# Audio file

[Robinhood Vlad Tenev.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Hey, it's guy here calling on all of you to join us. This may for the how I built this summit at home from May 24th to the 27th, we'll be bringing you 4 days of incredible interviews with people like Brené Brown, Gary Vee, Troy Carter, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[And opportunities to connect with other entrepreneurs in our global community.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Thank you to GoDaddy, the presenting sponsor of this year's summit and to our supporting sponsors, Dell Technologies and Bulldog Online yoga.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[For more information, head to summitnpr.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

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

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

[Angel investors had concerns about many things, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Could this team of mathematicians build this beautiful consumer product that they're talking about building?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[It's an extremely competitive space with like gigantic incumbent competitors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[That spend billions of dollars a year on marketing. These guys are telling us that they can make it work, not charging a Commission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:01:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[This thing going to make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:01:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

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

[I'm Guy Raz, and on the show today, how 2 college friends built an easy on ramp to Wall Street by launching Robin Hood at a stock trading app that even in the midst of controversy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Loaned to 13 million users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:01:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[One of the most common arguments made by promoters of social media is that these products make it easier for people to connect in a meaningful way. Whether it's Facebook or Twitter or TikTok or the latest iteration clubhouse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[These are all examples of how technology has leveled the playing field.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:01:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Democratized it even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Of course, you could also argue that all of this has had a really destabilizing effect, but either way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[These technologies are disruptive on a historic scale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And one of the latest entrants into this world of disruption is Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:02:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It's an app that allows anyone to trade stocks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You don't need a minimum balance to open an account.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Are 0 fees or commissions to trade?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And it's got a simple, easy to use interface that can instantly turn anyone with a few extra dollars into a stock trader.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:02:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Robin Hood is increasingly popular, but it's also a lightning rod in the world of finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:02:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Especially among those who believe that stock trading isn't an amateur sport but a serious and risky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[However, any experienced investor will tell you that it is nearly impossible to pick individual stocks and win that the vast majority of investors will do much, much better by making regular deposits into a boring index fund.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:03:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But over the past year, some people have made fortunes using Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Clear the S&P returned a 16% last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:03:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, it wasn't unusually good year for stocks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Problem is, what happens when the market tanks? Lots of inexperienced investors could lose their shirts, but of course technology marches forward and Robin Hood is upending the way people, especially younger people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Invest their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And earlier this year, an army of investors, many of them who discuss stocks in places like Reddit, artificially boosted the stock prices of companies like GameStop and AMC theatres by encouraging people to buy those stock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[In the case of GameStop, a retailer that sells video games, the stock reached a low of $3.00 in the past year and a high of $483.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[This is a company that hasn't turned a profit since 2017.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yet hundreds, maybe thousands of people made serious money buying and selling GameStop shares on Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[That is, until the app halted these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[It was a decision that led to lawsuits, congressional hearings and outrage from thousands of its users. But still, the app has grown and continues to grow. And sometime in the next year, the company is expected to go public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[A liquidity event that will make hundreds of investors billions of dollars. And if you think that's wild, what I'm about to tell you will blow your mind even more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:04:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Because according to Vlad Tenev.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:04:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The thoughtful and Cerebral Co, founder of Robin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:04:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The inspiration for the app? It's intellectual.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Is rooted in one of the most anti capitalist movements in recent times, Occupy Wall Street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[But we'll get there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Here's what you need to know for now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Vlad was actually born in Bulgaria. His parents, both economists by training.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Left just as communism was collapsing in Eastern Europe, Vlad was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:05:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:05:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[At the time and the family eventually settled in Virginia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[My parents certainly took school very seriously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:05:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There was always this feeling growing up in Bulgaria, where math and science and education were very rigorous, that, you know they would. They would kind of look at what I was studying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:05:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[At school and say, oh, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[This like 5th grade material would have been kindergarten or first grade material in Bulgaria.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:05:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There was also, you know, in the in the early years that I was in the country, we were quite poor, living off my daddy's grad student salary in particular, and coming with essentially no savings. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[There was kind of underlying fear that there was risk of having to go back to Bulgaria at various points.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And that, you know, education was kind of the best way to to ensure that I could have a bright future and could stay in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You you went to Thomas Jefferson High School, which is really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[One of great public high schools in the US, it's in in Virginia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And when you were sort of approaching college, I mean, of course you're just still a kid, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Were you thinking about an academic career, kind of like your, your, your dad pursued?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Was that what was in your mind that you would maybe do something like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:06:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[In science, when I went to Thomas Jefferson and by the time I got a little bit further along in high school, I also became really interested in physics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I would read about string theory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And general relativity and special relativity. So by the time I graduated, I was pretty sure that I wanted to study physics and become a physics professor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

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

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

[He went on to to Stanford to study physics across the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And while you were there, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:07:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Maybe even in after you know in your first year you would meet the guy who eventually become your Co founder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Tell me how that how that happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[That the summer after my freshman year, which was the summer after his sophomore year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[This is Beijing bot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, yeah, I I had heard about him from some of my friends when I was a freshman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We were kind of unique in the physics department.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Both had long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:07:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[For instance, we were both fairly social.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And people had mentioned me to him and him to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:08:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And then in the summer after my freshman year, we're both in this program at Stanford where we were doing research in physics over the summer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And it's you take kind of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:08:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The group of people that are at Stanford filter it down to the slightly more academically oriented or or nerdy, if you will. People that want to study physics, filter it down to the people that want to do it over the summer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And do so without getting paid and you get to a very small group of people. So the nerdiest of the of the nerds, and we, we became really good friends pretty quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:08:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Both had a lot of the same interests. It turns out we had a lot of the same background as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[As his parents had immigrated from India while his mom was was pregnant with him and his dad was also an academic studying physics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So a lot of weird similarities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:08:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know, we were both only children.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Boys, both of us grew up in very academic families, and I think the the ideal of human achievement in my mind was to create, to add something to the body of knowledge, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I mean, you read about all these great mathematicians.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Your Gauss, Riemann all the great physicists, and they create these theories taking 100% of their mental energy and putting it into their world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So that was kind of at the time the epitome of creative work from both of our standpoints.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:09:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So really, your plan was to pursue academia to to be a researcher or a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:09:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Or a professor or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:09:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And the two are related. Typically the way to pursue research would be to become a professor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:09:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[See, so you graduate in 2008 from Stanford and and you go to UCLA to pursue a PhD in math.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[But did you ever consider like getting like a high paying job in in tech or something like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:10:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, at the time when I graduated, I wouldn't say I was very employable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Actually I I think it was before data.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So a lot of the questions that I would get from the typical employers would be can you code?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Have a computer science degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So I I don't think a math degree made you very employable back then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So you basically go go down to LA to start a PhD program in math and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[And probably with a group of really smart mathematicians.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:10:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And what I noticed was there was a group of people that immigrated to the US to actually attend this PhD program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:10:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And they worked incredibly hard, right? Basically like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Far above and beyond what the normal person would work all weekend, every waking hour they would do math and it kind of reminded me a little bit of what it was like coming to the country and seeing my parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:10:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[When when I was five years old and it got me thinking a little bit of could I see this as my career?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Like would I be passionate about this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:11:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I would kind of look at these these folks and say if I'm not willing to work that hard or if I'm not actually working that hard, maybe I should think a little bit more from the first principal standpoint. What I want to do with my life and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You know, that's kind of when I started thinking that maybe becoming a professor math wasn't the right fit for me because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:11:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Obviously it's hyper competitive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:11:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You're competing against the smartest people in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah. And was it like I'm? I'm picturing like, you know, a beautiful mind or one of these, like goodwill hunting or something with equations on, on whiteboards and blackboards and stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:11:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Were just like people constantly working on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[It was exactly like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

