# Audio file

[Mailchimp Ben Chestnut.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Who were raising their hand? Saying so what's the strategy? You know, and my answer, you know, as a start up founders, we don't need no stinking strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Got this. You know, and half the audience would would cheer and say, yeah, we don't need no strategy and the other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Would say, yeah, we do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I remember thinking, Oh my God, there actually is no strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so the whole meeting just completely flopped. And I remember going back to my office just sitting there alone, thinking about what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The world just happened to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:00:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[From 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_gU8)

[00:00:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm Guy Raz, and on the show today, how Ben Chestnut and his partners used a monkey logo and guerrilla marketing to build MailChimp AB to B brand that grew into a big business by focusing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[On small business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[MailChimp is an online marketing platform.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Probably best known for its e-mail automation, you may have heard their ads on podcasts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You might be familiar with their logo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's a smiling monkey running a postman's hat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But it's also a company that helped usher in the era of SAS businesses. Software as a service.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The SAS.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Think Salesforce, Adobe, Twilio, HubSpot is expected to reach more than $270 billion in global sales this year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Replay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Oh yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Last year, anticipating this gold rush.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Investors pulled over $30 billion into SAS startups in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:01:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Loan. But what makes MailChimp stand out from the crowd are a few key differences.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[For starters, the founders never took on any outside investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The company also grew slowly at first very slowly, as you will hear, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was profitable from the start and instead of launching in California or in Seattle, MailChimp was founded in Atlanta in 2001, long before the city became the tech center that it's becoming today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But perhaps most importantly, MailChimp focused on small.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Which turned out to be a stroke of great luck because small businesses help turn MailChimp into the giant it is today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Forbes recently estimated that if Ben and his cofounder Dan Kersey has sold the company now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It would fetch at least 4 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:02:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And initially MailChimp wasn't even the intended product. Ben and Dan had started with a web design company and built MailChimp as a side project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Almost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But through a series of smart decisions, especially around cheap and creative marketing, MailChimp has grown into a company that did around $800 million in revenue last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And Chestnut wasn't a particularly techy kid growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He spent hours playing football and basketball and exploring his neighborhood on his bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He grew up in a small town in Georgia called Hepzibah. Back in the 70s and early 80s, not too far from a military.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The neighborhood I was in was just outside of the city limits of Hepzibah and I don't really know how to describe it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Not predominantly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's highly diverse. Lots and lots of immigrant families lived in our neighborhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Germans, Asians, and when I say Asians, I mean Japanese, Korean, it's Philippines, Vietnamese all over the board.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[African Americans as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How did they end up there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did this just military families?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know marrying?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Military families again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:03:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, from the Vietnam War. And then they came and they just sort of moved into this neighborhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Your dad was or mom. One of your parents was in the military, was in the army.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. My dad was in the army.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did 7 tours in Vietnam. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He was a man of duty, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Really loved his duty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Seven tours in Vietnam. And was he?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[From what I understand, he was a code breaker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was that what he did in Vietnam? Do you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, details are sketchy, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He left with, you know, all of his secrets. But yeah, in general, he was a code breaker. He had listened in on the enemy and he cracked codes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was he in any combat units?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He was, yeah. He was first calf.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Well, so did did he ever talk much about Vietnam?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, he he only talked about it whenever I would watch movies or TV about war.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:04:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He could see that I was sort of engrossed in it and everything, and he would take me aside and say, you know, it's not always that glorious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, he would tell me things like that. And, you know, I could tell he was dissuading me from thinking about joining the military.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I guess he met your mom while while he was overseas in, in serving and and and she's originally from Thailand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And So what did she do when he brought her back with him to Georgia?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Well, she had lots of odds and ends kind of job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Worked in some textile factories and that sort of thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But eventually she just sort of became like a neighborhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We we always had kids from the neighborhood running around her house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Ever since I can remember, our house was always full of children from the neighborhood. And then you know, of course, she was an entrepreneur as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Ran.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She ran a hair salon in our kitchen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wow, so people come get their hair done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Oh, yeah, yeah, that's where I learned about entrepreneurship watching my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did your mom ever get a brick and mortar salon?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[No, no, she never did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She never scaled out of the kitchen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I would have loved to have seen her scale out of the kitchen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I was so proud of her, but that I don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That was ever her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But she she did inspire my older sister to start her own salon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was a non kitchen based one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like you say, a brick and mortar one. She opened up a real salon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was very successful in the 80s and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Boy, she was just an inspiration for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[As well and and partly because, you know she would come home every couple of weekends with toys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[For me, and money for my parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I just thought, you know, I want to run a business too, and I grow up 'cause this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This is good for the family, and I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I was too young to understand it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But I I pieced together the story afterwards, talking to my dad and my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But she basically had a falling out with her business partners and things got really ugly and she had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:06:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[File for bankruptcy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that just ruined her life. To be blunt. I mean it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that's the sort of thing that you know, has has kind of influenced me. And and Dan, my cofounder, his his father ran a bakery when he was growing up and he saw that business thrive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[In Albuquerque, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's right. In Albuquerque, and it was thriving. And he saw, you know, how proud his father was. And the same sort of deal happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A larger bakery opened down the street and and put his dad's business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Out of business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Ben, when you were growing up, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Your mom was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Your dad is is a white American, but it sounds like you were around kids who came from different backgrounds too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I would describe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Neighborhood that way you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's easy to go out and play with friends and you know, my friends were just from all over the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:07:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Place I think that when I would go to school, it was a different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, inside the school where I was zoned, there were only a handful of Asians there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That was a little bit different. That was definitely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It probably influenced my whole outlook on life, definitely kind of being the misfit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Here's the other thing that's actually quite unusual.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Actually met your wife in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was your high school sweetheart Teresa?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She was my high.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, I actually did not meet her in high.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We didn't go to the same high school, but we were actually met her at Fort Gordon in karate class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was another student in our Dojo and I remember, you know, I couldn't even drive yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And she was pretty new to America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She was adopted by her uncle and aunt, and I remember after karate class I would wait for my dad to pick me up and she would wait for her uncle to pick her up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:08:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then we'd say goodbye and go our separate ways. And one day the Dojo closed down and everybody was gone. Except for me and her. And they had to lock the doors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So we just sat out on the front steps at night talking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A little this and that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And my dad pulled up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I said, well, there's my ride.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I got to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[See you later. And I got into the car and I said, hey, dad, let's go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Then he looked at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then he looked at her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Sitting alone on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Front steps and said what the hell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Get out and go. Sit down next to her and wait for her uncle to pick her up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But a gentleman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I said, oh, right. Thanks dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you know, I got out and I went and sat down next to her and we talked a little bit more. And that's how I really, really got to know her then. And, you know, one day she invited me to come over and meet her. Her, her parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Uncle and aunt and I was a little bit nervous and I didn't know what what I was going to say to her, to her mother when I met her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I rode my bike over there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I noticed lots of cars in the driveway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Thought this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:09:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This is familiar and I walk in and sure enough, her mother runs a hair salon in the kitchen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Her mother is a kitchen. Titian like my mother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So you know, we got along real.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I knew exactly what to do. Grabbed the broom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Her sweep up some hair.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You got to know where all that hair hides right under the chair, right under that rubber gasket on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So I think we hit it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Well, 'cause, I was familiar with this profession.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Were you a pretty good student when you were a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[No, I was an awful student. I think looking back. Yeah, you know, going through my father's belongings, I got a lot of my report cards that he saved. And in high school in my early years, I I was just a poor student. I I made horrible GR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He sat me down and he said, I guess my future was looking bleak and he said, you know, you can always join the army.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that's when I thought, Oh my God, even dad is telling me to join the army now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Must be wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:10:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, it was high school. Was school just hard for you or did you just not care or what do you remember?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I remember being bored a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And what I wanted to do was just get out of Hepzibah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, I see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Didn't go that far. You went to Atlanta?