that soon, I felt bad. The engineers didn't make enough money. So Carl and I canceled half our stock and just gave it to the engineers. So instead of making 20 million, I only made 10 million. But then I also wanted to figure out how to give away the money because it almost felt unsafe for me to have all that money in the bank. I thought it might disappear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:31:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Tonight. So I started giving money away and that began a journey where I spend a lot of hours a week on philanthropy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:31:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Starting in the late 30s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:31:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[While you were still with into it, because then you stay there till around 2002. Alright. Crazy story that you were supposed to be on. Flight 11. The flight from from Boston to to LA that that ended up crashing the World Trade Center on on September 11th 2001. But you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Rebooked on a different flight that was cheaper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:32:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, I don't tell that story often because I know people that actually died that day, and I just had, you know, maybe I would have got on the wrong flight. I think Flight 11 was, if I remember correct, it was 1400 to $1800 and it was a corporate travel department that and would have booked flight. So it wasn't my money, but I grew up frugal. And so I didn't want to spend that much of the company's money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:32:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So I found a flight through Manchester NH that was $343 and had a layover, but I felt proud that I saved the company money, so I switched to that flight. The interesting thing is when I put my son to bed that night and my son was five years old, my mother had died just a few months prior.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:32:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And as kids say, the most amazing things like just as the falling asleep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:32:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And my son said he used to call my mother Mimi, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:32:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Nemi took care of Dad to make sure he didn't get on the wrong plane today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:32:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And he fell asleep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:32:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:33:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:33:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:33:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[He had no idea what he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:33:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[No, no. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:33:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It's so crazy how things happen like that. It really makes you think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:33:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Things like fate and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Why certain things happen to certain people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:33:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, hopefully what people come away with is to realize just the whole concept of impermanence.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:33:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And there's something actually beautiful about acknowledging impermanence. It actually frees you and it frees you to live in the present moment. So hopefully I'm fully present today because none of us know what our future is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:33:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:33:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So I I guess in the in the period after that I mean you were juggling a bunch of different things. You were working with your brother on a company that that he had founded and you were doing some work advising nonprofits. But also I think your your dad's health was was deteriorating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:34:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And and you started to spend a lot of time looking after him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:34:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I think the main thing during those years was my mom had died in 2001 and literally on her death bed as she sang by to each of us, the thing she said to me was keep up the good work and take care of your father. They keep up the good work. Actually I read as I'm not done yet. Like I haven't won over. My parents said I need to keep working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And then she said, take care of your dad. And my dad had Alzheimer's early stage Alzheimer to that point and my mom died. I started spending a lot of time with my dad and then ultimately left into it too as his condition was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:34:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And and became his primary caretaker for about a year, a year and a half. And I would feed him three times a day, bring him to all his doctor's appointments, try to entertain him. And that was my main occupation during those years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:35:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I think it was around around 2003 that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And you joined the VC firm Greylock Partners as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:35:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[They're entrepreneur and residents and and presumably when you're doing that, you were looking around for your next big idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:35:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And and I guess this is when you you meet this guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:35:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Named Steve Hafner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Who we'll get to in a SEC about who he is. But but first, how did you meet Steve?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:35:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[One of my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:35:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Mentors from Interleaf is a guy named Larry Bond, and he's a partner at General Catalyst in Harvard Square.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:35:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And he had reached out to me to ask me to go look at a company for him. So I went to Cambridge to meet with a start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:35:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:35:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And then as I was leaving one of the other partners there had seen me and said, what are you doing here? I said, I'm looking at the company with Larry. And he said there's a guy here I want you to meet. His name is Steve Hafner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[He's one of the founders of Orbitz and he wants to start a new company would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:36:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You meet with him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:36:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Orbitz was a travel website. It is a travel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Website That that he had started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[He was one of the Co founders of Orbitz. He ran marketing there. Yeah, back in 2000. This was the end of 2003 at this point. And a big travel websites back then was Expedia, Orbitz, Travelocity and Priceline. Those are the BIG4.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[That was a pretty big, big website. Did you know orbit?