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

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

[So you're in this graduate program and it sounds like it's becoming clear to you that you're you're probably not going to make it as a as a professor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Meanwhile, Beijing you're from Beijing is working for a a trading firm doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:12:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Like stock trading, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[The Bay Area, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[So he worked at a small firm up in Marin County doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Quantitative trading and he was the the first quant hired at that firm, I believe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:12:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Anna Quan is basically a quantitative analyst like a super sophisticated numbers cruncher, like somebody who's using that data to make predictions, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, and this was also 2008, which was a very interesting time in the financial industry 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[1008 when you started the program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:12:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, I started the program and he started his job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Up right in finance in about a month after Lehman Brothers went under. Right. So the the financial system collapsed and you had the the financial crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And I think what was really interesting was I didn't know much about quantitative trading, but quantitative trading actually benefited from the volatility in 2008 because the more volatility in the markets, the wider.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Bid ask spreads are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And the bid ask spread just to kind of explain this in layman's terms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Well, basically, anytime you have a market, let's say for a stock, there's people that are willing to buy and people that are willing to sell at any given time, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[And in order for there to be a trade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:13:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Basically, the exchange sorts all of the buy orders and prioritizes the ones that are willing to buy at the highest price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:13:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[It also prioritizes the sell orders based on who's willing to sell for the lowest price and a trade happens when someone comes in willing to buy at greater than the lowest price that someone's willing to sell for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:14:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Right. And that that becomes matched and So what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Bid ask spread is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[It's the difference between the highest buy price and the lowest sell price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:14:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And that sort of determines the market and quantitative trading benefits from this, especially if you do low risk arbitrage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And I can go into it a little bit is you have the same thing that's being offered in two different markets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:14:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So kind of the canonical historic example was the Telegraph in the 1800s there was, you know, a cotton market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:14:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Between the US and the UK at the time and the fastest way you could get information prior to the Telegraph was by ship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So you know, if you were sending commodities from from the US to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:14:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[You really had no idea what people would be willing to buy in the UK would be, and by the time you get to the UK, you'd have no idea what the prices would be in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So that led to very wide bid ask spreads because the merchants had to take into account that risk, the risk that by the time you know the ships go back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Prices move and they could lose money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[But the Telegraph came, which allowed essentially instantaneous price information going between the two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You can see historically the bid ask spreads in those markets just got obliterated after the the Telegraph showed up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[So the modern version in 2008 I suppose was the same stock being traded on two different exchanges, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You would have for example Intel, which was traded in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:15:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Canada and on the Toronto Stock Exchange.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Change also traded in New York on the New York Stock Exchange.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And so when when times are more volatile, those two prices can deviate and a firm could actually make risk free profit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:16:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[By buying in the market where it was lower cost and and selling pretty much instantaneously at the market where the price was high.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[The price is lower.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Higher and then actually that would also serve to bring the prices closer together into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Wow. And for the next couple of years after that, there was just a much higher interest in doing electronic trading.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:16:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I'd say worldwide this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Is the high frequency trading that kind of it uses algorithms to to do these very rapid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[States that that human genome cat process fast enough, but they can instantaneously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Well, but, but it's so fast that they can. It can make money. It can make a lot of relatively risk free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:16:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah. Yeah. And I, yeah. And I would say the algorithms aren't necessarily very sophisticated and some of the first ones were incredibly simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And I guess the observation that Bayesian made which convinced us to get into business together was that you know, a lot of these firms are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Building their software on Microsoft Windows and you know, a pricing signal would go through 10 or 20 machines.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[By the time it actually resulted in an order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:17:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And all of this took 10s of milliseconds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And so we kind of chatted about it and we were like, imagine instead of a Windows machine you just built it on Linux, wrote it in C, which was a low level language rather than Java.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:17:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Had everything on one box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:17:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Rather than 10 boxes and ping ponging order information between them before getting sent out to the exchange, if everything was on one box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:17:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You could maybe shave that latency down from 10 milliseconds down to 1 millisecond or so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And you could have a competitive system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So, so Beijing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Basically saying to you, hey, this thing is happening right now. There's this thing happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Except it's not actually that efficient.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[And I actually think there's an opportunity to make something more efficient to make, like like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Software that you could sell to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:18:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[To financial firms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[And the first idea was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You know, we could potentially use it ourselves to do our own trading, but we ended up pretty quickly realizing that we just didn't have the resources to both build the software and build trading algorithms on top of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[The cash to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:18:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