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Well, thanks a lot guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, but he did OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I did OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But you couldn't have been a terrible student because you got into college. You went to University of Georgia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, I mean I I was probably A/C going on ad student freshman and sophomore year and then, you know, my dad had that heart to heart with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I shaped up and I became a student for the next two years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You will eventually transfer to Georgia Tech, where you studied industrial design and did you have sort of like a job in mind that you wanted to do when you graduated?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, I mean, I just, I wanted to design cars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A car nut. I love cars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:11:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I thought that I would study this and maybe move off to Detroit and be a car designer or something. That that was the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, but I got an internship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[At an appliance company 1 summer in Amana, IA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, my job as an intern was to scan about 1000 paint chips, and they're all variations of white.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Eggshell light cream light off white glossy white flat white.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So that was my job and I actually finished that a couple weeks and then I just started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Let me do prototypes. They let me build models of refrigerators and that sort of thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I learned that I'm really, really bad at building models.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, in retrospect so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[At that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[One of the one of the designers in the studio took me aside and said, you know what? Maybe maybe this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[For.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You should look into this new thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Called web.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's all the rage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Look into that as a career.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that was, you know, life changing advice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:12:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I went to the Cedar Rapids Barnes and Noble 'cause. There's nothing else to do at that time. I found some books on web design by Linda Wynman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Calm and I learned all about web design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wow. And this is a late 90s, so like web design that came out at a premium because it was really like no one knew how to do it. If you knew how to do it, you could get a lot of work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[96.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You could be a complete goof off, but make a lot of money doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was really, really a rare skill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You eventually got a job working for Cox Media.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I think I think they're still the publisher of the Atlanta Journal Constitution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So what was the job?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hired you to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They had a job opening for a web designer for the AJC COM and halfway through the interview I realized I was in the wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:13:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Interview or my resume ended up in the wrong hands and I was talking to their director of marketing and she was trying to build her own in House design agency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And what she was trying to do was build an agency to design all of their banner ads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I remember, you know, feeling horrified, like, Oh my God, I am not a banner ad designer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Am a web designer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I do not do these silly little, you know, 468 by 60 pixel ads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's beneath me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then she told me to pay and the pay was $3000 more than the web designer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I said, you know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I can do these better ads if I can go to website I can build a better ad and you know at first I just thought, you know, I'll just kind of cruise through this and switch jobs later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I ended up being really fascinated by the art like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[To learn how it within like 2 seconds to convince someone on the Internet to click something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Is it became fascinating for me and I, you know, that skill to like build?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Build something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[An animation really quick and influence people in that way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I believe I carried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:14:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That was a great skill for me to care for, to to ultimately build MailChimp where, you know, I had to build an app that convinced people to buy things for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How did you meet Dan courses?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Who will eventually become your Co founder at, but how did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He was also a Cox, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, well, you know, there was this thing that was invented called MP Threes with Napster and everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And Cox also, in addition to newspapers, they had radio stations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So they thought, well, you know, we've got all this music, we've got this great distribution channel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What if we teamed up with another startup called mp3.com?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Because they have all of these musicians uploading their music and they asked me to be their web design manager and one of the first people that I hired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was Dan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You hired him to work on this project, and the idea was you would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You were like building an online music site or a portal or something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. At the time the hypothesis was don't build 1 central music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:15:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Build 1 for each local market because the hypothesis was that people would actually care about local musicians.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Oh, you know. And so that was. That was the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was gonna be like a a streaming service.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:10 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And Dan was into music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Dan's he's into he he was a DJ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He's into electronic music and so he interviewed for the job, thinking he was interviewing to write content about music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And halfway through his interview, he realized that I was interviewing him to be a coder, and he had no idea how to code HTML.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so he totally lied.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Totally lied to me and claimed that he he knew how to code.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He took the job and then he bought HTML for dummies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And he crammed for whatever it was two weeks before his first day on the job, and in his first day he was scared to death and his desk was right next to mine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He he thought he was going to get busted by me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:16:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But he was an amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I used to come back and look at his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Code I remember, you know, saying this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's just like the code that you would see in books like no one codes this neatly. Now I know it's because he literally crammed from those books.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I imagine around this time I mean this was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The heyday ofthe.com boom and imagine a company like Cox, a media company, was trying to, you know, like plant its flag everywhere and probably spending money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Everywhere was. Was it like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I think that they're big that their goal was, I think, to merge with the search engine and it didn't pan out, you know. And I think that, you know, that was the heyday things were, you know, we this was a time of fast company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What was the other magazine?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[2.0. So I think that this is literally how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How business works thatwhole.com paradigm, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[All I knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And this was 1990.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:17:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And what is it like the next year, 2000?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[In April 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Is when everything came crashing downthewhole.com bust happened and we were all laid off. And you know, like for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was like the whole world had turned upside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Everything that I knew to be true was not anymore, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You you roll it off just like it came as a total shock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, Cox being the good company that they are, you know, they, they, they offered a bunch of U.S. jobs back at Cox corporate and I declined because I felt like if I take the job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I will probably do very well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I will probably eventually become a vice president.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But forever it will always nag me. What if?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What if you know, what if I had started my own company? It was just something that I wanted to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, since I was young and so I just felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:18:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was the fear of regret that that told me do not take the corporate job. Instead go my own way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So you knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You knew that you were going to lose your job. And what did you approach Dan Courzius and say, hey, let's let's start something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Sh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Not quite me and my my friend Mark we said, hey, things are shutting down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How about we we go into business together and and we had this. We had like 2 weeks lead time to think it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It all through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that's where we got the idea to start a web design company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This is Mark Armstrong, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, mark. And so I started the business with Mark, and Dan said I'm going to hold off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I need to get a job at Cox.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And one year after Mark and I started, we we teamed up with Dan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Convinced him to join us. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And the rest is history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So you and Mark start a web design business and I guess you guys called it rocket science group, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, that's right, Rocket science group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And who did you initially target?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Who are your clients?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:19:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The idea at the time was it was something that we observed at Cox. You know, there was an engineering team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Geniuses just rocket scientists working on you know, the Cox servers doing hard things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We were working in the marketing department and marketers needed they needed stuff too. But the engineers were always too busy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Kind of didn't want to stoop so low to do marketing stuff as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was like it was beneath them. And so our our target market was marketing departments where we would help them build little micro sites, websites that basically they didn't have to go to their engineering department to ask for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I guess we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Sort of like a rogue team for marketing departments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, you're in Atlanta at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You sure are, but I mean Atlanta is is the capital of headquarters for tons of huge companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:20:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Cola ups, CNN, Delta did you go after those?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That was the dream, but it never worked out that way. What we learned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Pretty fast was it was easier for us to go to ad agencies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Who were really good at pitching to those big companies and we would, they would just subcontract with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, but yeah, one of the tools that we ended up building was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[E greetings website like Blue Mountain, calm at the time or hallmark and we figured out how to send HTTP.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[E-mail and we started sending E greetings and they were really really cool E greetings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And no one cared about E greetings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we thought we were going to get rich because Blue Mountain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Sold for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[$600 million at the time. We just thought, Oh my God, if we make an E greeting site better than Blue Mountain, we might get $700 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was our business plan. So we build this thing and 1 uses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That it's a flop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:21:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Doing web design right and and and that that was going pretty well, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, we're doing web design and turns out a bunch of our small business customers asked us to help them send e-mail newsletters and they're using that big bloated enterprise software that you have to install with cd-roms on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you know, they paid us, you know, by the hour to plug in their HTML code and all of their content. And we were making good billable hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We just hated using those other company software it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So awful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so we just, we just said, you know, we're so sick of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Just build our own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We just took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The scrap code from the Greetings website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Luckily, we didn't delete.