# Audio file

[Policygenius Jennifer Fitzgerald.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hey, it's guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And before we start the show, I want to remind you about the how I built this summit happening virtually in your home and this week like as you are hearing this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And it's not too late to get tickets if you're looking for practical business tips and advice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The summit has you covered. If you're looking to kick back on your couch and enjoy some inspiring conversations with leaders like Bernadette Brown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Gary Vaynerchuk, Sal Khan, Troy Carter, Kathy Hughes and more, the summit has that covered, too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You'll be able to connect with others, expand your network, and will even have daily live streamed yoga classes and other useful business sessions. Thanks to our event sponsors. This is your last chance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Miss out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Tickets are available this week at summit.npr.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A big thank you to GoDaddy, the presenting sponsor of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:00:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Summit and to our supporting sponsors, Dell Technologies and Bulldog Online yoga.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[O you only had a six month runway to test out this idea and make a decision and either you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Able to go after it full time or I guess you would. You would have to go back to your old job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Correct. How did you generate?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Customers or interest for this very slowly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So before we raised any capital, we were funding this with our own money. And so it was small amount spent on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Google advertising stupidly spending money on Facebook because neither of us knew how to do any of this right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I had no idea what I was getting into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And how many people actually bought insurance through you in those first six months?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[God, maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:01:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[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_gV0)

[00:02:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I'm Guy Raz, and on the show today, how Jennifer Fitzgerald dreamed up a new way to sell insurance and created policy genius, an insurance marketplace that now has 30 million customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Content marketing is not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[One of the classic examples is the Michelin Guide as far back as 1900 when you'd buy their tires, they would hand you a guide they'd written full of suggestions for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Restaurants and Inns to stop at during your journey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And these days, just as many people associate Michelin with restaurants and hotels as they do with tires.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But the idea of creating content around your brand is a must do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Really took off in the past few years as social media became a primary marketing tool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:02:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And so today, it seems like every business from law firms to venture capital groups to food brands have a content strategy or are trying to develop one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[For example, go to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Dot com, a company that sells sales and marketing software.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you might think you've landed on a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[School website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You can find all kinds of articles on how to build a brand templates to create infographics, tips on marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Same with Glossier website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The gloss.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's basically an online beauty magazine that shows you how to properly exfoliate or dye your hair crazy colors. And with both of these examples, of course you are eventually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Led to products for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's customer relations management software and for glossier skin care products and cosmetics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And it's one of the reasons why these brands often appear high up in search engine results.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:03:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[When you type in marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Tips brands like these have created so much content. Articles, guidebooks, templates, usually for free because they know it's a way to get you into the door and to differentiate what they do from their competitors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And this is precisely how policy genius was able to become one of the biggest insurance brokers on the Internet about a decade ago, when Jennifer Fitzgerald and Francois de Lam came up with the idea to sell insurance online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hello.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They knew that they first had to convince people, or rather their millennial target audience, why they needed insurance at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And they did this by writing articles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Lots and lots of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Detailed explanatory posts on how life insurance works or why you need it, or the different types. In fact when they just started out with a very tight budget.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:04:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[One of their earliest hires was a Blogger, not a sales Rep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A marketing lead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Someone to write articles about insurance on their website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And for nearly a year, those articles were read by almost no one, but over time, that content strategy would pay off. As the article started to appear on search engines. When Jennifer and Francois initially tried to convince investors that people would want to buy insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The same way they buy airline tickets on sites like Expedia and Kayak. There was very little interest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But today, nearly a decade on, Jennifer is widely considered to be a pioneer in the burgeoning sector now known as Insure Tech Insurance technology.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[She's one of the very few insure tech female founders who've raised more than $100 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But selling insurance was not in her life plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:05:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Jennifer really aspired to be the US Secretary of State.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[At the very least, a U.S. ambassador.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[She was born in the Philippines, where her parents met her dad was stationed there with the Air Force, but eventually moved the family to the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[My dad got stationed in Ohio.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That was my mother's first time out of the Philippines was Dayton. OH, in the middle of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So it could not have been a bigger shock for to this day and no disrespect to Ohio, but she just has the worst memories.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Of Ohio.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you grew up kind of like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Like every couple years, every two years going to a different place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we lived in Ohio for two or three years, then moved to Biloxi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We all crammed into a tiny trailer in Biloxi, Ms. 'cause there was not family housing on Kiesler Air Force Base.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[There for a little bit, then moved to Albuquerque, NM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[My brother was born there and then we moved to San Antonio, TX where actually there was a decent amount of stability.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We were in San Antonio for probably seven years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[See, you were basically a military kid for for most of your childhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Till I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So my dad hit 20 years when I was 14.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And retired right after my freshman year in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[He took a civilian job in Bluefield, WV, which is a small town on the border of West Virginia and Virginia, and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[At.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What the entire family moved from San Antonio, a big urban city to West Virginia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you're about 3 hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Three 3 1/2 hours from a major city which is Charlotte.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, I'm looking on the map.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right in the Appalachians.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Oh yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, it is beautiful country. We were up in the East River mountains.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:07:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I highly recommend anybody who loves like the fall foliage to to take a drive through that part of the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[During the fall cuz it's spectacular, but it is pretty rural and pretty remote from any major like so if you want to take a flight you're either traveling to Charleston, WV or Charlotte, NC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So all right, so you grow up in this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, you do high school in this tiny town in in Appalachia, on the border of West Virginia and Virginia, and I imagine that this was not like you were kind of waiting to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Graduate and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Leave. Is that fair to say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah. Now, no. Yeah, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[No disrespect to the region, I had a wonderful time in high school there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Made some friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Friends and really enjoyed my time there, but I've always been a bit ambitious and looking ahead to what's next and was counting down the days to when I could go off to college and on to bigger, bigger scene.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:08:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And will you, when you work in in high?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Would you sort of imagine that one day you were going to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What if you did? Imagine that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I in high school and through most of college, what I was envisioning myself was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Along the lines of Secretary of State, Secretary General of the UN.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Just a couple of you know, some some small ambitions there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Very. I was a very Tracy Flickish.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So, armed with his ambition to run the State Department or maybe the United Nations, or maybe both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, different times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Who knows?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Those you decide to go to college and presumably did you study like political science or something like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I had a double major in political science and international affairs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you went to College in Florida.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:09:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you're in college and you're clearly sounds like you're heading towards the policy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That kind of policy world and and and, you know, maybe law school or something. But but you were not looking at like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Entrepreneurship or business or finance that was not on your radar at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I don't even think I took a single business or finance course in college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Took economics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's part of the, you know, Social sciences program that I was in, but not a single course in the Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[OK, so you you graduated college and I guess you actually afterwards decided to go into the Peace Corps.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What was the idea like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What was the attraction for you to go to go to the Peace Corps?