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[So you knew it orbits was and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:36:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:36:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Simon and presume like Oh yeah, let's meet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:36:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[The guy and Steve had an idea. He was leaving Orbitz after four years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And he was frustrated with Orbitz, and he had an idea of a different way to travel, but he was looking for a CTO, chief technical officer, and this other partner, General Catalyst, thought, I don't know. Paul's a good tech guy. Maybe Paul, can Steven go work together so the partner introduced us, Steve and I went downstairs to legal seafoods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:36:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Harvard Square for lunch. I think we each had a couple of gin and tonics. Maybe. Maybe no food. And he gave me the pitch and he basically said I want to create a search engine for travel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:37:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A search engine that has the stuff from everyone else's website and I said I think that's a brilliant idea. And we talked about it. He gave me his thoughts. I gave him some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Feedback. We went back and forth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Wait just to be clear, because orbits at the time and and Expedia, they were selling tickets on their site, presumably only with partners, partner airlines.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:37:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Correct. Like they they didn't have JetBlue at that point, for example, they they didn't have all the content, they had a limited set of hotels, a limited set of airlines. And Steve said, why don't we create a website that you can't buy anything, all it does is search, but it searches everyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:37:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Everything OK? I got you. SW JetBlue, whoever right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:37:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:37:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And there was nothing like that out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:37:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Not at the time. There were kind of simultaneous with the creation of our company. There was maybe four or five companies being created at about the same time who had a similar idea. So it was not a novel idea. The idea of saying Google is a search engine. Why is their search engine just for travel?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[There were a few people thinking about that. Yeah, but The funny thing about the meeting was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[I said I like the idea. I he said. He's looking for a CTO. I said I'll find someone for you. I run a group in Boston called Boston CTO. It's like 20 chief technical officers. And I said, what are you paying? He said 4% and $1.50 like 150.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:38:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[$1000 a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:38:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And four percent equity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[4% equity, I said. That sounds great. I definitely can find someone for that, he said. Why don't you do it? And I laughed and I said no. I just sold my last company, went to it. I want to create my own company again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[He said what would it take to have you join me as co-founder? I said at a minimum, 5050, just kind of joking and he put his hand across the table, he said. Done and I thought, whoa, I like how bold this guy is. So I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:38:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Wait. He went from 4% equity to 5050 and and and just like that the handshake, but but he even knew you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:38:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:38:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[In a handshake. Yeah. Yeah. Steve and I, we each have a lot of weaknesses. But I will say probably the superpower that Steve and I have is we're really, really fast reads of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I could tell quickly that this guy was crazy bright, and I liked how impulsive he was, and I thought this guy's an entrepreneur. He's a natural born entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Sounds like the gin and tonics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Talking. Yeah, it might have been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[What? What was it? I mean, this was not in your wheelhouse. A travel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:39:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[The consumer firm, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[All but it's appealed to you. Something about it appealed to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, I mean, I so I first of all, I love travel. I think I traveled about 100,000 miles a year pre pandemic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And the idea that I could be in charge with designing a new travel site and have ideas about how travel actually what it should look like on the web page. That was incredibly fun to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So when you agreed to do this, presumably the first step was you had to raise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:39:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[Well, interestingly, Steve and I went upstairs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:40:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[After having a couple couple drinks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:40:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Back up to General Catalyst.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:40:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[That's right. Yeah. And the partner, Joel Cutler, said to Steve. How did it go?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:40:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And Steve said, well, the good news is Paul's my 5050 partner and we're each throwing $1,000,000 in tomorrow, which you've neglected to mention that to me at the lunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And then he said the bad news is I'm tearing up that term sheet because I'm worth a lot more now that I have a CTO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:40:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And he was just, I think he was joking a little bit. But anyway, General Curtis put in 5 million, Steve, put in a million. I put in a million and then we started KAYAK and the middle, the middle thing we did immediate thing we did was start recruiting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:40:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Right. Sorry. So you raised you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:40:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Some money, a little bit from you, a little bit from Steve, some general catalyst. And do you dip into your team, those guys Bill O'Donnell, Paul Schwenk, Jeff Rago. Those guys at Jim Giza who worked with you at your previous companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:41:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah. So those are the 1st 4 phone calls I placed was to those four guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:41:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And they all said yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:41:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[They all said yes, and the interesting thing I'll tell my negotiations with below. So he was at an architect added to it because he again he now worked together for decades. So he was at Boston Light. We sold into it, he became an architect into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:41:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I'm guessing by memory he was probably making 400K a year into it and I recruited him as I'm starting the company. I wanted to come work with me and he said what's the company? I said travel and he said how much you would pay me. I said I'll pay you 100K plus 2% of the company and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[I remember thinking, is he really going to go for this 100K thing because he's probably making 400K?