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And yeah, we used that to build to build MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We called it we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mailer 'cause. We thought we could make it fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And at the time, I mean this is because you built what would become L chip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, you guys started the web design company in 2000 and already by 2001 you had built this e-mail system, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:22:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But meantime, the bread and butter of what you were doing was web design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We thought that we Mailer might make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know enough money to pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Every day, that was our wildest, you know, fantasy for you know what? What kind of success we might get out of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And initially it worked like from what I understand you guys were were billing people by the hour for web design which probably added up you were making.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Uh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Decent money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it was the same thing with the e-mail product. Like people would say, hey, we want to send this e-mail out to our clients.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:24 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They would give you the content and you guys would actually do the emailing for them, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. And then we record our time and it might be, you know, 100 bucks for a couple hours of work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wow. So it was really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Probably you couldn't charge as much for that as you could for web.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Probably no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:23:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know a web design project might get us anywhere you know, between 10 to $30,000 a gig. And this little we mail thing, you know, we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:00 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We were getting like $100 checks $150.00 checks over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The we started to get, like, really big piles of $100 checks from our customers for for we mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It got so bad actually I ran out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Check deposit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I said I do not want to go inside the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Got to find a way to bill our customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Online and that was how we actually installed the credit card system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that was when Melchin became an official SAS business software.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[As a service.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Before that acronym was invented.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How did you guys come up with a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[With a name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[There are lots of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So first of all, my parents, when they were in Thailand, they actually had a pet monkey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And they would always tell me stories about this pet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And the moral of the story was always, never, ever have a pet monkey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mischievous. They're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They make a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They get jealous when you leave them to go out on a date.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:24:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Never ever have a pet monkey bend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I was always fascinated by them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, dreaming about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How cool it would be to have a pet monkey and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[There was a phase that I went through my Jim Henson years where I really, really wanted to be a ventriloquist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I got a monkey Muppet and I carry that thing everywhere I went and I had like, little comedy shows for the family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You could not separate me from my monkey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So, you know, I've always loved monkeys and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I always brought them into my designs as well, so you know we had our E greeting site and I noticed like the 1E greetings that I had of a monkey was the most popular E greeting that, you know, the few users that we had actually sent to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Even like whenever we design websites for our clients.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:25:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we had three options to show them. The one that we love, that we that we always hope that the client would choose whenever we put stock photography in there, we would put monkeys in the one and it would always make them laugh. And they would say I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The one with the monkeys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, we had this little saying, you know, when in doubt, insert a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So that was just something that we always said and probably when we were like, you know, going delirious, working at 2:00 AM, we would just say just put some monkeys in it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hey, how about chimp mail?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so we decided to call it chipmail. And then of course, the domain was taken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The domain for Chimp Mail was taken. Wow, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. So we had to improvise and call it MailChimp instead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But there was a time I remember when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People didn't want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They're getting so many emails.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What were people doing with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, how were they using it to just contact their customers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How are they using it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[There was definitely a stigma to e-mail marketing, like if we went to tech conferences and told people what we did, you know, things would get quiet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Would walk away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:26:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They sort of thought of us as sort of like the dark underbelly of the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This was a time when spam there was no solution for spam, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People like, oh, you guys are spammers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then like end of discussion, they'd walk away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I was really popular at parties.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But but you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But there were some enough people who wanted the service because they wanted to send a mass e-mail out to their customers and they wanted it to look.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, I didn't let it, you know, by the way, you know, I was a spammer and, you know, my company had a chimpanzee for its mascot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They really took me seriously everywhere I went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But yeah, yeah, I mean, I knew that there was demand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Small businesses were constantly signing up, so it it I was never dissuaded from it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was it just the three of you still, or were you able to hire a few more web designers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We had interns here and there, but just the three of us, you know, in the early days we would just, we would just chant, you know, cockroaches just just be a cockroach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:27:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And what we meant was, like cockroaches can survive a thermonuclear war.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so we just thought, you know, that's that's let's just strive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Let's just survive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was 3 of you kind of hunched over keyboards day in day out, just like pounding the keys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. From morning until sometimes until 12 AM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mean it was a real grind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was your revenue in cash flow?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was it OK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[No. Let's see if I could the the best that I remember our our agency business ever doing was something like between 2 and 300 grand a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wow that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The best we had ever done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Coffee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that was through 2005. Here by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So we were always just barely scraping by.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What? What explains?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did it become more competitive?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:28:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was just more people doing that kind of work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We would get business and then we would get busy doing their work. And while we were doing their work, nobody was pitching for new business. And so when we were done doing the work, there was no new business and we it would basically be like hitting the res.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We'd have to go out and hunt for more business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So it's just like these constant ups and downs and ups and downs that just kept us from from really breaking through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[True. And I'll never forget, it was like 2005 ish. There was something that totally changed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I was working at home in my apartment coding something for sure and it was sometime in the afternoon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Teresa, she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A night shift. Pediatric nurse, right. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Presumably supporting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Or she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She was, yeah, health insurance and everything from her really stabilized me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Which which allowed me to be an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So she's a pediatric nurse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She does the night shift to make extra money, works holidays.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:29:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Barely. See her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So she wakes up around noon, around lunchtime or so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She flips on Oprah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm just like, oh, great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I've got to listen to this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Roll my eyes and there's some episode on with a guy named Robert Kiyosaki, and he's and he has this book called Rich Dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Rich.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Dad, that he's. That's right. He's selling this book. And I just remember what I remember was how angry the audience was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Poor dad, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Because he was trying to teach them about, if I recall correctly, recurring income passive income and you know, he was telling them and, you know, almost condescending voices like, and that's why you're not rich.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's the whole point of my book, and I remember getting the book and reading about it and justice thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[In it you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know we're going paycheck to paycheck, chasing client business with rocket science group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Meanwhile, we have this side thing that we built called called MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We've renamed it by then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:30:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it's just making this recurring income and you know we were, we were having heart to heart meetings about whether or not we should shut down rocket science group because it was just so gloomy, you know, just just didn't seem like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Going to grow and we started, you know, to put the numbers in Excel just to look at the numbers, we drew graphs for the first time ever. We looked at our revenue over the years and the graph for our consulting business was, you know, pretty flat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then for the first time ever, we separated MailChimp income from our agency income.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Prior to that, MailChimp just dumped money into our bank account and we used it to pay for lunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. So this is the first time we actually looked at the graph of merchant revenue and it was growing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Were like, look at that up and to the right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What if we actually focused on just MailChimp?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that's that's what got us talking about becoming a software company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wow. So 2005, you start to see the numbers and and you know that that MailChimp is you can see it growing but but from what I understand like it was still a tiny fraction of your overall business like most of the revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:31:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was coming in through web design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And and you know the web design projects are like $20,000. By this time, we had gotten pretty good at sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so it was a really hard thing to convince my Co.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like, hey, let's abandoned the web design business where we're making 20 grand, sometimes 35 grand a pop, and let's go to this mailchim thing where we make at that time $25 or $50 a pop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that is just a really, really hard sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[When we come back in just a moment, how Ben and his team finally went all in on MailChimp and how it's accidental twin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Male Kemp became one of the best mistakes that ever happened to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you're listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This message comes from NPR sponsor GoDaddy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:32:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Making a different future starts with you. That's why GoDaddy does more than help you find a name you can create, sell and get found online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So any small business can be a driving force to create, change or build an empire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So whatever it is you have in mind, that will help make a different future find everything you need to get started at godaddy.com, because the future isn't decided yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's up to us to make it happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Startdifferent@godaddy.