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

[Think money was reasonably tight back then, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[There weren't a ton of options.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So at this point I guess you decide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:18:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:18:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Of the pH. D program and you and beiju like leave California and go to New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah. Because I mean, obviously New York is a center of the financial world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And you, I guess you went there just to be clear you wanted to try and build like a a trading software that you could sell to financial firms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Yeah, got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[What did you got like? Did you guys go share like an apartment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Did you get an apartment together?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Oh, we did a couple of friends and and contacts let us squat at their houses for a bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:19:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We ended up eventually settling down in in the East Village.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Right. And was it, I mean just to just to this is not AI mean it's sort of a business idea, but you're not like going out and raising money. The idea was twofold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You would basically build this piece of software.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:19:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Using your own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I mean the both of you had knowledge on how to how to make that software, how to code it and create it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah. Well, actually, essentially what we did was we looked at the APIs that were published online for how the exchanges distribute market data, which are stock price, it's stock price information. And you know there's sample data that they offer online online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[They'll have, like one day's worth of data from 2009 or something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[This is one day's worth of trading data.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, and you can use that just to validate that the system works properly and processes the messages.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:20:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:20:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We we use that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Yeah, I'm curious. I mean, there's a whole book by Michael Lewis called Flash Boys, which is kind of about this period.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Period that you you both moved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:20:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[New York and start working on this thing 'cause it really. His book is about this phenomenon, these these high frequency traders, many of them, many of them coming out of PhD.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[And working to create ways to you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[To speed up trades by milliseconds like 10 milliseconds, you know the famous story in that book about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:20:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Somebody paid hundreds of $1,000,000 for a fiber optic cable. You know from Chicago to New Jersey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:20:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, that was a very famous thing at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:20:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We were in New York, so before that there was a Verizon line which you know was about 12 or 13 milliseconds to get information from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Chicago to New York. And then, you know, I think it was Jim Barksdale of Netscape who created spread networks. And the idea was to dig a straight ditch between Chicago and New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:21:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[As straight as possible, put a cable down there and compete with the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And you know, people who knew about that line were able to get on that line, and they had a latency advantage, a speed advantage over people that were not a milliseconds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[By by several milliseconds, which is huge, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:21:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Did it feel like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[There was a kind of almost like a gold rush of people like you and Beijing, like smart Graduate School dropouts or other, you know, physics, maths graduate graduates who are coming to New York, who who sort of intuitively understood the opportunity was it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Like a a mad dash to New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:21:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think there was definitely some form of gold rush.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:21:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Weren't a lot of people like us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:21:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:21:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[We were probably among the young.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[But you had people leaving the big trading houses starting their own smaller trading firms and you had some people that typically you know, you'd have the the PhD graduates would partner with someone from the training side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[So yeah, there was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:22:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There was definitely a community around algorithmic trading in New York City at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I mean, it sounds like Beijing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Understood. And then explained to you and you began to understand that there was a lot of money to be made because of your knowledge and your background, the two of you could actually really do well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:22:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, I think that to some degree it was still a little bit hazy in terms of the aftermath of the financial crisis, but I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[He was prescient in the sense of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:22:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Trading the old way was completely gone, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:22:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The people that were on the floor of the New York Stock Exchange trading on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:22:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[PD as we're going to disappear eventually and all of the action is going to move to data centers and I think 2008 had really been the turning point where you're just not competitive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Trading desk driven by by actual humans and everything was going to turn completely automated and algorithmic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So if I met you because you're a young guy, you were like what 20/23/24 maybe?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I would have been, yeah, 20/22/20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Three, if I met you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:23:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[In New York in in 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And I was like, hey, I'm guy and you're like, I'm glad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:23:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:23:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Tell me what you're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:23:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[What are you up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And I mean nothing about the finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[How would you describe what you were doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I probably would have said, you know, we're we're making trading technology extremely fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:23:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Low latency trading technology for algorithmic trading and how you know we we can execute a trade for 10 microseconds or under 10 microseconds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:23:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That's kind of the industry term tick to trade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And if you knew anything about the industry that would kind of blow your mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:24:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Saying I would have said this, but maybe when I was 22 or 23 and I met you and you told me that I would have said, man, that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:24:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:24:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You're just making these, like sharks and vampire. Whatever bats or whatever they're called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, it's just making it worse. Matt. Matt Tybee called them the the giant sucking vampire octopus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Can't remember you just make these guys squids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[You're just making these guys richer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[What this is horrible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:24:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:24:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[You should be like biting the power.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Anybody ever say that to you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, we heard that a little bit for sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:24:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Just like, oh, that's just I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[What? Or did any of that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I think I went through a couple of transitions in my life as an entrepreneur, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:24:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The first kind of transformation was becoming an entrepreneur and what I was really excited about in the beginning was just working with my best friend. I'd say first of all, but getting to a point where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[The idea of like working for yourself and working on these interesting problems and they were very interesting technically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You're just trying to squeeze every ounce of performance out of these systems and being an entrepreneur and you're taking a lot of the creative energy that you have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And immediately producing code to solve that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And I think it got to it was a different way to get to kind of what attracted me to math in the 1st place, which is that math was a way to get things from your brain to the real world with very, very high efficiency. You know you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:25:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Need any equipment? You just needed a couch and your brain and maybe a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:25:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you would be good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And this was a lot like that and I didn't have any experience with entrepreneurship really. Like, it's not really around in Virginia to a significant degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, your parents are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[They're like they have. They had, they had stable jobs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[So so I was like, oh, you know, I can write the software and potentially people will pay me for producing this product. Like, that's amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[That was what was getting you excited. That was the thing that it was just a challenge and yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, just just being an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:26:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Working for yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I didn't really care much about making money even at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I was like, this is awesome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:26:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But if it sounds like you also weren't really thinking about, I mean, and I'm not, there's not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:26:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Judgment because you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I'm just, you know, I interview people who say I want. I started to make the better place, and sometimes it's true, and sometimes it's a little exaggerated. But it sounds like that wasn't even on your radar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:26:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, let me let me tell you about. So that was one of three transformations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Right. So the second transformation I would say happened around 2010, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You're in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:26:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah. Still in New York, we were living in this apartment in Williamsburg at the time where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Basically it was like a shared kitchen and bathroom situation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Very, very small, very grungy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I remember my parents visiting and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:27:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Crying and they're like, what is my son doing with his life sort of thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:27:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[This is like so horrible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You know my mom, I think said she had a friend who who was working at Macy's at the time, and maybe I could get a job at Macy's or something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:27:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So things were bad right at that point. And so at that point, it was kind of the second transformation like we need to figure out how to make some money because, you know, I can't live off my my savings and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[They can't just be scraping, scraping around forever. At some point like I'm getting enough pressure that it's just going to become very, very distracting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:27:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And so you know, at that point, I think we took sales a little bit more seriously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:27:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We started being a little bit more commercially oriented, which at first it was kind of a science project.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And this is all word of mouth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You were just from 1:00.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:28:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I mean, obviously you guys are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You're Stanford grads and you you're building something and I imagine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:28:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[You start to kind of, you know, reach out to different trading houses and and maybe maybe connections you had from Stanford, I guess and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Suddenly build up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[All word of mouth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:28:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[So it's around 2010, 2011 ish, and you've got a name for this company that you're building. It's called Chronos research.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And assuming that you have low overhead because it was just the two of you, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:28:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[No, we we had some employees at the time, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[OK, some place, but did you get an office in New York?