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:41:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Said I'd love to work with and I have 3 questions. What do you what's coming during travel, how much you pay me 102 and then 2%. And the third question was where's the company located? I was fearing I was about to lose some of the salary issue. So I said you picked the location, so he chose the first office. It turned out to be a very good financial decision for him to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:42:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[2% of kayak and that's the office was in Concord, MA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:42:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:42:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[The original office of the first year was in Maynard MA, which I was not happy about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And meantime, Steve Haffner was going to work out of Norwalk, CT is that, is that right? Is that where he lived?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:42:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Exactly. We had he lived? Yes. And we had the tech team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:42:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It may have been conquered mass for many, many years, where Kate still has an office, so tech was up here just outside of Boston and the commercial team is in Connecticut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:42:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[How come you guys split it up in 2004? It wasn't like today there wasn't slack and zoom and all this stuff like that that's that's distributed remote workplace in 2004.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:42:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Steve and I both have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:42:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Money before and I wasn't going to move. He wasn't going to move, so we said let's try it and it worked out really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:42:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[All right, so you guys have these two offices and you've got some working capital. What did you want your role to be? I mean, obviously?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[You know how to, you know, to build these things, you know, to code, you know, to run engineers well, but what about design, where you focus on the actual user experience?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:43:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah. I mean, going back to Interleaf, most of my work at INTERLEAVE was on the user interface and that's what my obsession was. And even going back to my first program I've ever written the the video game backwards in high school, I focus on the user experience. I've always been interested in that. And so for the travel company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:43:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I wanted to build something that was unlike any other travel website. I wanted something that was cleaner and simpler and faster. The first day Steve and I met in Cambridge, I went home. That night I spent probably 10 minutes on Expedia just to see what the market leader looked like to remind myself. And I thought this is not going to be hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:43:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[To beat this because to me, Expedia was epileptic seizure inducing and there's really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:43:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Terrible. There was so much animation and graphics and so much stuff going on the website I thought we can build something dramatically simpler than.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:44:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:44:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And and. But by the way, the name kayak. What's up with that name? How did it's just a weird name for travel website?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:44:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We hired a top brand agency in New York City named Wolf Olins and the project the branding project was led by a woman named Carol Costello and Steve and I met with her weekly over maybe a six week process. What's the brand identity? What do we want people to think about when they hear the name of the company? What's life going to be like before our product?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:44:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:44:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And then after we lose our products, spent a lot of time talking about those things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:44:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Ultimately, her team came up with a list of about 100 names.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:44:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And we narrowed it down to 5.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:44:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[The reason I liked Kayak was I liked the letter K It's a very valuable letter in branding. I liked it. It was a palindrome, spelled the same backwards and forwards. I like. There was only 5 letters and it meant like freedom. It's just like a great word. And it's very difficult and branding to take a word means, which means one thing and change it to means something else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Mm-hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But if you're successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And you own that word. It's incredibly valuable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[What were some of the other?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Names you thought of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[I'll go in reverse order number 5 was hive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Not a bad name, like a hive where you go and get the tickets and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

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

[Get all your stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[The bad thing about it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[The best thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah, yeah, yeah. You don't get stung in that hive cause in your whole vacations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:45:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, #4 was rice because it's ubiquitous, global and simple. #3 was cake cause. Who doesn't like cake?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:45:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I like cake, but not for my travel. I don't want cake in my travel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[#2 is kayak OK and the first name, the one we really wanted, which we tried to buy and we could not buy the domain name was Lola.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:45:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:45:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Uh, which would come back to, which would come back to be part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Of your life later on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:45:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yes. All right. So you, so you bought Kayak and did anybody sit, like, get on there initially and say where are the kayaks like, where's your kayak gear like? What are?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:46:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:46:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We literally got hate mail from kayakers, from kayakers, yeah. Who said this was terrible, that we took this over. This is like a blight on the Internet, you know that someone would take over their precious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