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This message comes from NPR sponsor better up bringing together coaching, AI technology and behavioral science to achieve transformation for your business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Future proof your workforce to be prepared and adaptable for whatever comes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Their way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Give them the confidence to achieve new goals and the mental fitness tools to reduce burnout and increase resilience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The results?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:33:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People living more meaningful, vibrant lives with greater clarity, purpose and passion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Head to betterup.com to learn more about building high performing teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:11 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The economy is changing so fast right now, and sometimes it seems like there's something new to worry about every day on the indicator from planet money, we bring you human stories and easy to understand explanations to help you make sense of these crazy times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:25 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[All in just 10 minutes a day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:27 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's the indicator from planet money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hello.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hey, welcome back to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So it's early 2007 and Ben and his partners finally decide to mothball their web design business and focus full time on MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:34:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it's an agonizing decision, partly because they're not sure they'll ever make enough money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:35:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Taking small payments from small businesses, but it turns out they're wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:35:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[When we finally worked up the courage to do it, MailChimp revenue, if I recall correctly, almost tripled overnight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:35:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it was because building up to that sort of day one for MailChimp, we had, we had decided that, oh we we had to address a few major bugs that customers had been complaining about for years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:35:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so we did all of these upgrades and fixes and as soon as we finally invested time fixing problems in mailchim.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:35:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People started to pay us money, lo and behold, go figure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:35:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so we we we really kind of hit the ground running, we did not suffer at all from dropping the consulting business. And in fact, I remember was just thinking we should have done this sooner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:35:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did you change your business model when you made the pivot from like you know pay per use to a monthly fee that actually took another year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:35:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like it wasn't until later in 07 because it sounds so silly. Now when you look back in hindsight, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[There was a movement at the time for micro.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, you know, remember that Apple was, like, the most famous version, the $0.99 song.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:16 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, and that was that was really where it was hard to do with the credit card companies for one, but it was just, it was like liberating to not have to pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[With your credit card.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Huge chunks of money, but to just do this little itty bitty micro payment. And so we we kind of like attached to that movement. And philosophically we thought that's what merchant stands for. You know, merchants all about low commitment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[For the small business owner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But you know, overtime we started to look at complaints from customers and they were they were telling us like this is a pain in the \*\*\*\* to constantly have to input our credit card to make these micro payments just charge us bills by the month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We were stubborn about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We we were too philosophical in retrospect, and it took us a whole year to decide to finally put in those subscription fees, and we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:36:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's when business really, really took off for us too, in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Those early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[From what I understand, you guys 2007 year full on and into MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And there was a huge 800 LB gorilla in this space called constant contact, and they they were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They were already huge and from what I understand, like you guys started to attract investors, inquiries to to fund and scale your business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah, I didn't understand. Really. The whole investment world at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, I was just focused on growing the business surviving and suddenly these, you know, fancy pants people from the West Coast started knocking on my door and asking me to go out for lunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And they would tell me, you know, there's this company called constant contact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They made a lot of money and we think you could be the next IPO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you know, I talk about our business and I'll tell them how we we help small business and they say well that's that's cute. That's great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:37:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Can help you take our money and we can help you pivot and serve the enterprise because that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The real business is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I just thought, you know, there was just, I could do it, but I something about it just felt wrong to to me and Dan, we just we just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[To stay, it just felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It felt really good to serve small businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was just in our DNA, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But the investors were saying you can make a lot more money if you focus on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The enterprise on the enterprise big business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm curious because constant contact was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Still is and I'm sure some of the investors that came to you said, listen, guys, if you don't scale fast, you're just going to get buried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know this is going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Because the big guys are out there and they're just gonna crush you like you need money to scale fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I'm surprised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I can't believe that no part of you didn't consider taking that money. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know for the first two I started to think about it because I really believe their pitches. And then by the 10th 1 I realized they were all saying the same thing. They were all using.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:38:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it was always a scare tactic. Like, if you don't take our money, you're just gonna Peter out and die.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so we we just I guess more stubbornly than anything just didn't want to take their money because of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Never liked their approach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But how are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, you said you could sort of doubling your revenue, so I'm assuming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[In that first year 2007, you're doing maybe more than half $1,000,000 in revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah, that sounds about right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Which is not enough and it's great, but it's not really enough to. It's not enough to acquire customers at scale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's not a ton of money, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And within a year or so of you, you guys making that pivot your third?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Co founder Mark Armstrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Key.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He decided.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you guys bought him out? He was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Just burned out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, he just, you know, he burned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He wanted to start a family. He had other life goals and at that time, you know, we were just the needle, just wasn't moving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's just really discouraged.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:39:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[After you rejected the overtures, let's say from investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[From what I have gathered from what I've read that you could have come to the conclusion soon after that. Maybe they were right, because I I I read that as more competitor started to enter that market, your customers were leaving for kind of bigger, better equipped competitors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean it got it got rough for a while there, that's for sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Start to get more competitors entering the market serving different niche.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We we had this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, blogs were big at the time and we had this idea to separate MailChimp into two parts into two products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Would be a list collection form.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You you put this embedded form on the front page of your blog and collect e-mail addresses to grow your e-mail list.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That would be 1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we would make that free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The idea was you'd grow your list and once it got to a certain size and you wanted to finally send them an e-mail, well then that's when you would have to pay to upgrade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Actually use our emailing tool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:40:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So it would be free to compile a list of contacts, but if you wanted to send an e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Have to pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, that's when I get you right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So we hire this engineer and he works his tail off to get this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you know, we want to get this done before the Christmas before the holiday season hits and we get to the deadline, he says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know what guys this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This is impossible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I cannot separate this the code.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I cannot untangle this code into two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'll need another two years to get this done, but I do have a compromise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Just keep it in one product and just make the whole thing free up until a certain list size.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So like if you had 50 contacts or 100 up to 100 contacts whatever, what was, what was the number?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah, I think it was 200.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And if it passed 200, then you'd have to start paying us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I guess it's an OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I didn't like the idea at first, but you know, we had a deadline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Were going to give away your product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:41:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, you had come from Cox Media that had owned the Atlanta Journal Constitution and their downfall. Many newspapers downfall was they gave away their content for free on the web, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we had never up until this point, we never even had a free trial for MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, so this was a a decent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We had to hit our deadline before before the holiday season started, so I said OK, let's do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We'll call.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I don't know the MailChimp free plan, whatever, and I wrote a blog post about it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Instead of publishing it, I decided let me just save it as a draft.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[About it a little bit more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Back and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And rewrite it and publish it later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I guess it might have been the weekend I came back on a Monday morning and I sit down, boot up the computer, and somebody had left a book on my desk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was by Chris Anderson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was called freemium.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Chris Anderson, the former editor of Wired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's right. I didn't know who he was at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But I pick up this book and it's a freemium cover. I read the back of it and I'm like, huh?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What we're doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:42:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[OK, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I guess I'll I'll change my blog post.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'll change the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I won't call it mailchimps.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'll call it. MailChimp goes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's according to this book, freemium is a movement or some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I publish it and you know it gets some traction, but not not much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then out of the blue, a guy named Charles Hudson calls me up and he's a guy that I think he was an ex googlar turning into an investor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He was starting to hold conferences at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Now he's he's very famous now as an investor, but these were his early years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And he calls me up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm starting up a conference called the Freemium Conference, and I'd love for you to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And speak about freemium, and I'm going to have other entrepreneurs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Got a guy named?