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[We were working out of our apartment in in Brooklyn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:28:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[In your software, who who are you selling it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:28:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Like, can you tell me which which firms you worked with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:28:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:28:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We worked with some big ones.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Probably should leave specific names out of it, but it was enterprise product. So let's say licensing fees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:29:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[In the 10s of thousands per month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Well, and I'm sure they got that money back in spades. Right? Because it it did it work well, was it effective?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Some of them did, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, some of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Others, unfortunately, you know the strategy didn't work, so it didn't work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:29:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But I thought it was kind of foolproof though, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[If you if you know that in a millisecond.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:29:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You can quickly buy low and sell high. Is that foolproof?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:29:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:29:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[No, I wouldn't say it's foolproof because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[In the early stages of anything and very few people are doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:29:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Then more simple things work, but people rapidly figure it out and catch up, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:29:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And there's a lot more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:29:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So 2011, there was actually a ton of consolidation in the space because it got so competitive. So definitely not foolproof.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:29:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But in the midst of all this, you think you guys are actually doing pretty well, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:30:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Got up to a few million in revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[We saw a path to growing our customer base, improving the technology. Maybe we could get to 10 million in annual revenue at some point in the not too distant future. But that's where my my third.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[The third thinking that that I had the third transformation as an entrepreneur that we went through comes in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:30:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know, we started thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[About if we were to do this for a really long time, is is this something to be proud of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:30:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Like is this something you can get back from a hard day's work worth of work and hang your hat on the on the hook and say you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:30:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I'm really doing awesome things for society.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[But what prompted that thinking?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:30:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[What do you remember that happened of? Anything that would lead you to that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:30:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:30:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It's it's actually being able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:30:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:30:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Prompted it right because it's sort of like the hierarchy of needs in a way. The first thing you got to do is feed yourself. You're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:31:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Not getting to self actualization until you can actually feed yourself and actually survive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:31:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And almost nobody gets to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:31:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[00:31:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So we got to that point and when you can feed yourself, you have the luxury of thinking about other things and. And so in this case, we had started thinking about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:31:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Whether the technology in our learnings could be applied more broadly beyond just institutional.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:31:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We also saw the Occupy Wall Street movement right that that started really in full swing in New York City in 2011, right when we were working on our business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:31:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:31:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:31:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you know, I remember walking through the tent cities in lower Manhattan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:31:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:31:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We had some friends or you know, people that we knew that were very, very upset and were participating in some of the protests there. And, you know, they were kind of like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:31:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[What are you guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And there was a lot of frustration that essentially the financial system wasn't working for for everyday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:32:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We certainly felt that and we also decided right around that time to move the company back to California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Because we figured out pretty quickly where a software company we needed to hire software engineers, it didn't really help us a ton to be in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:32:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It was more expensive to hire there and the people that we were getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:32:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Were largely people moving from California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Who we knew from Stanford in the first place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:32:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So. So the two of you decide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:32:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[In 2011, to move back to California and to basically continue the business there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yes. And I think the interesting thing, the first thing I remember when we're moving into the office, there is the occupied tents right in front of our office on Market Street in San Francisco, going all the way down to the ferry building. So I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[It was following us around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:33:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[People were just very \*\*\*\*\*\* \*\*\* at the establishment and didn't feel like the system was working for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Did you have sympathy for that for that movement?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:33:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I mean, I definitely understood the the frustration and empathized with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:33:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Know I wasn't part of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I wasn't doing like the the protesting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:33:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But my feeling was I believe in in technology and and innovation. And I think that we can address some of these problems, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:33:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think that movement was an input to a great degree in the idea behind Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:33:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And there were a couple of other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[One was just our knowledge of the space, which I think was unique and we kind of understood exactly how a trade was executed, settled and cleared and a decent amount of like the compliance aspects of that. We realized there was very little cost in the system for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:33:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[And you couldn't make it work for free and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[How institutions were trading millions of times a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Day they couldn't do that if if there was a lot of cost to doing these things, right? So that was 1. the Occupy Wall Street movement and the disillusionment with the financial system was another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And the third was a very San Francisco one, although we we saw it in New York as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And that's mobile technology.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So in New York, there was this product called Foursquare.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Sure, it was a checking app.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Could check in, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It was a check in, but imagine like you're 20 years old. You're going out in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[New York. And you don't stay in one place like in most cities. You start out at a restaurant, you go to a bar, then you go to, like, several places, usually in a night, and you're ending up like texting people like people are getting off work at differe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[They meet up with you, so you have these text threads with like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[30 or 40 people, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:34:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And then this product came.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:34:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[All you do is check in and it cuts out all of that communication and people just know where you are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:35:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:35:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And so we kind of put these three things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:35:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Our knowledge of the space, the Occupy Wall Street movement and mobile technology, and got the idea for Rob.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:35:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Wow, I think an end if you if you know me and you listen to show you know, I'm not cynical.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:35:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:35:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I'm really not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:35:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[But my God, I I I can imagine somebody hearing that who was part of the Occupy movement thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:35:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Our movement inspired them to build Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:35:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But but I think that they would not be happy about hearing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[I think a lot of them actually would, and I think if they see it, they would understand that you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:35:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:35:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:35:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You can protest, but you can actually go out and build a product that lowers the barrier to entry and gets people to benefit from what I think is fundamentally an awesome system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:35:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:35:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[If we plug more and more people into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Then it's. It's such a powerful tool of wealth creation that I think more people participating is is better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Not. And I think there was a conversation that Beijing and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[He was in New York on a sales trip. We had been batting around a few of these ideas, but on that phone call, I floated the idea of free trading.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[It's like, what if we just make something that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Let's people trade for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Customers are trading for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Why can't everyone do it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Why does it cost?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Cost $10. You know, for you to trade in your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The train, a new trader, whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah. So we were kind of asking ourselves, are they still using manual traders?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Why is it so expensive?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:36:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And why can't the software that we're building for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[An institutional purpose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:36:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Be used in the same way to offer the same type of amazing pricing and high frequency execution to retail consumers as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So you have this idea and the idea is let's make a platform to allow people to trade for free and and at that time 2012.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Was the idea to do it as a website?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[No, I think the pretty quickly, we pretty much knew that it would be mobile.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You know, if if you're on the go and you need to check your portfolio, you're not in front of your your trading workstation or your your computer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:37:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That's an advantage that only mobile would would give you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:37:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And presumably you know you guys could not fund this with the the cash flow from your previous business which which did you just kind of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Fold that business into this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:37:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Or did you? Did you kind of sunset that, or did you sell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:37:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:37:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[What happened to that business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:37:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We just wound it down basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:37:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:37:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And did you let everybody go because he had staff or did you keep them on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:37:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[No, we kept the staff and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:38:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There's still some people at Robin Hood today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:38:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That were originally working for Kronos on our trading software for institutions and we basically got everyone together in this little conference room. Once Beiju and I had kind of settled on this direction, right. And we were like, hey guys, we know you came here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:38:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[To build this algorithmic trading software for banks and and hedge funds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[We have this other idea that we're more excited about that I think has a lot more potential and it's to take this sophisticated technology that we've built and make it into a consumer product. And we kind of thought a lot of people would leave, but nobody did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:38:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:38:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We come back in just a moment. How, on the way to launching their trading platform, the two founders confronted a catch 22.