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

[And use it for something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:46:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Already, like a travel site.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[When we come back in just a moment, how Paul found out that the much resented name for his new business was becoming one of the more popular search terms on the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:46:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:46:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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[00:46:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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[00:47:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 2004. And Paul and Steve have just come up with $7,000,000, a small team of engineers and a name for their new travel website, kayak. And it isn't long before they put their first product out into the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:47:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So, believe it or not, we've released the first beta, which is limited software that we don't promote yet, but we had a functioning flight search on Cinco de Mayo 2004.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:47:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And this is just for for friends and family to test out and how long before you you made that public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:47:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:47:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We made it public, I believe in October of 2000 and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

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

[All right, now you guys had some working capital because you got investment money, but you were you were, you were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:48:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And nobody in A and among giants like Priceline, Expedia, Orbitz, how are you going to even get the word out about kayak?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:48:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Well, what I used to say early kiss of kayak is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:48:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Every company in the world only has 1010 smartest people, so Expedia, only 10 of them are the 10 smartest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:48:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And even though we're much smaller, we have our 10 smartest people. They have that 10 smartest people. I think my team can out design them and we were just, you know, it was a little bit of arrogance. Hopefully we had some humility as well, like we know we were small. We knew that no one heard of us, but we, Steve and I were both very aggressive recruiters and we thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:48:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We can recruit a really extraordinary first ten person team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:48:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[With the business model was going to be different because Expedia, you know, they would get a Commission on the ticket sales. Your model was for every referral you made where a person booked a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[They get that company or site or hotel would send you a Commission $0.50 a dollar, but how do you how didn't you have to manually, like make those? Because if it was a search engine for the entire travel industry, did you have to individually call JetBlue and Delta and American and Hilton and the Hyatt?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:49:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[We did. We did. Yeah. It took us probably 2 years to get those deals. So originally Kayak had no revenue and also we were scraping these websites without their permission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[00:49:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It's one of these things sort of asked for forgiveness, not permission. We're just moving as fast as we possibly could, so we just scraped websites. It took us about a year, year and a half till the sofa felt really good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:49:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[And then we started growing rapidly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:49:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:49:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Rapidly, just from the word of mouth, I mean, believe it or not, in the early years of kayak, it cost us about a dollar on average to buy someone to come to our website from US spending money on Google Adwords or other website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[We made an average $0.20 per user, so we were losing $0.80 of transaction in large numbers. We're losing a lot of money very quickly, but if you build a really amazing website and you pay to have them come here, will they remember this word, kayak and then next time they buy travel, will they go directly to cog.com?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:50:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Without having to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[To Google for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:50:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Us and it worked and people told their friends about it. And so it got to the point where 70% of the traffic on KAYAK was self-directed, meaning someone typed kayak.com in the browser. And as soon as that traffic grew from zero percent, 10 to 20 to 30 to 40%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:50:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[More then the economics started working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:50:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[So basically you would take the data presumably like you would take the data of people booking through kayak and go to the delta as the Americans, the Hilton Hotels of Marriott said, look, we can show you how people are already going to your site through kayak and that's how you would convince them to say, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:51:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[Mine will pay you $0.50 or a dollar for every time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:51:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[That happens. Yeah. And for the airlines originally card was flight only. We didn't have anything except for flight. No hotels, no cars. And we did manage to get a really good deal with Orbitz early on. Steve, again was one of the founders there. He was friends with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[CEO, we were able to negotiate with Orbitz to say when you see a result from American Airlines, we give people the option. Click here to go toa.com to buy it or click here to go to Orbitz to buy it. And orbits would pay us. We both said we're a little company. We're a new business model will search only you orbit should participate on this will give an exclusive you there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:51:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Only agency, we're going to let on our site and maybe a little, maybe we're going to grow fast, but you should get it on day one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[As the e-commerce behind KAYAK, which they did, the nice thing is we then called American Airlines. We said we're selling your flights all day long, but we're selling through Orbitz. Wouldn't you rather sell them through a.com? And we used Orbitz as a stalking horse to get all the airlines to pay us directly so we could send people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Directly to the airline sites.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Wow, did you see orbits as a competitor?