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Drew Houston, he's got this thing called Dropbox.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Screenshot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Show a guy some other dude named.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:43:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He's got this thing called Evernote, a bunch of bunch of you can come and talk about this. And I went and I spoke at the freemium conference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[My angle was how freemium is great, but it's rife with abuse and you better have some good anti spam algorithms like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And talked about it and it got on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It started to hit the news and that's when that's when it was the rocket ship ride really started for MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Thank you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People found out about it and started signing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And and importantly, you know, if you if you signed up and sent an e-mail from the freemium plan, the catch was you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Logo was in the footer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Of your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so it went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People would click on that and sign up as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So you've got the freemium model going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This is like what 2009 I think around then that was a game changer because all of a sudden you you got all these users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[2009 Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I wonder I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know the thing with like a Dropbox is they make their money from enterprise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, big businesses that that are paying, but something like 90% of their users aren't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:44:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So I have to imagine the vast majority of people signing up. We're not paying you anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it's right. In fact, mostly when we have these freemium users, I mean the overwhelming majority were free, but they started to convert.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Started to grow their lists. You know, I think that, you know, when you're a small business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The odds are against you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[30% die in two years, 50% die in five.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so they they need a tool that kind of gives them a shot. And prior to that, I mean, you had to commit to paying 50 bucks a month somewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know you were going to make it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So that was the appeal of MailChimp like you had this runway to try new things and grow, and we only made money when our when our customers actually succeeded.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So at this point, how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How quickly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did you guys start to grow? Like how quickly were you? Were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Well, you know, when we launched freemium it just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So you're talking about having, you know, a few 100,000 customers at the time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:45:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[After six years of business and then within one year of launching freemium, we ballooned to 1,000,000 users and it just kept growing exponentially after that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so that was just a really good kind of funnel for new customers to come in and convert down the road and we'll take them quite awhile to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I don't think most businesses would have the patience to wait for these customers because you'd see them come in and start a business, set up a mailchim account, try to do something with a business, they would fail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They would shut down their business, but they would keep their MailChimp account open.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They'd get a job somewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They would learn how business actually runs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Then they'd quit again after three years or so, go back to their MailChimp account, start their business again, and do well the second time around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So that's you talking about like a sales pipeline that was like 7 to 10 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Has that kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Well, then, chestnut and then currency, just have that kind of patience because we had nothing else to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How are?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, why would a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:46:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Why would somebody go to a service like MailChimp when they could go to a much bigger competitor?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Probably, you know had much bigger Staffs and maybe they were more sophisticated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Were you offering that they that they weren't?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Personality. When you're serving small businesses, you're talking about entrepreneurs with a dream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They they're probably starting a business that's been started a million times before your ice cream parlor is not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:20](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But they have a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They have something unique. Theirs is going to be different because XYZ. There's something unique about them and so MailChimp, you know, with the chimpanzee mascot, we were weird and offbeat and quirky, just like all entrepreneurs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So now we have this sort of internal internal tagline that we we we say we got you because we get you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I believe that that's why they came to us is because our unique brand show that we understood what it was like to be an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did you you guys had kind of toiled away?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:47:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[For six plus years on the web design service, you then pivot to MailChimp and you know you start to see steady growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But was it pretty?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like by 2010 where you were, you were like, OK, this is going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Is going to be big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[2010 is when you know we're at 1,000,000 users growing to 2,000,000. Fast servers were dying constantly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Were having to constantly move from data center to data center just to keep things alive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And were you making money? Were you pretty profitable?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah, we were making good money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I I wish I could remember the timeline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's been 20 years, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's it's all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A blur now, but we were making probably 10,000,015 million at the time. We were doing really, really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you were able to grow and to hire and expand and right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, we were trying new things like, you know, fun branding stuff, trying this new thing called Twitter in 2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:48:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'd say, you know, 2008 ISH 2000, 2010 I'd say is when we we think, yeah, this is real, this is this is going to be something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And entirely cash flow was funding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was fundings hiring?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was funded.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Innovation and and the engineering just the cash flow was funding that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we were totally self funded. Investors still came and you know they would say, you know, take our money and we'd say we can't. We don't know why we would need it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We're making plenty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But you saw an opportunity there because most businesses in America are small businesses, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That most people I think in the US are employed by small businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We saw the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We saw the inspiration.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It just felt more fulfilling. I mean, we remember we had a taste of serving big business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Knew what that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We knew that it would fill the wallet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But serving small businesses serving the underdog was always our thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It and it would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Just felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And yeah, the volume was there, you know, the the idea of that long tail, we worked as an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We know what it's like when you lose a big client because of 9/11 or a pandemic or something, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You lose a big anchor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:49:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You can't pay your bills and you have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Lay people off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know you have to depend on just a handful of customers with a long tail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know we're serving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, thousands or millions of tiny customers who pay small amounts of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You don't rely on anyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Too much such that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They're sort of too big to fail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Cannot survive without.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We're actually a very, very much more resilient company serving the long tail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But at the same time, I mean, there were still things you you couldn't do, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[One of the things that's interesting that I read was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[There were big companies out there, right that were doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[National ad campaigns that were, you know, our national radio and cable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm thinking even with 15 or 20 million in revenue, you probably couldn't do that kind of of marketing campaign.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, we had to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, we had to be super creative, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I remember one of our biggest competitors announcing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:50:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That they were opening up an office in San Francisco to be, you know, with all of the other tech companies and show, you know, that they had a presence there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I just remember being, you know, just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Really jealous? You know, just being honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I remember telling my team my marketing team, I want you to get a billboard across the street from their office and all I want you to do is just put a big, giant, winking chimpanzee on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So that when their customers visit, I want them to see MailChimp S logo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm not proud to share this story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But you know, fortunately, my staff just said OK, we're not going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, they secretly went off and they said, but but a billboard is an interesting idea. They're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Nobody uses them anymore, and so they went off and they found one of those media companies in San Francisco who said, you know, we don't have any billboards across the street from this particular office. But we do have one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[On the top of this building, right across from this, this building called Moscone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:51:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we had no idea what that was. But we said, you know what? Screw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Let's just take it and it turns out, you know, that's that's a pretty popular building in San Francisco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's where Apple holds used to hold their DC events, and so crowds of people would gather outside of the Moscone Center up and down the street there, waiting to get in and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Use this new app called Instagram to take selfies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Info.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And what would they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They would take a selfie with a winking chimpanzee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The background.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So we kind of went viral that way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then billboards just took off after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like we just started to use billboards in all kinds of cities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You guys did like merch too, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You made T-shirts, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You're the monkey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like all over the place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I had, you know, the typical kind of CafePress, you know, stick the logo in the upper left, you know, pocket area. And I had a designer said, you know, we can make this really, really cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Can use these really designer T-shirts that feel really soft and comfortable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It something that people would want to wear and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:52:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He created these and then we decided, you know what, if we, what if we just had like at shirt giveaway and it went viral?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did a T-shirt giveaway and it just went berserk on Twitter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, we always had really lucky breakthroughs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[On new new media, new channels, new networks, Twitter, Facebook, Instagram. It seems like since we were constantly tinkering, we were always there. When those channels got big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, I still remember the day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[When someone told one of our employees said I listen to this thing called podcasts on my drive to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I think we should sponsor a podcast and I thought it was, you know, just a weird idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Never heard a podcast, but I said screw it. Here's some money and go go sponsor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was the Joe Rogan podcast and so like we were always like, really on the early cutting edge of all of these new new inventions at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We eventually we did get the budget to do things like TV and you know, they were OK, but they're not all that cracked up to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:53:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did you go through a period where you stopped listening to the Atlanta Public Radio?