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was part adventure, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Just something completely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The adventurous extraordinary getting dropped in another part of the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So that was a big piece of it for sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:10:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Part of it was, you know, again being very ambitious and a total gunner looking ahead that the types of jobs that I wanted in the State Department or in the UN required international experience. So you kind of have a catch 22 of how do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[International experience without having prior international experience and Peace Corps is a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Way to do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And the third piece was more personal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, I was acutely aware of how lucky I was to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Having grown up in America to American, you know, Dad and a mother who eventually became naturalized.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[My mother grew up in pretty severe poverty in the Philippines.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I was always acutely aware of just, you know, by luck of the draw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, being in a very privileged position and also just wanted to, you know, put in some time and service and the developing world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you ended up in Honduras?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You're I'm assuming 22 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And we're in Honduras.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So training in the CAP on the outskirts of the capital city, Tegucigalpa.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:11:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And then I was assigned to Santa Barbara, Honduras, which is a department capital city in the in the West.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's up in the mountains, coffee growing region.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Four hours away from the capital city.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Three hours away from the largest city on the North Coast, which is San Pedro Sula.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wow, so really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And what was your assignment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I had a very atypical assignment in the Peace Corps, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Following my college graduation, I actually did some postgraduate work as part of a Peace Corps prep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I studied urban and regional planning and got assigned to the urban and regional planning sector in Hun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Duras, where volunteers are assigned to an embedded with local municipal governments to work on, you know, municipal projects, be it water and sanitation or public services or planning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:12:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Any sorts of assistance at the local governments need, so I was assigned to the Santa Barbara Municipal government.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[My counterpart was the mayor of Santa Barbara, and so I worked pretty closely with the mayor and the Municipal Corporation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[For for two years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[On you know what eventually became digitizing their property tax records and overall information management and municipal government.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, it doesn't sound like I think when some people might think of Peace Corps, they might think of like building houses or digging trenches or something. But like, you were basically helping to digitize.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The property tax system for this town in western Honduras.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, all of their property tax records, all of their records about who should be paying for water sanitation. We're just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[On little paper cardboard files in a filing cabinet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So they had no way to understand who was overdue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Had no way to send out bills.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So if somebody came in to pay their property taxes or their water bill, great otherwise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[There was no way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Way to to collect or enforce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That we're like the gears starting to turn your in your head about business in any.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[At.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Or was it still really very much about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Policy work that you were interested in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So what I ended up doing was creating a very rudimentary software system for the municipal government of Santa Barbara and had actually talked to a few folks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[There was some consulting firms down there who were working with the US Agency for International Development.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They got wind of what we had done in Santa.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We're talking about, you know, how do we replicate this and other municipal governments?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I wonder if you can make a business out of this and sell this software to other municipal governments, not just in Honduras but elsewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I literally had that thought for maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Month and then put it on a shelf.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:14:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I think that's where the gear started turning for me about business, but was still very much, you know, set ahead on International Development, international policy work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:15:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So from what I understand you spend, you would spend 4 years total in Honduras and I know the last two years you actually got a job at the World Bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:15:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:15:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But I guess for from what I've read, like you weren't really into the whole bureaucracy of an organization like the World Bank, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:15:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right. Because right in big institutions like like that are sometimes bureaucratic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:15:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They are after having spent a couple years on the inside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:15:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right. And seeing very mission driven, very, very smart and passionate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:15:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But you are a gear and a very very large machine that has inertia and doesn't tend to move very quickly or very or drive a lot of innovation in the space that you're in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:15:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you know, I fast forwarded, what would my life look like in five, 10-15 years if I stayed on this and it was looking more like, oh, great. I would be a senior portfolio manager of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, one or two countries doing a lot of desk work, and that wasn't for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you were, I guess at this point like 2526 years old?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yep. And you decide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Better go to law school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Basically, as I think most people who go to law school do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What I knew was I was going to do basically a hard reset of my career.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So moving away from the International Policy International Development world, I knew I wanted to do a hard reset and go to the business world after grad school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you come to back to the US, you go to law school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you go and you work at McKenzie, which is the consulting firm which a lot of Business School grads do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What? But they also, I mean they they hire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:16:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They hire from a wide sort of range of industries, which is one of the reasons why they're so successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What did what was your what part of Mackenzie were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Were you working in what did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Do there. So I was my first assignment was with a big insurance company. One of the one of the top ones in America and that insurance company was in a lot of trouble because of the financial crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They had a whole bunch of obligations that they couldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Meet and it was threatening to bring down the entire insurance company. So they brought in McKinsey to help figure out what to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So that was my very first engagement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Add a big insurance company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Where were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Were you in New York working working for? No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I was not in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You can't say where you work, because then we would know the insurance company and you signed an NDA that I guess lasts for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Then you would know the insurance company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Rest of your life, correct?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Don't these people at McKinsey know that they're messing up my my podcast?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Good stories.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Suffice it to say, it was a large.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:17:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Fortune 100 insurance company that had life insurance, annuities, asset management, you name it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Man all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you go work for this insurance company and and what? What did you start to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, was it interesting to you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was fascinating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[This was my first real crash course in business, right and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[This is a company that's fighting for survival.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Too is this is my first get my hands dirty like digging into a PNL we were trying to figure out where they could cut expenses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Were trying to figure out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Whether they could reprice certain financial instruments in a way that would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Be compliant and also preserve the business and also do the right thing for customers. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The complexity and the breadth and the depth of the problems that we had to tackle on a daily basis was fascinating and energizing in a way that I had never really experienced before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:18:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you're fully at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I think you started there 2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So here's here's a question and and I'm sure you've gotten this question before in in different ways, and so I'm asking a kind of a delicate way, because it's this is your life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is what you do now, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Insurance for for those of us who don't know, I I have a lot of insurance like, you know, I'm doing the responsible thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Insured here. There I got insurance, but it's boring to me, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But but and I have to imagine that part of you thought it sounded boring at the beginning, but what was it about it that started to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Fascinate you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It does sound boring, but once you start peeling the onion, there are so many interesting pieces to it, so I'll give you a couple examples.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Data science.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[There's nothing hotter in the tech world or in the business world than quote UN quote big data and data science, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The original quote UN quote data scientists were actuaries.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:19:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So these are people who are looking at mortality tables, morbidity tables.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Dating back hundreds of years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because insurance has been around for hundreds of years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And creating models to price that risk appropriately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So that's one piece that's interesting. The second piece that's interesting is the consumer problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So when you're selling something, it's easier to do it. If it's a tangible thing, like a pair of shoes, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A really beautiful cashmere sweater or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Lip gloss that you can see, touch, feel. See it on somebody else or something. That's fun, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A trip or an experience or travel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Insurance is none of those things, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Can't see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You can't touch it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You hope to never use it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's not something that's fun in fact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Force you to think about a lot of things that aren't fun at all, such as a house fire or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Or death.