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:38:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You can't get approval from regulators unless you have money in the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:38:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you can't always get money in the bank unless you have approval from the regulators.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:39:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:39:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[00:39:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Hey everyone, just a quick thanks to our sponsor ZIP recruiter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[If you're hiring, you know it can feel like looking for a needle in a haystack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You just hope the right candidate comes along with ZIP recruiter. Their matching technology helps find the right candidates for your job and invites them to apply.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Four out of five employers find a quality candidate within the first day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Let zip recruiter find your needle in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:39:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Try zip recruiter for free at ziprecruiter.com/B UILT.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:39:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Thanks also to Intuit QuickBooks dedicated to helping small businesses be more successful for those working to achieve their own definition of success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:39:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[QuickBooks Smart suite of business tools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:40:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Is designed to help them get there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Easy and intuitive services all in one place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Available for both mobile and desktop devices.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:40:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Whether you're looking to discover a new series to binge, find your next great read, or check out that movie, everyone's talking about NPR, pop culture Happy Hour Podcast is your guide to all things entertainment. Every weekday, we keep pop culture in high spirits.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:40:34 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Listen now to the pop culture Happy Hour podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:40:37 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:40:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:40:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[To how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I'm Guy Raz. So it's 2013 and Vlad and Beijing are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:40:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:40:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Building a trading platform that will let people buy and sell stocks on their phones.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:40:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And they managed to pull together $3,000,000 for their seed round.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[But it doesn't come easily.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[It takes like a year and a half.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Get it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[We had a lot of challenges, you know, at the beginning we didn't know any venture capitalists we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:41:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So we weren't part of that community, the startup community, when we were in in college. And actually the advice that we were given at the time was to stay away from venture capitalists, which ended up being obviously completely wrong. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:41:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[For everybody, but maybe wrong. Wrong. Just want people listening, not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:41:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Wrong for this business, but everyone was like, you don't want to go anywhere near venture capitalists because they're just going to take your business away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:41:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:41:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:41:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So, you know, once we got past that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:41:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And and you get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:41:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[I'm assuming to do to be a trading platform, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yes. And to market that we were offering the service, so I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:41:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The lean start up methodology. If, if you're familiar with that, basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:41:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Eric Reese wrote this book, the Lean Start up about how to market consumer products and the number one piece of advice was basically that before you actually build anything, test the concept, you know, put together a splash page.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Landing page that basically has the value proposition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And see how it does.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And that's like a very cheap way to test whether your idea has legs. And we weren't allowed to do that because as a broker dealer, you you can't actually market investing services without having the appropriate licenses, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The lean start up thing didn't apply to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:42:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:42:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Angel investors had concerns about many things, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Number one, could this team of mathematicians and back end engineers build this beautiful consumer product?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[They're talking about building like we haven't seen any evidence of that, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Regulatory approval was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:42:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Not a lot of companies were were doing that and then you kind of look at the space and say, let's say they build something let's say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:43:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know, they got the regulatory approval.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[How's this thing going to make money? Like the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:43:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The cost of customer acquisition is in the thousands of dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:43:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It's an extremely competitive space with like gigantic incumbent competitors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[That spend billions of dollars a year on marketing and you know, these guys are telling us that they can make it work, not charging a Commission and where the cost of customer acquisition is in the low single digit dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:43:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Not a lot of people bought that idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:43:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, I mean this the thing like the way TD Ameritrade and and E\*Trade and all these made money and it was by charging 4 or 5 bucks per trade, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:43:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, 7:00 to 10:00 at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:43:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So if I'm an investor, I'm going to say, well, you the trades are not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Somebody, somebody has to pay for it at some point down the line. So how are you going to make money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:43:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, our statement, we got a little bit better at this, but at the beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[We were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Well, we actually don't think it's a big problem because look at Instagram.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[How are they making money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Right, you have to pay for the costs of of trading. You have to pay for the servers and the staff obviously, but we didn't really think too much about the revenue model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Were just focused on can we build something that customers could actually want?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:44:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So the answer was, hey, let's not worry about that now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Let's just get a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:44:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Let's just on board as many users as we can and then we'll figure out the business model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:44:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So you guys get the funding $3,000,000 to start working on this app and now the difference here is that it's not just about building the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:44:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:44:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Probably in some ways was the easy part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:44:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There was all of these regulatory hurdles you had to overcome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:44:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Right, because from what I understand it took, it would take almost two years from the time you raised your seed round.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:44:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Until you actually debuted announced. Yeah, the app, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[What was going on in those two?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Why? Why? Why did it take so long? Can you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You kind of break that down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Oh yeah, so there were a couple of parallel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[One of them was building and designing the the product and the technology, and then the other was getting the licensing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So we brought on board our Chief Compliance Officer, Scott Freedman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Who joined us in 2012.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[It's interesting as a startup at your stage at that point would not have focused on a chief Compliance officer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Have been looking for a CFO and a you know another right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:45:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You had to have a. You had to have a compliance officer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That's right. I think most startups would have just been hiring engineers exclusively.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But yeah, we we were always considering operations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We needed the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We knew what that process kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Like and you know Scott made an extremely I think difficult choice to leave a very good job and join us as our founding Chief Compliance Officer because he had just gotten married.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:45:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[His wife was pregnant with their first child.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Had their entire support system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Family was in Chicago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And he came to meet us and we were working out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And we are just these disheveled 20 somethings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And so he he clearly was impressed, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[We wouldn't have been able to make it happen if he had not made that that choice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, yeah, he'll do OK in the end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But then he didn't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I'm just. I'm just foreshadowing here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[How did you and Beijing divide and conquer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:46:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I mean, did you was one of you the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Or were both of you to just kind of did. Did everything, how did that work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[He was more focused on design and I think he had the talent for that from when we were in in college, you know, he had a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Very nice sense of aesthetics, and he cared a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know he's in another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[He probably would have been an artist, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:46:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I was kind of more on the engineering side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I I wrote a lot of code.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:47:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Code for the back end platform for the iOS app I taught myself how to code iOS apps by watching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:47:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Watching the free courses from Stanford that were available online and I'd be on the Caltrain going between San Francisco and Palo Alto, and I'd watch them at 2X speed and just learn about developing that way. And I think from time to time we we would have fight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:47:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And arguments and disagreements, mostly on like small things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:47:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But I think by and large on the big things we were, we were pretty aligned and there's there's always been a high level of trust because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:47:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We became friends in college when we were both taking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:47:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Extremely difficult graduate math and physics classes, and we would just be banging our head against the wall doing these difficult problem sets all night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:47:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So you go through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[It's it's kind of like starting a start up to some degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