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Because you got sick of hearing the constant contact ads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah, totally, absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But I mean, eventually we we started to do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Were sponsoring.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Podcasts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Public radio shows and you know that that is ultimately what led to us sponsoring cereal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, let's, let's talk about that because that show totally mainstreamed podcast like it was parodied on Saturday Night Live.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was like, you know, it's on The Tonight Show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It got it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was in the newspapers got so much attention, people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Everywhere that it actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was a rising tide for the rest of us who were around at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. And so we were the first sponsor genius.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How did that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Did that how did that sounds like? Sounds like a genius plan, but probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You you get the theme.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Giving giving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yourself. Too much credit, right? For being a genius.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:54:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You're catching on to the the recurring theme. That is the story of Ben Chestnut, which is I basically forced gut my way into luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So yeah, it it. It was not a genius business move.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We sponsored another podcast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[By the same people, check it with the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was This American Life podcast?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. Yeah. It wasn't like a big commercial success for us to sponsor it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But I I do remember that the producer said that we ran an ad during their podcast and the ad was really quirky and weird.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it basically said something like if you need e-mail marketing or hats for cats and dogs, go to MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That was because we had these funny little knit hats that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, they were meant for humans, but people started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Their dogs and then people asked for cat hats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We made smaller versions for the cats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Cat and you sold it on your website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Didn't even sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was just a gag, and apparently their phone lines were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People kept calling in asking where they could get those hats for their cats and dogs and this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:55:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This made an impression on the producer I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So when they came up with cereal, they just said who should we approach to run ads for this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He said they said, well, let's just call it mailchim because I had that quirky ad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that's how they gave us first dibs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I know this just from inside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was very, I mean, it was shockingly cheap, which you pay for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was shockingly cheap, yes. And furthermore, they said, you know, what do you want us to say for the what do you call the intro?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we said you do it, you know better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know your audience better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We believe in your creative process, so we trusted them and they they did this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Interview people on the sidewalks of New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Support for cereal comes from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Milk from milk chip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:38 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:40 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Chimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That delightful young woman mispronounced this and called this mail camp and I, and I remember, you know, Mark de Christina.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[He walked into my office with this recording and he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Of sheepish about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She was saying, like, and Mark was your was your marketing manager, right and marketing, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And and you know, he's like you. Remember that thing we agreed to sponsor?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:56:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They sent the first draft and here's what it sounds like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we listened to it and he was like, The thing is, I think it's kind of funny and we should go with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And you know, I hesitated for justice a second.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Should I demand that they actually pronounce my name correctly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, your brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Think I have a right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:15](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I think I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Have a right and no, nobody in their right minds would would agree to this and I said, you know what? Screw it. Just go ahead and do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it just was a hit and it just went viral.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Everyone knew what mail camp was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it really like, took our brand out of the the entrepreneurial world. And like the tech world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[World like for the first time we had people telling us that, like their mothers or grandmothers were asking them about MailChimp. Like just mainstream America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[About mailchim, it was so crazy like you mentioned Saturday Night Live. They did a skit about cereal, and at the end they had a mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Ad as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:57:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. And that night, you know, my Facebook Messenger just lit up with all of my friends saying, oh, my God, you're on Saturday Night Live.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[If ever there was a comprehensive history of ad campaigns, that's got to be in there because, yeah, we're such a simple ad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But it was also, it was the ad before the show that you were anticipating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. And everybody was waiting for the next episode to drop and and and the coach been like that support for cereal comes from MailChimp. Yours how marketing, blah. And then and then it would that would be it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's what it wasn't they did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They, they real and they actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That show created the kind of template for creative podcast ads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, the, the, the, the price went up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[For.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm sure it is for season 2, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Season 2 the price went up significantly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They wise up to it, but what a lucky break that was for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I I mean to this day, we look at our quarter 4 results and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's just like a bummer because the serial the quarter where we sponsored serial did so amazingly well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hard to beat it every year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's like darn it, that cereal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It just makes it too hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Oh wow. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, it's it's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:58:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was an amazing quarter for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[All right, so you're now on the map.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I think by 2014 you had grown to 300 employees still entirely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Privately owned, self funded and that's a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You gone from the three of you kind of working, you know, hunched over keyboards to a company of 300 people in a pretty short period of time. And I imagine like that, that's a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[To remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, I mean it for me as a founder, I was really good at that point. Running like a small squad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, but when it got to hundreds of people, it got really hard for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I remember a meeting that we call we we we were doing these like little little all hands we call them coffee hour meetings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They were maybe 2040.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We we meet on one floor and talk about everything we had planned and we had stopped doing them for a while. And then one day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Founder Dan and I were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Let's let's have another coffee hour.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Haven't done in a while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[00:59:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Let's get the band back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Together, we send out an e-mail to everybody saying, hey, we haven't done this in a while, but we're going to have an all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This Friday whole 300.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, why not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But in all hands that can set off alarm bells.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, it it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We didn't think about that. And then so like a couple of days go by, we're like, you know, we need to be considerate because the customer service team, they've complained in the past that when we hold all hands, they can never quite disconnect from from serving customers and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Be present.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So let's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Them that they can shut down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So we sent an update saying furthermore, during this all hands chats will be closed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We think we're doing them a favor, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Unbeknownst to us, rumors are swirling that we're shutting down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Is really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Or maybe maybe somebody buying mail chip or something?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We had no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Dan and I have no idea walking into this all hands that people are basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Completely terrified of what we're about to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:00:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The other thing you know, just to make things interesting, was that day of the all hands was Halloween and we had a costume contest going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Everybody was in costumes when we when we all met.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And and I have we have some creative people that mailchim and their costumes are really elaborate and amazing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The front row I remember it was just like all murder clowns and they were horrifying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, like I remember, just like constantly looking down at them, just like mortified at them and they were probably just as terrified of me whatever I was about to announce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What did you do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Would you stood in front of them and said and said what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Things are great. We're awesome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, I I barely remember. And and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Are there any questions?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We had people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The questions that that were coming were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know totally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So you know, we were talking about how successful things were growing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know we were on a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Things were looking like up and to the right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:01:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And people were raising their hand, saying so. So what's the strategy, you know, and my answer, you know, it's a start up founders. We don't need no stinking strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Got this. You know, and half the audience would would cheer and say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We don't know strategy and the other half would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And and they were just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The person asked me that, you know, raising his hand and saying why do you feel the need to keep it a secret?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I remember thinking, Oh my God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[There actually is no strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, you know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I remember looking out at this audience and I remember half of it being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Kind of old guard, you know, sort of like the typical start up pirates and the other half of people like being really concerned like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What? Why are you hiding things from us?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so the whole meeting just completely flopped. It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:02:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was an awful meeting and I was just shell shocked from the whole thing, and I remember going back to my office just sitting there alone, thinking about what in the world just happened to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And in fact, you had no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Your strategy was everything's going fine. You've got this e-mail marketing product and we're good to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, business is going through the roof.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What do I need to have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Strategy for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. What do you mean, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I might have said the I might have said the strategy is no strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Might have actually foolishly said that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But you know, when I went back?