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Or death or getting hit by a bus, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So how do you sell something?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:20:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That does not check any of the boxes for something that people want to buy, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So it's an interesting behavioral psychology question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[An interesting marketing question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's an interesting consumer insights question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How do you get this product that people should have and people know that they need to have, but absolutely do everything they can to avoid thinking about it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Get them to think about it and get them to get it right. And what I tell people is, listen, if you can figure out how to sell insurance to millennial consumers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You can sell anything to anybody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Full stop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's an interesting consumer problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Easier than selling like a beautiful pair of Nikes like Nike sell themselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wants, you know, the latest shoe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Those are the coolest jeans that make you look skinny, right? Try selling life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Are working on insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:21:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What do you and and by the way, I think at this time you meet the person who would eventually be your partner and then Co founder Francois, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We both met at McKinsey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Alright, so now you're at McKenzie and you are kind of really into this industry. And and this is what often happens with. We've had stories like this in the show where people go to Bay Bay or McKinsey or consulting firm and they learn a lot about a se.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And they start to say well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Know I'm I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I'm spending all this time, all these companies and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I actually think they're not doing X right or Y right or they're not focused on Z. And it sounds like you and Francois start to kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Talk about things that could be better. Or does it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Of just land in your lap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How do you start to think about wait a minute? There's something going on here. Maybe we can do something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah. So we had, we started working together on insurance engagements.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And this was around 2012. That detail is important because the Affordable Care Act had been passed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:22:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All the implementing guidance and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was going to look like had not been hammered out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So what happened was you had a whole bunch of insurance companies in the life and health space saying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Oh, what does this mean? That they're now going to be these like state-run and government run marketplaces?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[At the time, nobody knew what was going to be on these marketplaces. As it turns out, it was health insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Back then, there was an open possibility that it could be health insurance and disability insurance and life insurance, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All of the benefits that you would typically get through your employer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So McKenzie had quickly spun up a practice as well as a marketplace simulator to advise these insurance companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Around how to now move away from, you know, the brokered model where you're working with brick and mortar brokers who are, you know, putting health insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Life insurance and disability insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:23:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In the companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Or to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And now you're going to be directly consumer facing on these online government run exchange, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Changes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And so we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We were working on this and started talking about, you know, if these government run marketplaces and because their government run, it's likely going to be super clunky and not great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Why isn't there a private version of this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Why? Why is this such a revolutionary thing that these insurance companies now have to be consumer facing online?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That was the initial light bulb that we started talking about, you know, over dinner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And it just so happened that the two of you started to date, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[There and and so as you do, you would share ideas with the, you know, the person that you're closest with. And and he he started to kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What was? Did he have a bunch of ideas?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That he just, you know, or did you have a bunch of ideas?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:24:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you begin to talk about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Maybe trying something on your own?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I did not have a bunch of ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I was probably I enjoyed Mackenzie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I was doing well there and I was probably, I don't know, a year or two away from making partner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I was happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I yeah, I was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I was not dissatisfied, to say the least, and I was wired to do well in an environment like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So what did Francois? What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did he? Did he say do you hate Jennifer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We can do something on our own, like how did? How did the idea of even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, starting something on begin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, it was basically like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we were out of town working at an insurance company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We'd have dinner every night and he'd start talking about, hey, this could be something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We should be thinking about this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Been doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I don't think there's a good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:25:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Alternative to these government.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Seems like there's something we could do. An insurance and distribution. And I said sure, that's great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I don't know what it means to start a company or why I would leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A pretty good gig that I'm happy in so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was slowly, you know, as we started getting into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Talking about it kicking around the idea more, I also then got promoted McKinsey to associate partner, which is the step before partner and I didn't like that role as much as I did. Being a manager of the team on the ground and being really in the problem Sol.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Piece of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So that's I think the thing that got me started with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Really want to be, you know, not necessarily lifer, but a partner at McKinsey and really invest the next several years in that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And we ended up taking a leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Absence from the firm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To work on an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is that what? And is that what you say to them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hey I want to get leave of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:26:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We're we've we're kind of thinking about our own thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yep, that's what we said in the firm was very supportive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And, said Okay, we'll we'll see in six months or or not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And so we took six months worked on an idea, put together a very rudimentary prototype, and we're also, you know, testing, working together outside of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mackenzie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But prototype for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What was the? Tell me what the idea was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So it was to create.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[An online marketplace that was heavy on advice and education for insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But not selling insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[While selling it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you could actually like buy it through us, but it's also marketplace where you could compare figure out what you need, get advice on insurance 'cause most people are not experts in life or auto or home or disability insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:27:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I know this comparison may come up later, but is it fair to say that you were? You were thinking, hey, this could be like expedite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Media but for insurance like you know something where you could just go and, you know, find a bunch of different competing policies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And by the way, in 2013 when you started working on this, there was nothing like that out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[There. Not really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A couple lead generation companies that would put up a landing page promise you quotes or insurance, but then you know, sell your contact information to either insurance companies or to insurance agents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You had ehealthinsurance that focused on health and now largely just focuses on senior health and Medicare.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Nothing that was multi product, nothing that was like full service end to end right from figuring out what type of insurance you need to comparing, what are the options that are right for you to actually?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:28:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Getting the policy in your hands without getting handed off to an agent or an insurance company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:29:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:29:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So what did you guys do during that six month leave of absence?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:29:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Let's see, we've read books like the Lean startup.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:29:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[At least I did because I had no idea what I was getting into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:29:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Spoke to other founders and entrepreneurs to get smart on what we should be thinking about, not from an insurance perspective. But hey, what does it look like during during the first year or two of starting a company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:29:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And then building out that first prototype, which was basically a landing page.