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

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

[So you guys are grinding away for what, 2 almost two years to build this thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Are you getting? Are you getting anxious?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:48:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I gotta get this thing off the ground already.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:48:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:48:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:48:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, there were moments of extreme elation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:48:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know, like I remember raising the 1st $250,000 from Google Ventures, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:48:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I remember, like, dropping my phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:48:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Was like I can't believe Google.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:48:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Wants to invest in in my company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:48:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Like four years ago, I wasn't even able to get an interview at Google, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:48:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[They're investing in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:48:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Company, you know, then a year later it was kind of difficult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:48:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:48:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That was probably the hardest time in middle of 2013 when we had filed for the license and we were getting close to our pre membership interview.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:48:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:48:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And part of that process to kind of get approval was to show that we had enough capital to operate for a year after becoming a brokerage and the the amount was a little bit in flux.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:49:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Had to actually model out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:49:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[What it would take for for us to operate for a year and we settled on something like $1,000,000 and it was very hard to come by.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You needed $1,000,000 in in the in an account in order to get that approval.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:49:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yes, we needed $1,000,000 and we needed it before our pre membership interview.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So you needed the money just to get considered for a regulatory approval, but you had to raise money from people who were like, well, they're not approved yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, this catch 22 situation completely and right, you know, made things very difficult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:49:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And we actually didn't didn't have it in time. So we were like one or two days before the pre membership interview and we were short about $500,000 and we were like, oh, we're going to have to go to this meeting and I don't know what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:49:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:49:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And then fortunately, Scott's wife went into labor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[This is your chief Chief Compliance officer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:50:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yes. So we, we we were able to postpone it. We had a great excuse to postpone it and then we pitched Tim Draper, the venture capitalist, and he asks us how much we're paying ourselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And I don't remember what it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:50:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Think we're paying ourselves either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Modest, modest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I want to say $80,000 or something at the time for Silicon Valley and he thought it was, it was very high.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:50:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And we end up negotiating on that a little bit. And I I talked to Beijing and I'm like, listen, this is gonna be kind of tough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:50:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But we just say we're, we're all in and you know, we're so committed to making this happen that we're not going to pay ourselves until we get the brokerage license application approved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:50:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And so we e-mail him and we say, look, we're willing to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:50:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That shows you that we're we're super committed to this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:50:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And he said, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You know what that put me over the top. I'm in for 250K or 300K.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[And after that, people saw that as a as a really strong signal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:51:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Know his participation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[We were able to get a lot of angels and I went to Scott.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:51:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And every time this conversation with Scott, our Chief Compliance Officer was, you know, Vlad, do we have the money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Are we looking on the fundraising, you know? And then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And then I was like Scott, how much do you need?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:51:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And we had a nice little laugh about that because that was the first time it went from how little can you make the one year requirement to how much do you need?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:51:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Wow, did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:51:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I mean the name Robin Hood, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:51:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I mean it it we know who he is, what he did but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:51:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:51:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:51:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[He stole from the rich and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[The poor was that we were trying to signal with the name Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:51:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Actually, my wife came up with the name her girlfriend at the time. Now wife and the working title was actually cash cat and I think we kind of like cash cat, but there was a feeling that it wasn't powerful enough, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Was kind of kind of jokey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And so the way my wife would introduce me to her friends and other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Is, you know, this is my boyfriend Vlad. He's in finance. And then there would be like a grown, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You know 'cause, they thought it was some investment banker or something, but so then she would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[00:52:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Oh, no, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:52:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But they're the Robin Hood of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:52:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[They're, you know, building something for the little guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:52:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And so the name Robin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:52:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Kind of stuck in Beijing and I both really loved it and some of the other early folks at the company didn't like it as much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:52:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But I think the fact that it was a little polarizing made it made us really excited to use it because it stood for something, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:52:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The last thing you want in a name is one that's boring and people forget about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:52:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:52:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Let's talk about. I mean, the app is being developed and eventually it launches in 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:52:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:52:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:53:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[And one of the ways, or the main way that you figure out how to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Build revenue is is through something called payment for order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:53:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So we should explain this because I'm, you know it's it's it's complex, but sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[To a basic explanation of this, but basically sure it's when a with a third party firm compensates a brokerage firm like yours to get access to to the order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:53:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[If I trade the Robin Hood that has to be executed by a third party that Trey Robin Hood goes to a third party and and they they make money through the spread where I'm I'm willing to buy it for a certain price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:53:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Some people are willing to sell it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[At a certain price and whatever's leftover, that's how that third party makes money. And you guys get a cut of that, and that's how you make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:53:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:53:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:53:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Is the idea from the beginning, which was a pretty smart way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[To make revenue to build revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah. And I would say we didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[No, we didn't create it existed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, it existed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And a lot of other brokers were were were doing it and I wouldn't say at the very beginning this was the idea because we saw that it was a fairly small portion of the revenue of other brokers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:54:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know, they were making more money in margin and interest on cash and obviously Commission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So it it wasn't like when we saw the payment for order flow item in the 10K.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Were like, ah, that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[This is like the the the undiscovered thing. It so happened to become a large source of of revenue for Robin Hood because we lacked commissions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:54:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Percentage of of our revenue and you know people were always kind of looking for the catch with Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Right. Does Robin Hood make more money if the more people trade?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Do you actually?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Does it depend on the kind of trade?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:54:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:54:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I mean, if you're getting higher volumes, I'm assuming you're making more money, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Yeah, generally that's the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:55:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So for payment for order flow, the way it works is it's a percentage of the bid ask spread. So the more trading that happens generally the more total revenue there and some degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:55:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think some people assume Robin Hood was a non profit and you know we're not making any money and we're billing ourselves as a non profit which we never claim to to be. So generating revenue in and of itself is perhaps viewed as as a bit of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:55:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[With the product which you know, obviously I disagree with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Was a for profit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:55:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Products and a business from the very beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:55:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, but you you've come under a lot of criticism from different sectors from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:55:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[From economists from Capitol Hill, even from competitors or competitors who are trying to do a version of of of what you do, who, who, who say we don't do these kinds of trades.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:55:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[What about the the criticism that Robin Hood works with these third party firms that are that are going to pay the highest dollar amount, which is not always in the best interest of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:56:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Customer who is making the trade is there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Is there any truth to that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Well, I mean, I would first say they all pay the same rate. We work with the largest firms and you know the stuff is all highly regulated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:56:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I think it kind of gets back to the idea of we have to generate some revenue, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:56:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:56:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So this sort of like conflict of interest idea seems to be the same generic conflict of interest that exists when you're a business selling any type of product it's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:56:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I could make revenue or I could just use that revenue and pass it back in the form of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:56:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Lower prices for my customers in the products that I sell and actually I'm all about crushing profit margins, a lot of people said that the business model couldn't work the way that it's working for us and that it would be so tight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:57:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And the profit margins would be so narrow that other people weren't able to make it work. And I think you also saw that play out when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:57:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The incumbents replicated our business model in 2019.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You know, every major competitor went to 0 commissions, which was crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Mean. I never seen anything like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You see some of these stocks are dropping overnight, led to a wave of industry consolidation because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Presumably a lot of those firms couldn't make it work independently without that revenue stream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:57:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So make no mistake about it, it's never been a better time to be a retail investor in this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:57:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Like what Robin Hood has come in and done is obliterated. A large part of the profit margin in this industry and the difference has gone into customers pockets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:57:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:57:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I say this is Full disclosure because I have a Robin Hood on my phone and I play around in it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Good to hear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:57:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Now I think that the great innovation that you introduced wasn't necessarily no fee traits, but this super easy interface, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Most people this is my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I think a lot and I'm not a financial broker or I'm not a creditor or anything that don't my advice. But I think for most people it makes most sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Put your money in a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[No or loafy index fund and just, you know, put it there and don't don't touch it. And so and so I say this is somebody who does a little bit because it's it's a, it is there's an addicting quality to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Know to see, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:58:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Oh my gosh, it just made 10 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Or 15 bucks, whatever it might be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You have created this incredibly simple way and have you know, we could argue, democratize the ability to for anybody with there's no minimum.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Don't have a minimum balance to go to Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[See if anybody can go in who's got a phone, a mobile phone and do this with a little bit of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think you should also mention fractional shares, which I think that's kind of the dark horse like what we've done with fractional shares. I'm incredibly proud of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:58:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Like like with Amazon UK, Amazon shares 3000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[No, very few people be able to afford one share of Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[You buy a fraction of it, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you buy it in real time and you get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[00:59:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Really great pricing on that trade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[OK. But let me ask you my question here about this because again, like you talked about the idealism that was connected to the founding of this company, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Were inspired by Occupy Wall Street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Protest, but at the same time, does any part of you did any part of you wonder well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[A lot of people who may may not really be fully educated on on on how the this stuff works might lose a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Did it did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[00:59:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Cross your mind, or did it ever cross your mind?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[00:59:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Look, you know, we think about that that problem a lot and we care a lot about safety and in a lot of cases our products are more restrictive than the products of our competitors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I'll give you a couple examples. You can't short sell on Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Short selling is one of the main ways that someone could lose more money than they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:00:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We don't offer undefined risk options trades either, so you can't sell naked calls. A lot of customers want to do that and we deal with the effects of, you know, customers that say, hey, I should, I really want to be able to sell naked calls, I want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:00:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Able to short sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:00:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you're not letting me do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:00:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I have to move to a different platform as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So you know we we bear some cost for for this and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:00:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It's challenging because you have to put these guardrails without being overbearing or annoying to customers, so they're hard to get right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:00:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But we've we've been working on it and we're committed to continuing to offer people the safest experience around all of our products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:00:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And not to say that we won't offer some of these things in the future that people are asking for, but we want to make sure that if we do offer them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[Guardrails in place that prevents customers from getting into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Situations that are unexpected and very tricky for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[When when you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[When you up went live, it did get some attention and attracted some users, but it wasn't. It wasn't like a a tsunami right away, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Mean it was it was successful but not overwhelming, am I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:01:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That fair to say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

