# Audio file

[Wayfair Niraj Shah & Steve Conine (2018).mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hey, it's Guy Raz here. You know, one of the hallmarks of economic crises like this one is that people actually start businesses slack, betterment, even Airbnb. All companies we featured on this show were all founded during the last economic crisis. And a lot of people are talking about using this period now as a chance to reimagine what they do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:00:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And if that's you, well, I've written a book that you might find helpful. It's called what else? How I built this. And I wrote it for anyone who is starting a business thinking about starting one or just looking for inspiration and ideas from the incredible stories in the book the How I built this book is designed to be that voice in your head cheering.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:00:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You on when you're feeling like you just wanna give.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:00:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Up the book is based on interviews with hundreds of leading entrepreneurs, and it traces A to start a business or pursue a big idea and how to avoid the big mistakes along that journey. Normally I'd be leaving on a book tour at around this time where hopefully I'd get a chance to meet some of you. And thank you for your support of our show.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:01:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[But of course.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:01:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Book tours are all going virtual right now, so I wanted to make sure that you and our most devoted listeners get a chance to get a signed copy, and if you pre-order the book in the next few weeks before September 15th, I'll send you a free signed book plate that fits right inside.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:01:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You can order the book however you get your books, or you can find all the information you need at Guy raz.com or how I builtthis.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:01:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So the how I built this team is taking a much needed and very short break this week, but we will definitely be back next Monday with a brand new episode. As for today's show, well, some of you may remember a time not too long ago when e-commerce was supposed to be dead, like over. But today's episode is about two guys.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Who never stopped believing in the Internet or any many things that you can buy on it. This one first ran back in April of 2018. Enjoy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So alright, I'm going to read some of the websites that you guys launchedhotplates.com I'm assuming that's sold hot plates. Yeah. Yeah. OK, all barstools.com. So bar stools.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:25 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[What do you think? That's all? Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You're doing good. You're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Doing good. Alright, my dinner plate.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Is such a classic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I love this one, every grandfather clock.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Very hot category online. Who knew?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[People were searching for that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:02:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I'm Guy Raz, and on today show how an online search for bird houses LED 2 college roommates down an Internet rabbit hole that inspired what would become Wayfair and e-commerce company that now sells almost 5 billion.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:03:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Dollars worth of HomeGoods each year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:03:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So pretty much everyone we've had on the show had a passion for a product that they needed to put out into the world. Lara American believed the world needed Lara bars. Jenny Britton Bauer was convinced that her ice cream was gonna change how people thought about ice cream.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:03:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Even Jimmy Wales, founder of Wikipedia, thought everyone should have access to free.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:03:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Knowledge. But I'm here to tell you that that is not always the case. In fact, sometimes the product isn't what drives the founders. What really drives them is the challenge, or rather, solving the challenge. And that's basically the story behind Wayfair. Neither Steve Conine nor Nirav Shah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:04:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Felt that strongly about home furnishings, but they did feel like people should have choices no matter where they lived, because there was a time when if you lived in, say, Evansville IN, you couldn't easily get the same type of cool coffee table or sofa that someone in San Francisco or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:04:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[New York could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:04:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yet and today, Wayfair sells almost $5 billion worth of this stuff every year. Wayfair was actually the third company Steve and Mirage started together. They met his teenagers at a summer camp for math and engineering nerds in the early 1990s. They quickly lost touch. But then almost a year later.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:04:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[As if fate herself was watching over these guys, they both ended up as first years at Cornell, assigned to dorm rooms on the same corridor. Did did you know both of you? Did you know that the other?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:04:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[One was going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:04:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[To Cornell? No, we hadn't really kept in touch. So I think it was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It was a surprise.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:02](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, pretty much. I was like, hey, what's up?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:06](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[How you been this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Past year. So were you friends like right away.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, we were part of a, you know, I think when your freshman year you sort of have a small group of of friends that you sort of connect with and spend a lot of your time with. And and we were in that group together and then junior year and year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[When I started, we got to be a lot closer and live together. That year, junior year and senior year, we actually live together as well with with a few other people up at Cornell.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah. Did you guys did you? Did you and Steve used to to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Think about starting a business. When you were in college.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I don't know that we ever talked about it per se, but our last semester at Cornell, we took an entrepreneurship course as one of our elective courses. And in this entrepreneurship course, one of the things you had to do was create a business plan and what really happened is through the process of doing the project, which is creating the business plan, we basically started our first business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:05:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It was 95 and it was the very early years of the Internet. The Netscape Browser had kind of come out that year. Our idea was actually to develop some Internet directory service.