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:29:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Some educational content. We started with disability insurance because we were like, well, let's start with the absolute hardest product, which is disability insurance and then got appointed to be able to sell it on the back end with a handful of disability insurance companies, so that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:29:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[First six months to a year was seeing how the thing comes together and getting to a go. No go decision about do we quit our jobs at McKinsey and and commit ourselves to this, you know, full time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was it that gave you the confidence to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To quit and to start your own business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[O it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[One the market and consumer research that we did, the more we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In terms of understanding the consumer problem, the market size, the competitive landscape, I think the more comfortable we got that there was a big opportunity there, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Nobody else was paying attention to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That was one and two, you know it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Salt boils down to timing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So at the time it was, yeah, 35, you know, I didn't have kids, didn't have a mortgage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Had some savings from my time at McKinsey and said, you know what, it's now or never from that perspective, I thought, why not? And just and said, OK, let's do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:30:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[When we come back in just a moment, how Jennifer and Francois launched the company with about 20 customers and a name that no one could say stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[This message comes from NPR sponsor Microsoft Teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Microsoft Teams is helping priority bicycles reinvent the way they work. When the pandemic hit, the bike shop had to close their New York City showroom, they found a way to reopen by doing virtual visits on teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Now the team can meet with two or three times the number of customers than they could before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And people from all over the world can visit their showroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Learn more about their story and others.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[At microsoft.com teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:31:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[This message comes from NPR sponsor Snack Magic, a build your own snack box service, making it stress free and easy for you to treat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Event attendees, clients, or your global team to build their own snack box from over 500 snack and beverage options.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Whether it's one person or 1000 people send all your gifts in one simple e-mail order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And your recipients build their boxes online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Snack magic makes it easy to boost team morale and say thank you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Get 10% off with the code NPR and learn more at snackmagic.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What happens after a police officer shoots someone who's unarmed? For decades in California?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Affairs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How the police, police themselves or secret until now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:32:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Listen to on our watch a podcast from NPR and KQED.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So it's 2013 and Jennifer Fitzgerald and her partner Francois have six months to test out their idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[An idea to build a user friendly way to compare insurance rates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And right off the bat, they decide to focus on an area that's kind of overlooked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Disability insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Disability insurance is income protection.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So if you were to get sick or suffering injury and couldn't work, it replaces your paycheck for a defined amount of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right. So probably the most important type of insurance for for working individuals to have. Most people are dramatically underinsured here, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[When it comes to disability, most people don't have enough yet to do a lot of people think it's something you get after you're disabled.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Correct, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:33:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A lot of people think confuse it with SSDI, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Something that the government gives you after you're disabled.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And then I think it's terribly named because what do you think of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You think of something like truly debilitating, right? And in fact, most disability is like like a back injury or Crohn's disease is a big one, right where you can't work full time, but you're not completely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Debilitated from the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I think that's a misconception as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And So what are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Are you just finding people like that you new to and interviewing them about disability?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Just kind of understand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And what you could build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Honestly, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We had our last engagement at McKinsey was with a big disability insurance company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I think we suffered from a bit of recency bias.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And we said, let's try it out on disability insurance first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:34:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We knew we didn't want to do auto insurance because auto is just really competitive to to do lots of agents going after that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We said let's try disability.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We, you know, created a rudimentary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Website A rudimentary back end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Experience and started messing around with online advertising on Google on social media to see what it would take to get people to, you know, into the top of the funnel and pull them through to the funnel to be disability insurance buyers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And did you have the a name for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Business we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was a terrible name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So the first name for the bus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was know it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All know it all like know it all but an owl that would know it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All correct. And you're one of the first people to get it right off the bat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I would know what OWL and was an owl.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Like your logo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yep, it was. And was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did the owl have glasses like a wise owl?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[He did, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:35:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Like a wise old owl who knows it all, who can help you with your insurance needs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So she had a website and you had a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A disability insurance company that you're working with and you were like their agent basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We were working with a few disability insurance companies and we were yes appointed to be there to be an independent agent with them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And how did you approach?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you already have relationships with them because of your work at Kinsey?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[With with a couple of them, yes, and some we had to approach independently.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was it hard to convince them to to to let you work do this? Or were they like? Yeah, that sounds fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You can sell our insurance and we don't care. However, however you want to sell it, that's fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They didn't get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They just looked at us like like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We were going to be just another, you know, insurance agency, you know, located in New York City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They kind of didn't care how we got our customers. And so when we tried to explain, no, this is the model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is different, I think for the most part we were met with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:36:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Plank Starers and saying OK, I don't care how you guys get the business, but to keep these appointments you have to write business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So they didn't care how we did it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And and how did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, how did you generate any customers or interest for this very slowly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So before we raised any capital, we were funding this with our own money. And so it was small amounts spent on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Google advertising.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Stupidly, spending money on Facebook because neither of us knew how to do any of this right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So Francois had some marketing background like maybe six months more than I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We said, OK, you're going to be in charge of marketing all do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Whatever else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And so just trying to figure out how to drive online traffic basically be via Google and Facebook in those very, very early days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And how many people actually bought insurance through you in those first six months?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Gone maybe?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:37:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[50 certainly certainly no more than 20 to 50 people in those for six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I'd never sold anything before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And we often talk about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Sales is the hardest job in in Business School, for example, and Francois went to Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Don't teach you sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So this was a crash course in in sales and customer acquisition. And so you know those first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Couple dozen buyers was absolutely thrilling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was a real dopamine rush.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you were just financing this yourself through your savings from your time at McKinsey, right? OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Something that I I read and I can't remember, but I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Something like one of the insights that you gained at this time and I always think of Steve Jobs and I hear of this insight is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:38:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You you sort of realize that you had to educate customers on something they didn't know that they needed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Correct, which is very hard to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah. How did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How did you kind of come to that insight?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because people would sit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You be like, I don't. I don't disability insurance or, you know, like how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was through a couple areas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[One is once we got the first few visitors to our website right and we got them far enough down the funnel, but they ultimately didn't buy disability insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We reached out to them to say hey, could we interview to understand how you found us? First of all, why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You're in the market for disability insurance and why you ultimately didn't buy through us, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Read content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You got quotes, but you ultimately didn't buy and we'd love to understand why.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So at this point, I assume you're thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We need to raise money right to get this off the ground and. And did you go out and and look for money from VCs?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:39:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, we knew we needed to build a team to build this platform and to work with us, to build and launch this business, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Neither. We did not have between the two of us enough liquid cash to, you know, pay for a head of software engineering to pay for a head of product design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we said great, we've read a dozen tech crunch articles about companies raising big seed Series A rounds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hard could it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Be and how much did you think you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To raise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Dollars $1,000,000. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Dollar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you're in New York, you've got this kind of this cool idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Let's say the Expedia for insurance and that was that how you were kind of thinking about pitching it to to potential investors?