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

[I mean, we were well, how should I put?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:01:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think it was pretty clear the success surprised us at the beginning, so we had obviously a wait list.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Before we went live and that wait list got up to about a million people before we started rolling out, which which I believe was the largest pre launch demand of its kind for any financial product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:01:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think we knew pretty early on once we announced the wait list and announced the service that that people would want it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[But yeah, it's it's not like we were adding millions of customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[A week. But you were able to attract investors pretty soon after you launched like $65 million?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Pretty soon after you launch from some of the big biggest investment firms and even got celebrities on there, which is now kind of par for the course, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Are looking to invest in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Now it's true, it sounds like in the fall of 2015, by the time you guys were out out in the world, I would imagine you're starting to feel confident like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Is going to really work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think we always felt confident, but we always felt a sense of urgency, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:02:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It's always sort of the healthy paranoia of are you moving fast enough?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You building for customers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Are you meeting their needs?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I I wouldn't say that I can pick a time in Robin Hood's history where I felt, you know, altogether very comfortable about how things are going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:02:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[When we come back in just a moment, how Vlad's comfort level was severely tested when the stock market went through a wild swing, struggling company called GameStop suddenly became the hottest stock on Wall Street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:03:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:03:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:03:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Hey everyone, just a quick thanks to our sponsor, the botanist gin from the Wild, remote island of Ilay off the coast of Scotland.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:03:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The botanist gin is distilled using 22 forged island botanicals.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:03:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That have been sustainably handpicked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:03:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Order the botanist for at home delivery on drizzly, get $5 off your order with coupon code botanist NPR. The botanist gin 46% alcohol by volume imported by Remy Cointreau, USA, New York, NY.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:03:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Please drink responsibly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:03:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Thanks also to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:03:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Did you know that Starbucks is donating 100 million healthy coffee trees to coffee farms by 2025?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[They've been bred to resist coffee leaf rust, a devastating disease that can destroy coffee trees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Starbucks is investing in farmers and their communities to help them have a sustainable future.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:04:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Most people don't know that this is one of the many commitment Starbucks has made to help make a positive impact on the planet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[To learn more, visit Starbucks com planet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[On NPR's consider this podcast, we don't just help you keep up with the news. We help you make sense of what's happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Why the housing market is wild right now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[What safe looks like once you're vaccinated and how an increase in border crossings is testing the Biden administration. All of that in 15 minutes every weekday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Listen now to consider this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:04:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:04:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I'm Guy Raz. So we're fast forwarding our story a bit to February of 2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You remember February of 2020, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The US had just gone into lockdown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And the stock market cratered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But then, a few weeks later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It bounced back. In fact, in early March, stocks made some of their biggest gains in a decade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And there was so much frenzied trading.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That Robin Hood couldn't handle it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:05:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I remember this because I have the app and I use it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Did you use it on March 2nd or March 3rd?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, I could, but right, because that was like the day where it was crashed. You couldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:05:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:05:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:05:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[March 3rd is Bulgaria Liberation Day as well. When we were liberated by the Russians from the Ottomans.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There you go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Plenty of how funny how things work, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There's also this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Thing in Bulgaria called Baba Marta where on the 1st of March you get these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Little red and white threads and you can wear them as a bracelet or you can hang them on something and they're supposed to bring you good luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And then at the end of the month, you nail it to a tree. And I remember that year I felt really guilty because I I didn't do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And then obviously on the first day of the month, we had this this outage, so things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:06:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So now I'm looking at my Baba Marta thing and touching it as we're having this conversation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And the outage was because too many people were trying to trade and it crashed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:06:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We were dealing with unprecedented growth and it had started on really at the beginning of the year. We we tend to have a step function in growth just from people doing New Year's resolutions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Dogs, the Dow and things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah. So you know, they start the new year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:06:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[This is the year where I'm actually going to become an investor and take it, take it more seriously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:06:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So you had the New Year's resolutions, then you had the market crash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The rates went to 0.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[People were at home and there was a scarcity of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Ending so the number of things that you could spend money on decreased. You couldn't spend money as easily going out to restaurants, going to movie theatres.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:07:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So there's a shortfall of spending activity and the difference if people aren't spending their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There's a couple of ways it could go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[They could save it in a savings account, or they could invest it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, savings accounts aren't paying any interest because the rate went to 0.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So it goes to the market and I think we became synonymous with retail investing in the market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Kind of became the default choice through 2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know, you heard this term, Robin Hood traders or Robin Hood investors?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Which basically refers to anyone investing individually at this point. As far as I can tell, or at least the common person. And then you have the stimulus checks, which were unprecedented themselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:08:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And some portion of that was allocated to saving and investing as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[So how did you? I mean, when that happened right in in March of 2020 when that happened and people were really mad, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:08:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[They were like, that's my money. I can't trade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:08:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[How do I mean this was? This was basically it was an unanticipated surge of users.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:08:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Just that's what it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:08:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:08:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You you just weren't prepared for the surge and and and know as simple as that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:08:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:08:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:08:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Very simple, ended up failing and taking out our system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:08:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It was adns system failure, which was a failure by a system that we didn't even write ourselves right open source software for some of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:08:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:08:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It was painful for our customers also for me as an engineer like you never want to have system issues, right? It's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Like it hits me to my core to a certain degree because like, I'm responsible for it, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And what you saw is Robin Hood learning from that, making a lot of investments, which you probably don't see because how can you see reliability? You only really see it if you're up and your competitors are down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So we're certainly, we certainly have new problems, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There at least original problems.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There's a lot of moments and look, you're big target because you're very successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And lots of people use.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And lots of people like what you do but. But as a result your big target, you know that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you kind of weathered that that challenge in 2020 and then throughout the year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[There were several others, one in particular, that is heartbreaking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Is the story this, this young man who committed suicide?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Alexander Kearns, who was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:09:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[A college student who was under the impression somehow that he made a terrible trading error and owed like $700,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:10:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And he took his own life, it turns out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Didn't apparently owe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:10:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But what did you when that came to light? And you found out about that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:10:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[What did you make of that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think the passing of Mr. Kearns was a tragedy. You know, it's devastating to me and to everyone at Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:10:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So our hearts go out to the family and I'm deeply sorry for for the loss of his life right after that happened, Beijing and I sent a letter outlining the changes that we are committing to to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[In the wake of the tragedy, so changes to the user interface, more criteria for how you access options in the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:10:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So we hired an options education specialist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And then we actually created a callback customer service number so that you could speak to a live agent on the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:11:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:11:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It's it's certainly was was devastating and I think we we vowed to learn from it and to make it so that the product has many, many more safeguards in place from something like that happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:11:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I know that just a a few months ago, I think in November of last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:11:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Beijing stepped down as your Co CEO and from sort of the day-to-day operations of the company. And you are now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:11:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:11:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[CEO and now, of course, President of the Firepower is aimed at you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:11:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:11:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[In that position, has that been challenging to do that without him or or is it ultimately in the best interest for you, for the company, for I don't know that he he stepped aside?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:11:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, I I should first clarify that he hasn't left day-to-day, so he stepped down as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:12:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[He's chief creative officer at the company. Very much involved day-to-day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Day just in, in a role that he's more passionate about where he drives products and product strategy and we chat on a daily basis and we talk through strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:12:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you know, we just felt that the best way to serve the company would be to go to a more standard structure centralized the the day-to-day leadership, making sure you know the lines of decision making are clear. And it allows us both to focus on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The things that we're passionate about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:12:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:12:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Last, last time you were in the hot seat and it's not going to end. You're going to be in it again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:12:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Was in January of 2021.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:12:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And the GameStop?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:12:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:12:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The AMC you know you have all these traders coming in through Reddit and trying to trade and and you guys had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:12:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:13:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Halt that trading, which led to a lot of people furious members of Congress, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think Democrats and Republicans were in agreement about how angry they were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And and it took you a couple days to explain what happened, which was essentially from what I understand there, there were regulations that required you to have enough cash in the Bank to back up these trades and and you didn't, you didn't have that cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Is that is that more or less that the the explanation of what why you had to put a halt to those trade?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, essentially, Robin Hood securities can't use customer cash to fund net purchases of securities. It uses corporate cash as collateral.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:13:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That you had to have in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Bank money that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We had to have at the clearing house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yes, thank you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah. And so people ask the question like, I don't understand why I can't buy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Have this money in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know, it's enough to buy the stocks that I want to buy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:13:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Why can't you just use that? Well, it's because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The trade settle plus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So the trade is actually settling two days after the person purchased.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It and in that two day period we have to post collateral in case the transaction fails or gets reversed and that can happen for a variety of reasons and we can't actually use the customers money. We have to use corporate cash for that and the collateral requirement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[As I've said in a lot of these news shows started off at $3 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[In the morning of January 28th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And you didn't have 3 billion on cash because?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Why would you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah. At the time, we had 700 million on deposit at NCC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So the request was a 4X increase in our deposit requirement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, but what you just explained to me, you could not essentially sounds like you could not explain that quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[To frustrated customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:14:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:14:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I I evolved as a communicator throughout this process and I would say we we explained it. I think that day we said, hey, we're subject to these deposit requirements and these capital requirements, those requirements can go up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[For sure you can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:15:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I think there was a lot going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:15:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We were trying to keep our systems up amidst the number one on the App Store, which was always the number one concern to make the systems up for all trading. We were raising the capital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:15:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[To make sure we could relax the requirements, you know, I I went on television.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:15:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[At night, Wednesday the 28th, I was kind of running on fumes after what was a very stressful day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:15:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I think I I hear the feedback that my TV interviews, you know, left left a lot to be desired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Hopefully the subsequent ones gave more information and kind of people understand what happened better and understand the NSCC deposit requirements to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:16:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[To the degree which it makes sense to understand these highly technical things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:16:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:16:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:16:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You know, I I wonder if, I mean, you know, when you hear people like Mark Zuckerberg or Jack Dorsey, when people say, well, you know, I mean, look at these platforms you created and there's so much toxicity in social media and oftentimes, you know, they'll essentially what they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:16:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Is it was an unintended consequence. If they even acknowledge the toxicity on their platforms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:16:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And look, I mean, it's not your doing that that all these investors came in and manipulated the prices of GameStop or AMC and and many of them were were really kind of countering the manipulation that professional traders were already doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:16:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But I wonder, I mean, is that an unintended consequence of the platform that you've put out into the world that it actually makes it much easier for stocks to be manipulated?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:16:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The price of stocks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:16:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:16:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That the M word is a little bit of a tricky one. It does.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Means very specific things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I'm actually not sure that that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That that's what's happening either by retail consumers or or otherwise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The game started to go from 2 billion to 24 billion valuation in a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Well, yeah, it's certainly there's a there's a price move, but I I don't think I should opine on whether that's market manipulation or anything like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Pretty big price move.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, but OK, let's not use that word.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But I mean is that, could you argue that's an unintended consequence of the platform that, that, that can now happen very quickly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, I think that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[We certainly didn't anticipate that people on social media would coordinate and all buy the same stock at the same time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:17:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I just don't think the markets were built with that idea in mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[To support that, like March of last year, right when the entire market was down and clearly there was like a broad based.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:17:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Broad based stress on the system, deposit requirements and collateral goes up in those situations and that's kind of what it was built for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:18:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And that makes sense to to everyone. In this case, you know, you could argue this is concentrated on a small number of stocks, but the system wasn't built for people on the Internet banding together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:18:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Of people to buy the same stock or a small group of stocks, and I think it kind of broke.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:18:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:18:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:18:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Do you think that, I mean you say that you couldn't have anticipated the social media side of this and I think that I believe that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:18:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Think that you can't anticipate every eventuality, but it also means that this can happen again and again and again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:18:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I mean and and and I understand that you don't weigh in on whether that's good or bad, but it can happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:18:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[This may be par for the course going forward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:18:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You may just have an army of individual investors who decide to just go for it on one stock or just kill another stock. And I know it happens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:18:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Investors are doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[But this may now be driven by consumer investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I I would say some some people still argue that with these meme stocks, it's still happening like it's not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It hasn't concluded the story's not over, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And and is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