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:52:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Well, they were different flavors than us. They were a merchant, but we used to say search with us book with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[We didn't have customer support. If your plane was late, call the airline. Don't call us. We were just. We were literally just a thin search engine we used on the back end. Another search engine called ITA Software, which later became Google Flights. And my friends at IT used to make fun of the cake. That said, Kik is a joke. It just sits on everyone else's technology and all kayak is a thin UI layer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:52:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:52:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:52:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You were the user interface on. You were basically like a skin on top of a really sophisticated technology that somebody else built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:52:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:52:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But that that's where I wanted to be. I wanted to be the fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:53:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I thought that's where the innovation needed to happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[I mean, that's that's brilliant. So you didn't actually need to have a massive staff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:53:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

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

[How many people by 2006, 2007 were working at KAYAK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:53:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I think by the time things started growing, we were maybe 50 or 60 people. The best people like in terms of quantitative people start at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Back is we took it public 2012. We only had 200 employees, which is pretty small for public company and we had 300 million in revenue. So it's one and a half million per employee. We were crazy profitable and fast growing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:53:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Because you were so lean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:53:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Very, very lean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:53:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Alright, so I guess three years in 3 1/2 years in December 2007, you raised to big fund raise $200 million. Sequoia leads that round Sequoia capital and that means you can really get you can now like do things like acquire other companies and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:53:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You know, launch a big advertising campaign. When did you feel like you are now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:54:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A player in this space was it was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:54:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Well, around the time you raised that money, that 200 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[It was before that. I mean there were several milestones for us the day the number we looked at that I looked at most carefully is what percentage of our traffic was self-directed. And as that number started growing, my confidence started growing because I said if people come back to us, if they remember our name, they tell their friends about us, things are working. One of the biggest milestones in the history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:54:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:54:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Kayak is when you went to Google and you typed the letter K the first word that came up was kayak. I thought that was cool. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:54:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:54:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[What about your? What about your mental health? Where were you? How are you doing at that time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:54:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I think I at that point I had pretty much controlled the depression, so I had little to no depression during kayak, but the manic episodes continued. I would go through waves of sleeping very little. I always have a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:55:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A sketchbook with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:55:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Colored pencils. And sometimes I'd wake up at 4:00 AM and I'd draw pictures of what I wanted kite to look like. Look for a new feature.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:55:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I would e-mail them to our head designer, Lincoln Jackson. And then we got a meeting. And so I remember once we took a drawing that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:55:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Did at 3:00.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Or 4:00 AM we had a meeting with myself, Lincoln and Jeff Rago, who's our lead developer, and then Lincoln cranked out a Photoshop version. What I did, but he pretty much ignored my drawing. He did something completely different, but it was inspired by my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:55:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And then Jeff wrote the code and Jeff ignored Lincoln's Photoshop and did something that he felt was even better. And we just had this relationship of really rapid iteration where we would each contribute ideas. And I remember during that time period, I felt completely manic. Things are moving very, very rapidly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:55:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I read there was a there. There was sort of a joke that used to go around that you would send a lot of emails like, hey, I have an idea because you're just an idea as a machine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:56:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And or hey, why don't you try this? And there was a joke among some of the the team who are loyal to you. But but there was a joke they would ignore your emails. And because they they they would just forget about it over time and that when you found out about it actually initially it hurt your feelings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:56:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It did. I'm. I'm probably guilty of sending too much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:56:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Right now, particularly when I'm in my, you know, creative for hypomanic states, I can be prolific on e-mail. I mean, I can send hundreds of meals a day, and so my team was always like, whoa, it's like we can't handle all these different things like try this, try this, try this. And so sometimes there was this private joke that we're not going to do something unless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:56:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Allows us to do it twice, unless the next day he still wants to do that thing. And I've heard this criticism of other entrepreneurs as well, so I don't think I'm unique in that and that that I always want to push forward multiple ideas. But I was both amused by it when I heard this, but also a little bit sad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah, because basically it confirms that you are an ideas machine. You're a little bit manic and that's with that comes a lot of ideas and a prolific outpouring of ideas. But if every single idea was acted upon, it would be chaos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah, I think so. And I think it's fine for someone to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:57:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Like 9 terrible ideas as long as the 10th 1 is really big, failure is OK. We built a lot of technology at code that we threw away. We pursued some ideas which turned out to be stupid ideas that we worked really hard at them. No one used it, we threw it away. So that happened many times at Kayak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:57:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You know, it's so interesting is that this insight that you had, because I think you previous companies that you had started, I would and and correct me if I'm wrong, but I think that the back end technology was probably more complex than than it was for kayak, that actually your insight was look the technologies out there, we don't have to make it better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:58:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We just have to make the user experience better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:58:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[That's right. It's interesting. When we created the company, Steve and I both thought if we make it big, the way people are going to know us is we're gonna have all the content on one web.