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[My office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A young woman knocked on the door, came in, sat down in front of me and very politely said, you know, I think you could use some leadership training.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wow, that was really bold of her to come into my office and say that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Her name was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She's now our chief comms officer at MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And at the time, I mean this is like you'd already been running the company for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[14 years that must have been pretty hard to take. I mean, I'm sure it's true, but but hard to take.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's like an identity crisis, sort of like you don't know who you are anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I thought I was a pretty decent leader.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I remember subsequent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:03:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, we would have an event of some sort. And I remember just not being able to talk to anybody anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Just remember being I stopped.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I would just sit in the corner and I would only talk to people if they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Up to me, but otherwise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Because you are self-conscious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Self-conscious and worried that anytime I open my mouth I would just make things worse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was really one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The worst times of my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[When we come back in just a moment, how Ben tried to build a happier work environment and how this year his leadership was tested again when a bunch of key employees walked off the job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:24](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm Guy Raz, and you're listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How I built this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This message comes from NPR sponsor the botanist gin from the Wild, Remote island of Isla, off the coast of Scotland.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:04:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The botanist gin is distilled using 22 foraged island botanicals that have been sustainably hand picked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:05:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Order the botanist for at home delivery on drizzly, get $5 off your order with coupon code botanist NPR. The botanist gin 46% alcohol by volume imported by Remy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:05:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[USA, New York, NY please drink responsibly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:05:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Support for this podcast and the following message come from policygenius.com policy genius makes it easy to compare and buy insurance online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:05:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Get personalized quotes from over a dozen top insurers in minutes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Then let the policy genius team of licensed experts handle the paperwork and red tape to get you covered for life insurance, home and auto insurance, disability insurance, and more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:05:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Compare and buy with ease at policygenius.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:05:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hey, welcome back to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So it's 2014 and Ben is still reeling from a very difficult and awkward all staff meeting at MailChimp, which basically has him questioning everything about the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And it was so bad, I didn't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, I guess I was coming home and not really talking much about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Just weighed very heavily on my mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I remember my wife sitting down next to me and just saying, you know what I think I'm going to take the kids and move out for a while. Leave you alone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I remember looking at her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I just thinking why in the world would you do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, and I guess it had affected me so much that she thought it had something to do with her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's how bad it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I had no idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That it was like emanating from me, right, those vibes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:06:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I remember, I just. I told her. You know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's not about you at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Let me tell you what's going on at work and that was for the first time I started to talk to her about everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[She's probably sick of hearing me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[About work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But every day I talk to her about work and what I'm thinking and what problems I'm having.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we life is just so much better now that I've opened up and talked to her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What did the staff want you to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mean they wanted a strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What did what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What did you think they wanted to hear from you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[At that time I I thought that they just wanted me probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, to coddle them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know what, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That was my attitude at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What do you want from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like, why do you need me to tell you what to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So how did you resolve it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You did you seek help?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I went searching online and I actually I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I was listening to NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Driving around in the country somewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:07:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And Truitt, Kathy, the founder of Chick-fil-A, had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And someone at NPR, I believe, was doing interviews with people who knew him as a friend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And they were telling stories about Truitt, Cathy, and a guy came on and and his name was Clay Matheel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And they talked about how he ran his company, sold it, and he started a school for founders. It was in Dayton.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Ohio and this guy, he sold his business for multiple billions of dollars and he just wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Small business leaders to learn the lessons that he learned the hard way and learn how to scale their businesses and become better leaders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I just thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You don't even try to disguise name down and go look him up, and that's what I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Went to his school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You went to Dayton, OH.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I went to Dayton.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. And it's it was maybe two or three days. So it was built the school, I I haven't talked to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[For how long?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The school is built for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:08:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, this was his hometown, Clementele hometown, and it was really built for, like small family businesses. And you know, I remember it said like the minimum revenue had to be 2 million in revenue and you know, we were like maybe at 200 million or something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[By this time and so I I didn't tell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I didn't tell them that I submitted the form and I said, you know, yes, I make 2 million in revenue and I went out to Dayton. OH and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I learned a lot out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I needed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, it was a lot of humble pie that I ate out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How do they describe it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like a leadership training.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yes, there was a lot of that kind of stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So talking about strategy, talking about culture and stuff like that, but the most helpful stuff was like they they make you get out of this mode or it's all about me and it's really all about the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's all about, you know, it sounds cheesy, but you know, you have to understand like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What's going through everyone's minds when they're talking to you is I am not good enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's like the self-conscious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's this tape that's playing through everyone's mind, and you have to remember that as a leader and you've got to, like, shake that out of them, make them feel confident, make them work as a team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, it was more psychological stuff like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Kind of helped me get out of my rut and think about leadership in a different way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So how did you start to change the culture of of the company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. So we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We cared about most was actually our employees who had been with us for so many years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Wanted them to become.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Good managers and progress through leadership at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So we started to think about like, what would it be like if we had like a merchant school, Oregon, A MailChimp Academy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We started to inquire about that, talking to some local professors at Emory University, and they said, you know, we we can absolutely help you with that. But first we need to know something about your culture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know we were like, well, what's that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I don't know what that means, and I said, Oh well, you know, it's it starts off with your core values and we we said we don't what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So yeah, that's that's how the whole journey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And we, you know, I hired a chief culture officer to kind of help us maintain that culture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How the whole process came to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so as you started to develop a so-called culture, did you also start to develop a strategy of what you wanted to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hello.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Eventually, it took a few more years after that, actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mean here's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The thing about early years of a of a startup you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The idea of strategy just gets more sophisticated the older you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So in the early years, yes, I think we did have a strategy. In retrospect, it was nothing but a product Rd.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was just we will build these three things this year. So yeah, we did eventually have these strategies and we we made a conscious effort to always keep it simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[No more than 3 themes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, it had to fit on a sticky note. Was always my philosophy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Many years later, I think 2018.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Is when things had to get way more sophisticated and we started to see that we needed to hire eventually. What we have now, a chief strategy officer, because man, it's a thing now. It's real. I can safely say we do have a strategy now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, I mean now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:11:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Since then, I mean, you guys kind of went on a an acquisition?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, from 2019 to 2021 and you're no longer an e-mail marketing service.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You offer all kinds of things, I mean, including an ecommerce platform like Shopify. I mean, that's one of the first things that that leads you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Not hey, set up an e-mail marketing account.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Exactly. And you know, by the way, you know, when I was out there in Dayton, OH, at this leadership school, they had a little exercise to make founders think about what is the real essence of their brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Not the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's like what is the brand all about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And by then, everyone knew that I was the founder of MailChimp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so they just came to me and they said, I'll tell you right now what your brand is and to at every single student in that class told me you need to get out of e-mail marketing and expand into other channels.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I got the idea from Dayton. OH, let it be known.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, that was like, I don't know, 2017 ish is when I came.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And told the company we we have permission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:12:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know our brand has earned the right and the permission from customers to expand beyond just e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, we have been since 2017, adding social media channels.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We also started MAILCHIM presents where we produce video content for people too, because YouTube is like it's now like the world's #2 search engine after Google.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Out there producing documentaries and movies as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[U.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[About what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Entrepreneurialism. Sometimes it's not even about entrepreneurialism. It's about, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A parent having you know some kind of an argument with a son who really wants to be a musician.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mean. It's like interwoven in there are stories of entrepreneurialism.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Tell me about last year, because imagine that it was as I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:37 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[There were lots of challenges, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[MailChimp seems like the kind of company that can easily move to a distributed model without too much disruption.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, is the future a hybrid model or is a future work from home?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Do you think back to the office?