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yes, OK. And and and you start to set up meetings with with New York based VCs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All those think we pitched every early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:40:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Stage venture capital firm in New York and got all knows, I think some of the feedback early on was actually helpful. I think our initial pitch was far to McKinsey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In that it was heavy on data, heavy on research. I think our pitch deck might have been the only pitch deck in the history of pitch decks to have footnotes on every page about where the data came from, as well as a 30 page backup appendix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In case you wanted to know more about the data.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And so I think one of the early folks that we pitched was like guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Drop the Mackenzie stuff and you have to tell a story, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You're not going to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Time to really capture the attention and excitement of a potential early stage investor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, ditch the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Ditch the 30 page back pocket appendix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you know, focus on a really compelling story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And that was great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we went back to the drawing board, redid our whole pitch and still got nowhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:41:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Still got a bunch of nose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What was the like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, sounds like a really great idea. Of course, from from 2021 perspective, but even 2014 like Expedia, kayak people are using that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mean I have to imagine they were already marketplaces that were marketplaces for insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But nobody, nobody did. Startups.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[When we were pitching, there was Zenefits, which was on the employer benefits side. There was, I believe, Oscar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:21](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was then maybe a year after us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Health care, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That was kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And so we were pitching, you know, the associates at venture firms are the ones who take these initial meetings, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Your average associate or junior partner is like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[25 or 26, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And we would often get asked is insurance a big enough market?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I don't have life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Why does anybody care, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:42:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I can't tell you how many times I heard that from a 25 year old venture associate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Say I don't have life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is this? Is this even a market need?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Or I don't have homeowners insurance or, you know, I don't have disability insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So, but that's the actually, you know what? I'm not defending that in any way because it's sort of short sighted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Most people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Get life insurance once they have children.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I have to imagine that's the so. So if you're 25, you aren't thinking I didn't have life insurance when I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[25.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[This is not something a 25 year old thinks about, so I understand that question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, but as an investor, you've got to remove yourself from like what you use day-to-day as a 25 year old in New York City to think about the broader market opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And at one point I got so frustrated with this question from a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, probably 26 year old venture associate who said I don't have life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[This a big enough need and I think I snapped back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You also probably don't use tampons either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:43:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's a big market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, cosmetics too, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Needless to say, cosmetics, you know? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Multi billion dollar market?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So and and was that dispiriting? I mean, you guys had, you know, you had significant experience, you had a law degree from Columbia. You had to work at McKinsey. And Francois was a Business School graduate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, did was it dispiriting to hear, to basically, to get? No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Feces.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In totally, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you know, you're talking to two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Insecure overachievers, and to get door after door shut in your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was discouraging, especially when you have been reading, you know, tech Crunch, right, which is the highlight reels. So you don't see the the failure stories. You see the success stories in Tech Crunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And so we were looking at each other going God, what are we doing wrong that everybody else seems to be doing right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How long did you go through that period of of trying to get VC money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Six months, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Statements.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I mean, that's like six months of reject.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:44:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's hard for anybody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you ever ask yourselves, hey, is this maybe a sign that we're not on the right track?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You ever think that, or did you just think they're all wrong?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Thought they're all wrong. They don't get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But you know, in your darker moments, we would think, God, what are we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We missing something?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is this a sign from the world that this is not the right thing to work on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because the other, the other piece of feedback that we got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Again, people didn't understand the market or the opportunity insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And two, they looked at 2 Mackenzie people and said, well, what do McKenzie people know how to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Of you is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Neither of us a software.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You're proposing that you're going to build a tech company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You've got 0 experience doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In early stage, investors bet on the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And they really didn't have a lot of confidence in us as the founding team of a tech company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did anybody ask you about your personal relationship or does that not happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:45:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[People asked for sure and it was also, I think, a reason for some of the early notes too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It seemed risky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because it's, I guess the risk would be from an investors perspective if you guys split up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right. If we split up the business could split if one of us is problematic, if we're still together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The investors want to fire one of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's harder because we're in a personal relationship, so I get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A very complicated dynamics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Especially in the first few years of a company which are so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Basically one or zero right in terms of, you know, life or death of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[When you say that six month period was dispiriting, at the same time you had to still move forward and try to continue to sell disability insurance on on the website. And how is that going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Round the clock so we would man the website man the phones and then try to pitch in the late afternoon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:46:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We had a few people working with us as a independent contractors that we were paying for while we were trying to figure out the the funding situation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[After going to all these VCs and justice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Basically getting turned down, I have to imagine a certain point you need to raise money if you're going to make this work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, you needed to raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you go?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Eventually, we said, you know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[If if these early stage venture capital firms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Don't believe in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Let's talk to people who do believe in us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And so we ended up raising a purely Angel investor round from friends, family and some McKinsey partners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wow, how how many people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Probably 50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[50P how much did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Raise $735,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[From.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I we should put that in the context that's like $10,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[$10,000 check there. I mean it sounds and it's a lot and for a lot of people, for most people, $10,000 is an insanely insane amount of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:47:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But it also having fifty small investors is first of all to just to get 50 small investors. You got to talk to 250 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And then you've got 50 people who want to e-mail you all the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, thankfully they were pretty well behaved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We manage expectations about updates, but yeah, we raised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we fell short of our $1,000,000 target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We raised $735,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And we said, you know what? That's enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[See how far we can stretch this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[When we come back in just a moment, how Jennifer and Francois took that 735,000 launched their website full of helpful tips and articles for their customers and found out nobody was reading it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I'm Guy Raz, and you're listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:48:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[From NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:49:08 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:49:18 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[More@ajws.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:49:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:49:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:49:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So after her initial 6 month test run of know it all, Jennifer Fitzgerald and her partner Francois had a handful of customers and had just raised $735,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:49:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And with that money, they could now officially launch the company while rolling out a whole suite of products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:49:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we decided to launch with disability insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Life insurance and pet insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And at the last minute, we were also able to put a renters insurance offering on there. So we launched with life, disability, renters and pet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And getting the insurers on because these are presumably big insurers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was it hard or again, were they just like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, we don't care how you sell it, as long as you sell it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So the life and disability.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Insurers were mostly like fine, you know, I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I don't care how you guys get your customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Just get some customers and write some business on the pet insurance side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That was more establishing direct partnerships with the pet insurance companies. We then had to get access to their rate filings for their products and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I think yeah, Francois in Microsoft Excel in a spreadsheet built the first like Comparative Raider and pricing engine for pet insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:50:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Working through all the data in the pet file, the rate filing so we got from the pet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Companies and was a website still called No Adal at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[At that point, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I believe we had now changed our name to policy genius.