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:58:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[The site, that's what going to be known for. It's not actually what we became known for the way people talked about kayaking wasn't that. Oh, that's the site that has all the content which we were hoping they would say. But what they did say was, oh, yeah, that's the site that's really fast or that's the site that's really clean. So I like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:58:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yes, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:58:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Because that's where you invested your money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:58:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, and it was. It was a huge investment. Becoming fast is not easy. Becoming simple is not easy. Scott cooking into used to say it's very easy to build complicated software and what he means is to build something simple it takes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:58:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[00:58:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Years. Yeah. I mean, you are a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:58:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A back end programmer who essentially built a brand you weren't building a new technology. You were building a brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:59:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah. When I think of the 1st 10 years of KAYAK, I think there were three things. Those three things came together really good, user experience, really good brand and really good commercial partnerships.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Yeah. In July of 2012, Kayak went public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:59:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I think it it raised $1.27 billion on the NASDAQ that they went public and by the end of that year it was announced that Priceline would acquire KAYAK for $1.8 billion, which basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:59:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Kayak would be under Priceline's umbrella, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:59:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It's because the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:59:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[The trading name is bookings.com or something or bookings, bookings holdings, so you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:59:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah. Booking holdings, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:59:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Priceline buys out kayak and by the time I think it it, it all was said and done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[00:59:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[The value of kayak was up 2.1 billion or something. In the book that Tracy Kidder wrote about your life, he he there's a scene where, you know, the news breaks inside the kayaks headquarters. People are so excited. Somebody's passing on a bottle of $500 Scotch because ones like, we're all this all this money. And you're sitting there, you're like cubicle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Your desk just like quiet. I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Well, what? What was going on in your head?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:00:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It was a little overwhelming. I mean, my first thought was always how happy I was for the team. We had 200 employees, over half of them became millionaires that day. It was great to see them celebrate the IPO. It's great to see them celebrate the acquisition. It was really an exciting time for people. As far as the the fame that came along with it. That gave me anxiety.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:00:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I'm an introvert by nature. I do not like being son of attention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[There's certain advantages to it, like it helps me raise money. It helps me hire people, but I'm a little bit uncomfortable with it. And when we started getting a lot of press after the appeal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:00:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And after the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:00:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Acquisition, I started getting a lot of incoming requests.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[And I didn't know how to deal with them for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:01:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:01:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[For philanthropy, right. Yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Not just for philanthropy. I had someone show up my house who asked me to pay her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:01:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:01:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[A lot of people asked me to invest in their business. A lot of nonprofit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[That's I hit me up and it was overwhelming because it's tough for me to say no. I've had to learn to say no some because I cannot afford to write checks to all the nonprofits evenly, every day because I want to have a focus area. But just the amount of money that I made in the sale was a little overwhelming. And I kind of had this instinct of getting rid of it, like giving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:01:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[All of it away immediately. Which?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:01:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I'm glad I didn't do that because I've been able to be more thoughtful about my getting over the years and I've now started 3 nonprofits that are all doing well, so that that's been really meaningful to me, and hopefully we've helped a lot of people. But I definitely have never become really comfortable with the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:01:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Money part of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:01:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You basically in your mind sounds like you knew that you were not going to continue to work for Priceline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:02:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And the main thing I wanted there it was unlike when I sold my little e-commerce company, went to it, I wanted to work it into it. I wanted to build careers for myself and people and learn skills. But when I sold kayak to Priceline, I felt like I had a very senior team at KAYAK. I literally felt like they could run it without me. They didn't need me as much and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:02:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[More and I think I spent a year with Priceline transitioning and getting everyone set up for success. So I felt very good about it on the day that I laughed that they were in a really, really good position and kayak continued to