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

[Know if that's good or bad either, but, but as a as somebody and I don't really invest in many stocks as I said, just sort of play around. But I mean God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Freaking out if it was my stock that they decided I don't. I just put some money into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Coca-Cola or something and people decided to go after that one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:19:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:19:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:19:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And there's no way to prevent it, I guess, unless there's some kind of regulatory regime here, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Or, you know, it's also not clear whether what aspect of it, if any, needs to be prevented.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think certainly you know we're pushing for faster settlement because that's in service of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:19:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Of the financial system and making sure that the system operates smoothly and there's less need for money to be put up as collateral because because the risk would correspondingly be reduced.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And yeah, I'm not sure whether.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The this idea that individuals investing in the same stock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I don't really know if there's a way to to reverse that, or whether it's it's a good thing people should be able to make their decisions and invest in whatever they want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Subject to all of the you know, suitability requirements and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[When you hear criticism from people who say, yeah, you know, the customers aren't, the people are making money out of this, are these trading firms in Robin Hood and actually the customers are losing out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:20:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:20:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I mean, do you think that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That that some of the media criticism and coverage of you has been superficial unfair.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Mean what do you get mad?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:20:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:20:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Well, I think that I was watching this interview with Jeff Bezos a couple years ago, and he mentioned a few things that resonated with me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Of them is you got to have thick skin, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[People are going to take shots and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[It doesn't hurt them to take shots and potentially millions of people can do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[So the only way to survive that is to actually just listen to the criticism and understand it, but otherwise have thick skin and I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You have to tolerate being misunderstood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Obviously, correcting the the narrative and making sure that the facts are out there. But I think if you're if you're trying to do something important, you're going to be misunderstood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I think that that resonated with me and, you know, around some of these specific things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Just have to Get the facts out there. You know, the fact that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:21:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[That Robin Hood customers had at the time of the congressional hearing, 35 plus billion more in unrealized and realized gains. Equities in crypto on top of money that they deposited.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:22:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I think it's a pretty good fact that no, it's it's not just Robin Hood in our market makers that are making money, customers have have done quite well and benefited from the markets as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:22:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[When you think about your your journey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[Growing up and getting to go to Stanford and pursuing math, but then being Beijing and and studying this business and founding it and then taking it to where it is today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:22:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[How much of that do you think has to do with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:22:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[How hard you worked and how smart you are and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:22:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And maybe you know how much do you think it has to do with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:22:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:22:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Luck, or maybe privileges that you that you had that maybe others don't have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:22:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:22:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:22:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah. Or or maybe we all live in a simulation and this is just one of infinite number of realities that I ended up picking, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[I like that answer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:23:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I never got that answer in this question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Yeah, I I do think that I look at everything around me and there was a big realization at one point when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You just realize that everything around you, the world that exists, is built by people, lot of whom aren't much smarter than you, or more capable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And I think a big step is just deciding you're going to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Know you're going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You're going to actually try to drive something and change something rather than merely becoming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Merely being like a passive participant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[The world. So I think the decision to do something I think is a is a very powerful one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[At that point, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:23:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[You can breakdown Robin Hood into a series of small steps, the first one being stark, Robin Hood, and then every subsequent one being some variant of. Don't stop and keep going right and you end up where we are today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:24:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:24:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Founder and CEO of Robin Hood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:24:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And by the way, while everything else was going on this past year, the company was also getting ready to file for an IPO, which they did just recently.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:24:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[And according to Forbes, their valuation, which was somewhere around $20 billion last year, has gone up, perhaps even doubled, to $40 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:24:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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[01:24:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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[01:24:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Twitter we're at how I built this, or at Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:24:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Instagram is how I built this NPR and mine is at guide Rod.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:24:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:24:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[This episode was produced by James Delahoussay, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:24:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Thanks also to Liz Metzger, Farrah Safari, Derek Gales, JC Howard, Julia Carney, Neva Grant, and Jeff Rogers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:25:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[Our intern is Janet Ujun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:25:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

[01:25:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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

[01:25:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gUo)

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