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And we would go downtown and at the New York and try to pitch companies on paying US 5 bucks out of a listing on in our Internet directory. And of course, most would look at us like we're nuts. A few would say, hey, kid, that's interesting. But I, you know, I don't even have a home page. They called it the time. Could you help me, you know, build a website and, you know, maybe at least get.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[A present on the Internet and what would that cost me? And so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The business turned into kind of an Internet consulting business that built sites for companies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And you kind of knew how to do the basics because you were engineering students.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:36 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Exactly. So you'd go from project to project.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Companies are trying to move very quickly, you know, different people would ask other people who could we hire so on so forth. We were one of the few.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Shops.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Actually done things when you would meet, when you guys would go and meet with clients. Did you ever get a feeling from any of them that that they would look at you and think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Wait, these guys are fired.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:06:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[He's like a 22 year old kid. Like, what am I doing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[There, you know, we we did we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Were both we're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Both pretty good sales guys, so I don't, I don't remember that being snacking me too hard. I mean I I think that you know the prices we're charging versus like what they would be looking at for consultancies I think a lot of these bigger shops looked at it as like play money where they're kind of like well whatever how bad can it go with a couple of college students here doing this for us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[If it works out phenomenal, if it doesn't work out, you know, whatever we haven't really, we haven't really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Lost a lot. So I guess by that summer you've graduated from Cornell and then you decide.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[To move to Boston, to to launch the company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah. So we had, what happened very quickly is it sort of was clear. Well, Ithaca is not really the right place to be. New York in theory would be very logical as a place to be, but we both had more of an affinity for Boston and we thought from Boston, we could easily work with New York clients. What have you. So we actually decided to move to Boston.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[At the beginning of that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:07:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Summer and how are you guys managing? I mean if you were getting all these projects in coming in, presumably they wanted the two of you to do the work. How were you managing all that work pretty hard?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We're working.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:08 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, we're working 100 hour weeks. I mean, we were basically we set up the living room, we got an apartment and we flipped coins. And who got the the the bigger bedroom.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And then the yeah, he won it and the living room was basically the office, right? So it's just desks with the young computer. And we worked and which was fine because you're working from, like 7:00 AM to midnight, then you're sleeping for a few hours.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I want it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And doing it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Again, it was exciting. Like did it? Did it feel like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You guys were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Building something really big.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah. Yeah, it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Their first year out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Of college, I mean, so they were young, full of energy. It's very, very exciting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[There's all this hype around the Internet and you know, everyone sort of got their eyes on it, looking at how, you know the potential of it is is, you know, it's an area when we first see new technology, you can envision the potential of it very quickly. And I think it was, it was awesome to be in the middle of it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[By the what do you guys call the company?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Spinners because you spin the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:08:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Web no. Well, it's a world wide.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Web at the time we're like ohh spinners. You know if you're a spiders.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Spin the web.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Oh, I see you spin the web like a spider. Oh, that's clever. OK. Oh, my God. Guys, we're super nerds. So how long did spinners last?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, yeah, yeah, right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[About four years. So we started it in the summer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Of 1990.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[5 So I guess that's three years or the fall of 1998, so maybe a little over three years when we sold it. So a little over three years we were about 40 people when we sold it. Wow. And the Internet had heated up a lot. And so there were starting to be some much larger.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:36 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Consultancies doing the type of work we were doing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And we didn't think we could scale as fast as these other ones. So we opted in the end.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:43 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[To sell to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[One of them, what would you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Guys sell it for we sold it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:46](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Please hold.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[For a combination of cash and equity, I think it was 500,000 cash. So we each got like 250 cash. Does that sound right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:47](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:55 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I think we've been a little more than that. I think we might have each gotten like half a million cash.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:09:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And then and we got equity that was worth a few 1,000,000 bucks that then kind of with the.com boom kind of went up tremendously. And then came all the way like all the way back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And some stock.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Down to 0.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:11 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That's where it ended, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Got to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Watch 10s of millions of Rd.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So you guys didn't really walk away with a whole lot of money from from that venture?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[No, I remember I had this Merrill statement that says I was worth 27,000,000 when I was probably like a 24 year old and we're thinking I'm all set and then, you know, six months later it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Was basically back down to 0, so at one point you were worth $27 million. When when you're in your mid 20s and then yeah, but it was really was just on paper.