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How did that happen? By the way? What, what? Why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[After pitching no Adel and getting a bunch of quizzical looks and then people saying what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Does that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How do you spell it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It all we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Oh boy, this is not going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And I quickly did some research on how to name your company and what are the tests that you should subject.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Your potential business name too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And there are some pretty straightforward heuristics, like if you see it, can you say it? If you hear it, can you spell it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because when you hear it like on a radio, ad or TV, you need to be able to go directly to Google and type it in right? So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Puns plays on words completely random. made-up words are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:51:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They don't work right or very common words like you can't name your company tree because if you Google tree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, officer, your your little startups not going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Come up. So after getting pretty smart about that, we're like, oh, no. And Al is absolutely not going to work as nine times out of 10. People aren't going to get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They're not going to be able to spell it, so we went back to the drawing board and ultimately landed on policy genius.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[As you guys were starting to pull up all the pieces together, how are you getting attention?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Are you getting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Getting anybody to even be aware of what you're offering.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A few different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we did not have enough money to do any sort of paid marketing or advertising because you can quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Spend upwards of $735,000 on digital marketing. If you don't know what you're doing and you're not careful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So what we did in those early days was build relationships with personal finance bloggers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:52:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To try to get them involved where the product to get them to write about us on their site and to get them to refer their audience and their readers to us as the recommended place to get insurance. There is a a big conference that happens every year called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:53:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Where all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:53:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Finance bloggers get together, and so we went to Fincon, put up a booth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:53:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Had a few gimmicks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:53:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I think it's called fincon FINTON, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:53:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Financial blogging conference I think is what it stands for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:53:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We wanted to be clever and eye-catching, so we did a play on fin and shark fin so dressed up in shark costumes. We had cupcakes at the booth with like shark fins in them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's like it was kind of dumb, but you know you need a gimmick to stand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:53:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we went to fincon and that was that was a big unlock for us and where we got a lot of our initial blocking relationships and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, earned traffic and earned media coverage for the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[One of the things that I think is is really interesting about what you do, and I wonder if if this was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Part of the plan for the beginning is content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Like you could have a website that just offers a bunch of different insurance policies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But if I'm an investor, I would say well, but ten companies can replicate that idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What's going to make yours different?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you have the the idea to to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To create content articles and and things like that from the very beginning, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yes, and the 5th member of our team was somebody focused exclusively on content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To basically writing articles about about insurance and how you should think about insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So the idea would be what to get people to come to the site looking for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Advice like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Like if I'm like I look at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A spot on my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I'm like, I'm like, am I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And I'd look on my computer and go to web.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[She's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:54:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The idea was you would go, you would just. Somebody would do a search.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And then they would land on your site and find out information.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because insurance, as you probably know, it's a very considered purchase, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Not an impulse buy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You don't wake up one morning, think great. Today I'm going to get life insurance and I know exactly what I want, how much I want and where to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's a pretty long decision journey, lots of research involved because nobody's an expert on insurance, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Very financially savvy consumers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Don't know a lot about insurance, so we knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A key part of our value proposition and a key part to our success was making sure that we had the right content and the right tools along every step of that journey, right. So for most consumer purchases, it's not a multi touch journey, right? You want to buy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Pair of shoes like you go you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[For you buy shoes and you pick a pair that you like. If you want to buy flights, you know how to do that 'cause you do it all the time, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:55:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Go to Expedia. You go to one of the flight aggregators. You look at prices to go from A to B and you pick the cheapest 1, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[People don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To buy insurance. People don't know how to shop for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[People have no idea what are the different types of life insurance, for example, and what's right for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We knew that great content and content that doesn't read like it's written by.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Underwriters was going to be a big part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Our success, but because it does.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That takes time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because if you write content, you're not going to hit the top of the search right away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Not going to down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's going to take time for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To kind of bubble up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Can take 6 months or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wander.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It took years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah. And insurance on Google is a very, very competitive space, right? So it took us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because they're just buying AdWords and things like that, the big companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, it's one of the most expensive AdWords that you can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:56:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Purchase on Google the word, insurance and insurance related terms can go upwards of 40 fifty $60.00 a click.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[For a click.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:00](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Click right and on the organic side. Right you've got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All the big insurance companies, and we all know them because they spend billions of dollars on advertising a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And you have a lot of other sites that are, you know, vying for organic real.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So it took us our content SEO strategy probably took a good two to three years to really start to see results in terms of our traffic and in terms of business results.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you have the. You basically have a in house Blogger writing content, but initially no ones reading that content, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Oh yeah, nobody. Nobody's reading the content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I think it was just also new for all of us and we were just operating this fog of war and under a belief that at some point people would be visiting the site and would be reading it so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:57:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, I'm trying to understand how you measured whether that was working or not, because you had such a small amount of money to work with and you're like some of that money you're deploying for content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How are you able to measure whether that was actually a good idea or that that was a good return on your investment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We operated on the 1st principles and the belief that this was long term going to pay off, but that short term there was no valid way to measure it that this was this was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I guess pretty early on that first year you, you you got kind of a lucky break with some earned media.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Got a pivot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[An article in New York Times about are you a featured an article in New York Times about disability insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How did that happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you guys contact the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Did you even get in there? We did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Francois, I think tweeted at the reporter who was writing a column.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I think he was talking on Twitter about writing a column about disability insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:58:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And I think I think the story is Francois tweeted at him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[He replied, was interested to learn more because who'd ever heard of a tech company focus on disability insurance for consumers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And it all snowballed from there. He tested the product out, got quotes and we got featured.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That was that was our big break.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The article went live and we had at the time a tracker that showed how many visits were on the website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I think we literally went from zero to thousands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Within an hour of the article hitting the New York Times website, and normally that looked like 10 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And people started to sign up just to buy insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yes, to buy to, to get disability insurance quotes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yes, we had a rudimentary CRM and we saw the request like just start to fill up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So it was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It wasn't the CRM wasn't inputting that stuff automatically for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Oh no, it was manual on the back end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[00:59:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To translate you and the other people in the office, the three or four people were typing like user data into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Into the system to get to generate quotes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Then we put those quotes into a custom PowerPoint presentation for the quote requester.