thrive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:02:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I read that that you that the CEO of prison was not happy when you told him that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:02:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We're leaving. He was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:02:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Happy, right? Because they were buying you too. They were buying your brain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:02:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I don't know what to say about that. He part of it was probably the wealth thing I wanted to be in the shadows. After that. I didn't want to be public face at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Point of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You know this guy with all this money I wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Hide for a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Also, I mean this is the longest you've worked on one business, 2004 two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[1012, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, 10 years it was. It was a total of 10 years, 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[14 Yeah, yeah, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:03:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[We will not have time in the course of this episode to get to all the businesses you've done, because that that would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Like multi part episodes like several multi part episodes but there is one I want to touch on which is in the middle of kayak. You launched a new company, cofounded a new company called Get Human, which is still around. I think it's a database of customer service information. So like if you want to find a human customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:03:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You could find there a phone number.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[For the best time to call and first of all, as somebody who does multiple things also, I have a lot of appreciation for that, but it causes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:03:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Tension sometimes, and I have to imagine that it caused tension. There were people who like, you know, Paul, like we need you here or like, focus on this or maybe Steve was like, hey, you know, I I mean did it cause tension at times?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:04:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I mean, get him and became wildly popular. I created it in 2006 and we got massive media the first year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:04:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:04:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I got covered on every national network and magazine and et cetera. And sometimes we want to come into a photo shoot or an interview. I tried to schedule all of those to not happen at kayak office. I was embarrassed about this side project. It's not that I hit it. I shouldn't want to see people been working on it. However, I don't think anyone would ever say that I was a slacker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:04:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Because I pushed really hard on design and engineering and performance. But yeah, I did have a couple of side projects.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:04:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Do you still?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:04:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Own it. Get human. Yes, it's a very it's small company. Very, very profitable. Run by two of my friends in Boston, Christian Allen and Jeff Welby. And it's it's an amazing company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:04:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Wow, how does it make money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:05:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:05:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Wow, alright. So you do that in the meantime you then you step down from kayak and you start to do some teaching at MIT and and RISD and a few other places at Harvard Business School. I can't get into everything you've done, cause you've done so many things, but one of the things you you you then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:05:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Created in 2015 was Lola. You went and bought that site. Yeah. This is a travel concierge app. First of all, I'm assuming this is geared towards businesses, right? Wasn't there like a non compete with when Priceline bought it that wouldn't allow you to get into the travel business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:05:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:05:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:05:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:05:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[My non compete ended it was an 18 month non compete. It ended on July 14, 2015. I incorporated Lola on July 15, 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:05:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[But I have to say Lola has evolved. Like when a pandemic hit a year and a half ago and business stopped. Like travel stopped. I mean, we did a major pivot to say rather than selling travel software to CFO saying we'll reduce your cost of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Travel. We're going to sell software to CFO's that manages all the money their employees spend. So we call it, spend management budgets and spend management. Yeah, we basically manage every penny of your employees spend. What are they they're spending and Google Adwords or Amazon AWS or they're buying lunch for client or they're ordering supplies for the office. Anything they spend. If they spend it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:06:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Using a little card, we actually issued cards like a visa card. If you use a Lola card and you just tag it at the time you swipe at the restaurant, you never have to feel expensive. What ever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And we guarantee to the CFO that your team will always be exactly on budget and no one will ever actually go above budget because the credit cards that we supply are tied to the budget of sales or marketing. Levy department is. So it completely changes the way finance people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:06:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Work is Lola, now your primary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:06:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Focus would you say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:06:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It is. It is very much so. I mean, I work on all the five days a week I have. It's a little crazy, but I'm running three non.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Profits and I have two other small startups that I run on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:07:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[One is is a podcast discovery app called Moonbeam, Right? You have got a nonprofit called King Boston that focuses on on, like celebrating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah, Mundine dot FM, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:07:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Doctor King and and his wife, Coretta Scott King, right in Boston.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You do a lot of work in Haiti. Yeah. I mean, here we are coming out of the pandemic and you're what, late 50s? No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I'm 57.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[OK. How many more businesses do you have in you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I mean, someday I will move on past low, low, low is my day job right now. I think for the rest of my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Rather than doing a VC back company, I think what I might do is just have fun with these creative outputs and try to crank out like 2 to 3 or 4.