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Can I say I don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's all over the board.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And when I talked to our employees, it's very clear that they do not want things to go all the way back to normal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Want that? That hybrid approach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Coach. So we're calling it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So it's going to be, you know, a scenario where people can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Do you want to be primarily office and sometimes home? Oregon primarily home, sometimes office, or all home or all office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Have to choose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then it stays that way for I think like six months I think is how we're going to pilot this thing. That way we can actually make space planning decisions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, right before the pandemic hit, we had sign a contract to open up a new headquarters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So I think I think we're still going to need physical space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Maybe not as much as we thought originally, but the nature of the space I think is going to change where I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I think people will work at home more often kind of doing their deep thought work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And then they're still going to want connection with each other where they can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Of brainstorm together and collaborate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And justice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:14:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so the office space that they come to should probably be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Built for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Part of the challenge for many companies last year was, you know, it was tough on morale. But just tell me about about last year and about your team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mean you've got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How many people more than 1000?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, about 12.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[100 and how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I have to assume like in any any company there were people you know were feeling low.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Was a tough year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Handle that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Nevertheless, we tried everything under the sun, you know, for the first few weeks we tried to post videos, you know, every day and then you know, that was just too much and overbearing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was weird, you know, in some ways we were more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We got a lot more done than we did when we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. So it was encouraging in some ways and you want it to be optimistic and you could almost get confident about that, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But then just the morale. Just dragged everything down as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You you couldn't really celebrate anything either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's a tough, tough year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:15:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You are not going to be surprised about what I'm going to ask you next because it was covered by a few publications, but there was an article that came out earlier this year about what was described as a an exodus of mainly women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And women of color, senior women at the company, like 7 or 8 or maybe more than that, I'm sure you you read the articles and are aware of it. And one one of them, you know, said I dealt with sexism and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And bullying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And MailChimp and I wouldn't recommend my female friends to work there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What did you think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, first of all, were you surprised?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[By seeing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah. You know when when you're a founder and something comes up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Now it's a real it's a real gut punch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We learned a lot from that and I I am grateful for what we learned from it. And, you know, in retrospect, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We were always intentional about our culture at MailChimp, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:16:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mean we got people to help us codify it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, we hired a Chief Culture officer. I I would say that we were really good with our culture and what can happen to a founder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Know this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This is my warning to other entrepreneurs out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[When you're good at culture in the early years, sometimes you can kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Lull into like an autopilot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Like we were good and we were attracting people because of our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[People were doing stories about our culture. So as a founder, you know, you can kind of just think, well, we've got that down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I don't have to worry about that right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Let me just focus on growing the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so that's what I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I just focused on growth and not enough on nurturing the culture. I mean, you can be fooled into thinking growth and strategy is your only job as aceo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But no, it's culture as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Because that that that's what drives everything else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was 1200 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You can't know everything happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You can't have your finger on the pulse at all times, but you are expected to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:17:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[A sense 'cause you are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know the leader at the helm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What? What are you gonna do to respond?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Well, we we made our response public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, we have our six big commitments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We have a whole strategy on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It's called our culture reset.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Plan. So we actually published that, but it came from the very first thing we did was I just held constant office hours where I just listened to anybody who wanted to talk to me and I just took notes and people from every department, every rank they came and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Told me what they were experiencing and it was heartbreaking to hear that some people weren't feeling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know that MailChimp was what I thought it was, you know? And I listened to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I came back to the to my leadership team and they were holding office hours too. And we compared notes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Put together a plan to change the culture and the thing that we said was like one year from now. What do we want the headline to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Have this awful headline that's out now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:18:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That we're dealing with, but one year from now, what do we want?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Headline to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That was how we started our meeting and someone said the headline should be MailChimp leaned in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We didn't shy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[We leaned in and we changed the culture for the better when you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The company today easily, if you wanted to, could you could easily sell it and probably been offered lots of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[For it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, you own half of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Would you ever?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Consider doing that salient.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I've had offers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The thing is, I love what I do and I find that I am happiest when I have a really tough problem to solve. When my eyebrows are like my forehead is all furrowed and wrinkled. 'cause I'm just like struggling to figure out, oh, this is a new Challen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[How do I conquer this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And that never ends. When you run a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, it's just it's never ending problems to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:19:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And so I just feel like every day I always have some new challenge and I love that. I really do. And I just can't see myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Retiring, I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I I it's one of those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I you know, you never you learned over time, after 20 years of running a business, you learn never say never, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I think I have an open mind about it, but I can say really, honestly and truly like having meaningful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Work is just the most important thing, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And I mean down the road, you may decide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But you don't want to be the CEO and you hire somebody else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That that's possible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, we the other thing is like early on, we talked about VCs knocking on my door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Saying take my money, we can help you flip to enterprise. All yada yada, but nowadays.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know the tone has.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I get private equity companies coming in and they they don't ask me to take their money and grow it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The first thing they ask me is how's your health?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:20:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It feels like they're just waiting for me to keel over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[They're like, well, here, just to hold my business card just in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Case you know in case.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You keel over and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Your wife needs to contact us. Here you go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[What's your BMI?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Exactly. It's it's creepy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So it makes me think, you know, like, oh, maybe maybe there there is going to be there is going to be a time where you know I need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Step back and maybe have a succession plan and have someone take over running it day-to-day. I do see that as a possibility, but right now I'm just so happy running this thing. Do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, obviously worked extremely hard making this happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[But I think you did have some incredibly fortunate breaks that, like you couldn't control, like mail camp do you are, are you a believer in luck or do you think that what happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Really has to do with just how strategic and smart you guys were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I totally believe in luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:21:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I mean, but I think it comes from constantly striving and looking for that silver bullet. When I look back over my 20 years, it felt like I was always looking for the answer, always looking for what is the playbook that I'm missing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know it's constantly searching and then all along the way, stumbling upon something that actually does better than my wildest dreams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I always had in my mind that I was just a bumbling idiot from HEP CB Georgia who stumbled into business and somewhere out there someone new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[The right answer of how to run my business right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[These.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[These days, you know MailChimp is much bigger and I get invited to ritzy events.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[With some really great business leaders and I remember being in one recently where ahead of one of Microsoft's cloud units, he was he was speaking about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[His how he hosts executive leadership team meetings and he says we're still winging it. We have no idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You know, he didn't say it that way, but he's we're still experimenting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:22:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[And they've been around a very, very long time and they know what they're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[So you know, it was that moment I realized, oh, my God. Nobody has the answer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[All just winging it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Everyone of us is just winging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I don't know if that's hopeful or horrifying, but that's what I've learned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That's Ben Chestnut, Co founder and CEO of MailChimp. By the way. Back in 2015, when people were still talking about their viral ad on cereal, the podcast's producer Julie Snyder revealed the identity of the person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Mail camp, it turned out to be a 14 year old girl from Norway waiting in line outside the Apple Store to buy an iPhone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[That famous mispronunciation was also, and probably inevitably, remixed by a fan and posted to SoundCloud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:50 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Male male Peng.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:54 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Male penis. Male.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hey, thanks so much for listening to the show this week. If you're not yet a subscriber, please do subscribe wherever you get your podcasts. If you want to write to us, our e-mail address is hi BT at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:23:58 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[E-mail Danny mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Kenny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Org if you want to follow us on Twitter or Howie built this or at Guy Raz, you can find us on Instagram at how I built this, NPR or me at Guy Raz. This episode was produced by Liz Metzger and JC Howard with music composed by Ramtin Arab.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[It was edited by Neva Grant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Our production staff includes Casey Herman, Rachel Faulkner, James Delahousss, Julia Carney, Farah Safari, Janet Ujun Lee, and Annalise Ober.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Our intern is Harrison, Vijay Troy and Jeff Rogers is our executive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[Oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[01:24:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gU8)