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How long did it take you to do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It took us 3 weeks to dig out from under the backlog that that New York Times article created.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wow did it generate significant revenue or not really not quite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We generated a decent amount of revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Honestly, I think it was a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[People who were just you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In browsing mode.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we also weren't necessarily focused on converting those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We were just so overwhelmed by the deluge of shoppers and we just wanted to get quotes out, so we didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we didn't disappoint.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The readers who found us in the New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:00:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we just were, you know, emailing out these PowerPoint quote presentations as fast as we could get them out for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was basically a an assembly line for three straight weeks to get to everybody who requested quotes from us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How long in in that first year before you the the money started run out or you realized we we got to actually try this again we got to see if we can raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we closed that $735,000 round in November of 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And we started raising a Series A round of capital in January 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we were able to stretch it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's still over a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Almost, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A little over a year, I remember going into this next round of fundraising, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Far more confident than our initial seed round when we just had a very bare bones prototype and an idea and a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:01:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Deck because we now had a team, we now have a functioning online website. We had New York Times coverage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Have revenues.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I can point to customers. We didn't have a lot of revenues.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We didn't have a lot of customers, but we had some great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And I went into it thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We have proven everything that people questioned about us, you know, over a year ago, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So this should be a more straightforward exercise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That was my mindset going into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It was not enough for most investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I think they still said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I don't understand the market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I don't know if this insurance is a big enough opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[This is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Still not enough traction that we'd like to see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[By the way, how much money were you looking to raise?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We wanted to raise $5,000,000. So what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was the breakthrough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How did you finally convince somebody to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Write a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:02:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We found an investor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[He operated a small early stage fund out of LA and he got the thesis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Understood the space. He saw the opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[He's an investor who really likes big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Messy old fashioned industries and insurance checks. All those boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So he got the vision, he got us and and we got lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was the only term sheet that we got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The only yes that we got from the VCs that we pitched that round and he's still on our board to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Well, all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So you end up raising, I think about over $5,000,000 for that after that Series 8. And now you've got some real money, a lot to to to work with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Imagine you you start to see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[More and more competitors in in the space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean that that you start to see other people getting into this space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And how do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:03:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean how how how did you start to think about differentiating yourself from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[From competitors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We we were still so small that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And it's such a big market that we weren't overly focused on that on the competitive side, I think I heard from another founder, maybe some tech crunch article that most startups don't die by homicide. They die from natural causes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we were focused on making sure that we were executing against our own vision, our own strategy and building the proof points to eventually raise even more capital, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[This is an industry where a trillion dollars is spent every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we knew that $5,000,000 wasn't going to get us to where we wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To in terms of the vision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, were you basically kind of looking to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:04:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To be that sort of insurance agent, that trusted insurance because, you know, people have a relationship with an insurance agent, usually trust that agent right to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:05:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Work in their best.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is that what you're basically trying to be but in a digital format?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:05:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We wanted to be the go to marketplace and advisor on a digital basis for all financial protection. So it was building trust, it was building the marketplace experience. It was building the brand awareness out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:05:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To get consumers to come to us instead of trying to find a brick and mortar agent and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:05:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How did you start to roll out other products and offerings like how did you begin to think about that at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:05:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It took several years before we decided to expand into new products, so when we launched, we had this building insurance. We had life insurance, we had pet insurance and we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[One kind of offering for renters insurance right when we launched.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:05:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Life insurance is where we started to see signals of product market fit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We started to see more consumer traffic to life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We started to see more revenues generated through the product experience for life insurance. So we said you know what, this is where we're seeing product market fit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Let's focus basically everything we've got on life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Can you explain how big is a life insurance market in the US?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So if you the insurance industry is split between property and casualty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So think home auto commercial and then life accident, health about $1.2 trillion of premium is written every year in the US on insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And it's roughly 5050. So half is on life accident.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So call it 605 to 600 billion on life, accident and health.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So 65 to $600 billion of insurance is taken out a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[People pay that in premiums a year for, and how much of that is paid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A life accident. Health insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A year?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Well, on the life insurance side, not too too much because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Most of most people don't actually claim on their life insurance policy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Oh, because they, because they, they they outlive it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Live. Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Die.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So it's like, I mean, it's a huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Basically, insurance companies make huge amounts of money off life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[They have much healthier profit margins on life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Than they do for property casualty insurance, where the claims are far more frequent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right, 'cause. There's a fire or something like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right. You get a car accident, your car gets stolen, correct?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wow. So I mean, and here's the other thing about life insurance, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And I think it's why people tend to go with, like, big insurers. And even then you never know, because if you're putting out, if you're, if you're spending, I don't know, several, $1000 or more a year on life insurance, you have to trust that that life ins.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is going to be around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[If you die.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:07:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right. And what I would say is that there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In any material bankruptcy of any top rated life insurance company, and I don't know a generation and there are state, there are state guarantee firms that even if a life insurance company were to go out of business, they are required to pay into the state guarantee funds to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Sure that any claims would be covered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So in terms of where to put your money, life insurance is a pretty safe bet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah, I'm wondering about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Right. It is a fundamentally unsexy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's like like financial services is too, but how do you sell something?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, how do you sell something that is so?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's not, you know, a pair of Nike sneakers or I mean, like, how much of what you have have had to do is to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Educate the consumer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Spend lots of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Just educating consumers about about this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:08:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Well, a big part of what we do is educate and link the insurance decision to life events, which is really what it's about, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Again, life insurance or disability insurance or homeowners insurance isn't an impulse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's usually triggered by something happening in your life, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The biggest trigger for life insurance is having a child.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Specifically, what we have found in our consumer research is having child #2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because when people have their first child, they're so overwhelmed with now they're a parent, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And getting through that initial period with child number one, they actually don't get around to life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's if, if and when they have child #2, or if and when child number one is old enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That they start to think about life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[For homeowners insurance, it's typically the act of buying a new home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And for disability insurance, it's typically switching jobs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And now you're looking at your benefits of your new job offer compared to your job that you're leaving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:09:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So what we have done is figured out what those life events and those triggers are right and build kind of an ecosystem of content and advice around that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To link that life event with the insurance purchase and get them comfortable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[With what insurance they need, how much they need, and then to work with us to get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I think since you've, I mean I think your latest uh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Running around that was in January of 2020 raised $100 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And now you are a a a big player in insurance in selling insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Where are you seeing the most growth in from the consumer standpoint?