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Companies a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:07:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Because the most fun for me in starting companies is like day one, but it's all a matter of you have to have the discipline to say no because it could be like too much stuff to work on and you have to just be very choosy about the stuff you do work on. So like I have an incredible assistant, Eliza and we color.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:08:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:08:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Of my calendar, everything is one of four colors and every Monday and Friday we look at my calendar two weeks in advance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:08:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And we make sure there's a balance. So purples, Lola, which is that's the brand color for for Lola. And that's mostly Monday, Friday night to 5. Yellow is nonprofit work, which is about 8.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:08:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Hours a week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:08:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Green is self improvement which is going to the gym or going to therapy or going to my Buddhist class which is doing Thursday nights and then blue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:08:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Is everything else that a friends and family, and if I have a balance of those four colors, life feels really good to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:08:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[When you think about all the things you've achieved right and and you know the financial success, but really more importantly the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:08:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:08:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Innovations that you've been part of and the people that you've been able to work with and the teams you've been able to empower, how much of that do you attribute to your intelligence and hard work and how much do you Chuck up to luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:09:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I don't like to think of myself as intelligent. I will admit to being creative. I think my success leads to maybe three things I do think work ethic is a part of it. The frugality and effort. I think the creativity is a part of it. And then the third thing, which is probably the biggest thing is I love recruiting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:09:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And I love being amazed by other creative people, and I put a lot of effort into that. So with each of my companies and organizations, they thrive only if I'm able to attract really great people to work on them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:09:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[And where do you put luck on that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:09:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Kayak was tremendous luck and it started with luck, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:09:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Just by chance I happened to be in that office when Steve was there and then luck along the way of hiring certain people who really transformed the company. I don't know, maybe it's maybe it's those four things, 25% each.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:06](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[One more thing I want to ask you about, Paul. Before I let you go, you have been an Uber driver like you signed up to be an Uber driver in your Tesla in Boston, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Do you? Do you still?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[01:10:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I haven't done it since the pandemic just because I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Nervous about? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You know, people in my car, but now that I think in Massachusetts now we have over 70% of people have vaccinated. I think when it gets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Up to 8080.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[5% I'm going to start driving again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Tell me the Uber story. Why did you want to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Be an Uber.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Driver. So the first reason I signed up was that Lola, we have 24/7 customer support and we it's really the front of Lola is we want to have unbelievable customer service. But at the end of every interaction with Lola app, when you've talked with one of our service people, you get to rate them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Like on a scale of one to five, how well is the service?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[They did for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[You. But before I inflicted that upon our customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:11:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[People I wanted to show that, OK, I'm happy to get rated. I want to see what it feels like to get rated. Being an Uber driver was the easiest way to do that because you get real time feedback and the driver app, you get feedback every day about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:11:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[How your rating is did any drunk kids ever barf in your Tesla?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:11:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Thank God. No, I had a rule that when I would drive at night, as soon as I got the first drunk, I would stop driving. I didn't want to take that risk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:11:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Yeah. You know, on a good, on a good Uber night. What are you pulling in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:11:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[I think usually it's about $50 is what I make just going out for a couple hours. I think my my biggest night, I made $100 nice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:11:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[It's not bad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:11:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Nice. That's Paul English, occasional Uber driver and founder or co-founder of, among other things, kayaklola.com, Moonbeam, Intermute. Get human speed games, Boston Light software, and the online Chinese chess site.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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

[Shangchi.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:12:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Oh, and justice, in case he needs them, Paul owns more than 200 domain names, including a whole bunch of words. He just likes the sound of words that could one day inspire his next big idea. Whale tails. Tarzan easy, mighty stay, tuna.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:12:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Oakley Elephant Games Rd. wars Dudley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:12:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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[01:12:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[That guy, dot Raz. This episode was produced by Farah Safari and Demotta Sham, with music composed by Ramtin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:12:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[Sarah blue. It was edited by Neva Grant with research help from Claire Morishima. A production staff includes Casey Herman, Rachel Faulkner, Liz Metzger, JC Howard, James Delahoussaye and Julia Carney. Our intern is Harrison, Vijay Choi. Jeff Rogers is our executive producer. I'm Guy Raz and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

[01:13:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gXA)

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