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Are the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is it mostly millennials who are now having kids?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, and and are getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Like where are you seeing the the biggest growth?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It is absolutely that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It is older millennials, so our average customer is 36 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And in that home, buying having children married for a few years stage of their life. I think if you look at all the demographic trends in the US market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's millennials will be 75% of the workforce. I think by 20-30.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So that's where most of the growth in terms of consumer purchasing power and just overall households are going to be millennial and we say millennial, you know the oldest millennials are now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Basically turning 40, so that's that's who our customer is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, when it comes to, you know, from your perspective you guys get you, you basically get a a cut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, you're an agent, so you get a Commission when you sell insurance. Like, like, Expedia gets a Commission when they sell an airline ticket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[From what I understand, you don't like that analogy anymore, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Don't like the comparison with Kayak or Expedia?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[No, not really. 'cause, we believe that it oversimplifies what it is that we actually do, and buying a flight is really apples and oranges with buying insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:11:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Buying a flight is a high frequency purchase, meaning that you'll do it probably at least in normal times, not pandemic times. Several times a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's low stakes in terms of if you get it wrong, no big deal, right? If you end up paying a little bit more than you should have no big deal, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's something that you know how to do because you do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Do it so often buying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[It's the exact opposite on every dimension. You don't do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Often life insurance you may be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[By at most two to three times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Your life it's not straightforward on how to buy and make that purchasing decision. Are you optimizing for price?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How does price work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How does price work across the different flavors of life insurance, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How do you choose between?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Prudential and Lincoln Financial and MetLife, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Are there differences among those?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Versus Delta United American like airlines you you know that they're basically offering the same product, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So on every single dimension you can think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Insurance is different than buying a flight, and it's also high stakes, right? If you get life insurance wrong, that's a pretty high stakes decision, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Your family is now faced with the worst case scenario of you, the breadwinner in your household dies prematurely, and it turns out you didn't buy the right life insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Enough life insurance and you got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And boy, did you get the worst possible decision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Same thing homeowners insurance, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[House floods. Whoops. You didn't know that home insurance didn't cover floods, right? So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's why you know, we've moved away from the analogy to kayaker Expedia because this is such a high consideration, high stakes decision that is not like buying flights.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Jennifer, when you when you think about where you're headed, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You're you're, you're still you're vendor, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:13:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mean you're selling?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[For your third party seller.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Can can you become an insurance company? Can you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Policy genius, eventually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Is that the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That eventually you will issue insurance policies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yep. We look at our journey similar to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Amazon or Netflix, which started in the third party world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Consumer goods in the case of Amazon, content in the case of Netflix, and they eventually moved from third party to 1st party.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Where they were actually manufacturing the thing that they were providing alongside the third party products that they were offering, that is very much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A road that we think about for, for the future, for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How complicated is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Set. It's actually not that complicated compared to what we've already.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We basically have built everything that we would need, but for the balance sheet to actually take on the risk and reserve cash for claims.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:14:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And presumably this is a highly regulated environment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Aren't there, like, huge regulatory hurdles because?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Not an insurance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Now you're an insurance agent. Presumably that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You're classified.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But becoming an insurance company is a different it's a whole different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know ball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Game it's a whole different ball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We're also subject to 50 state regulations on the distribution and agency side, but everything that we've built, if you think about the capabilities, right, how to acquire customers, how to underwrite customers, how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[To think about the risk of the customers across the suppliers on our marketplace, how to manage those customers over their lifetime because those customers are our customers, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The end policy right now might be with progressive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Or MetLife.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Prudential.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That customers with us and is our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we built the technology to track them, manage their policies over their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:15:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So we've actually built out every single layer that we would need to also be an insurance company except for, you know, the balance sheet to to take on the risk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[When you think about the, you know just the the the journey you've taken and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know, the decision to kind of leave the foreign that foreign service track and and then go into consulting and then leave that and start this and the risks that that entailed and what happened now and where you are, I mean you're you guys are growing really fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Presumably you're heading towards profitability?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We are heading towards profitability and we are thinking about what's next for us on the capital markets horizon and maybe going public sooner rather than later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[So I mean, you could have a huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, I know you know, not everyone's comfortable talking about this, but you could have a huge liquidity event.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mean you could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Could really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean this could be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I mean, if it's a public traded company, who knows?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:16:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[If you were to sort of look forward to where you were, you know, 20 years ago, even 15 years ago and see yourself here now, do you think you would be surprised or do you think that you would think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[You know that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Makes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I'm doing something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I would be surprised that I would would see myself where I am right now, which is an entrepreneur, a founder and CEO of a company that I built from scratch with my Co founder and early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's now almost 600 employees is a leader in a massive industry and is thinking about going public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[I would be very surprised, even as ambitious as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hard working as I was, you know in my late 20s this this the outcome of this journey so far would have been a total surprise to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[How much of of your success do you attribute to how hard you worked and how much do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Has to do with luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:17:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[The tough question I think the balance is always more toward luck, to be honest with you, because I've seen a lot of people who just work so, so, so hard. And you know it's wrong idea or right idea, wrong time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Or you make a couple bad decisions early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[A few things don't break your way, so I for me it's all around and timing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Hard work is hard. Work is table stakes right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[And often like if you get really, really lucky, you probably don't need to be as diligent and hard working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[But it's it's it's catching brakes and being in the right place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Time. Right idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[That's Jennifer Fitzgerald Co, founder of policy genius by the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[One thing we didn't mention is that before policy genius, Jennifer actually tried her hand at stand up comedy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:18:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[When I was a senior in high school, my parents offered me $300.00 and the terms of that deal were for me to do something nice for myself instead of going to my senior prom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:19:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because they just assumed I wasn't going to go. Their reasoning being well, honey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:19:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[We just thought you wouldn't be able to get a date.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:19:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Mom and Dad, if you ever end up listening to this, I love you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:19:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[What the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:19:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[In fact, Jennifer says, stand up actually helped her in the early days of pitching to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:19:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Because the way you tell a story on stage isn't all that different from how you tell it in a boardroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:19:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

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[01:19:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

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[01:20:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Was edited by Jeff Rogers with research help from Darrell Gales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:20:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Our audio engineer was Gilly Moon, a production staff also includes Casey Herman, Liz Metzger, Farah, Safari, JC Howard, James Delahouse, Janet Ujung Lee, Julia Carney, Neva Grant, and Annalise Ober.](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:20:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[Guy Raz, anyone listening to how I built this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

[01:20:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gV0)

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