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It was just on paper. But boy, what a good lesson to learn as a young fellow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:41](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So this is like the early 2002 thousand, I guess and and the two of you guys decide to start a new business together, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[2000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We did, yeah. We've had a lot of fun and success in the first one and thought, hey, this entrepreneurship thing is easy. Let's let's fix something new and do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Still gangster.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:10:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It again. Yeah. Yeah. So that takes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Us to so now we're at the beginning of 2001.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:04 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And we're like, thinking of different ideas, and we're not sure what we want.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[To.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Do Long story short, we came across this idea around mobile phones, so 2001 was still pretty early.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:14 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[For mobile phones, but we found that a lot of companies were starting to have a lot of mobile phones, but they weren't really managing them well because they effectively have, you know, thousands of phones.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[But they were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Each on different contracts and they were on the wrong ones. They're paying too much for some too little for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So our idea was we would build a software platform that would allow these companies to better manage all their phones and their contracts. And we thought over time we could build that in to basically being a virtual carrier focused on enterprises.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[What's a virtual carrier? Just just just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Think of Virgin Mobile in the UK, where they use a virgin brand name and they actually operate on top.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Of British telecoms network is so that it's a branding on top of an existing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[All right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Network.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[But to the consumer, it feels like they're buying Virgin Mobile. They don't think they're buying British Telecom.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:11:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I see. Got it. OK. What was the company?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Called simplify mobile simplify mobile.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yes, but you would just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Call up companies and say hey, can I talk to the person who handles?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Your mobile phones? Yeah, I'm Steve. Simply mobile. I'm, you know, got a really great offering. Help me save money on mobile phones. Would you be? You know, I'd love to talk to whoever manages that for you. And occasionally you get someone right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, we did have one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Key flagship customer that we had lined up who was very interested in doing it, which.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Was Merrill Lynch big big customer? Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, they they have big phone.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Spend.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And so that was looking quite good. And then unfortunately what happened in 2001 was, you know, say September 11th was a huge impact for everybody and and particularly for financial service companies. In the case of Merrill Lynch, they lost use of their headquarters in the World Financial Center.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And their priorities obviously had to dramatically change. So with that we lost sort of the flagship customer that we had anchored around.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:12:55 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And so the combination of everything caused us to become much less bullish on this idea that that the odds of it succeeding was just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Not high enough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[See. It's interesting because many people that have been on the show have had similar experiences, but they've said, you know, we and we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Just kept that the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[First year sucked, and then the second year was less sucky, but we just kept at it and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And eventually it, you know, took off like a rocket. But you guys just kind of came to this conclusion that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It was not going to work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, I I mean, we were in a, it was a business where you look around and we're the only one doing it and that's always kind of a scary spot to be as well. And I think we thought about the market potential and the odds and the you know what we've what we've learned in that intervening year, I mean we spent probably the last three months of that business literally just pounding the Yellow Pages like just coming in and just like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Taking rejection all day long and trying to see if we could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[How we tried?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Just really hard to try to sell it and as ours, I think we've been a big fan of saying like, well, look, if you can't, you got to start with the sale and if you can't sell anything, you don't have an.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Idea. And so you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Know after kind of validating that I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:13:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Guess we sort of said it's time to walk away from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:14:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Was that rejection hard for you to handle? Was it humiliating? Did it just like the way you after a while?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:14:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Not too bad. I mean, it's not not a lot of fun. I remember my my dad gave me some advice. He was a he was a stockbroker for years and he, he said, look, when you when you going in and calling through the Yellow Pages, he's like the thing you have to set yourself a goal and he's like your goal needs to be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:14:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[When you get 30 rejections, you can leave and it's like that way, if you look at it, every rejection is a good thing, cause it gets you closer to your goal. It's so keeps you motivated to working at it. You learn a lot more from when things are going bad and when things are going well, so I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:14:22](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:14:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Sort of. We both, like, went out and started thinking about just getting a job. And like, I remember interviewing a few places and sort of, you know, thinking, hey, maybe I should go the more traditional career route did that for, I think we both did that to some extent for a little while.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:14:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And then you know, we just love being entrepreneurs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:14:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So when when simplified mobile, kind of like fizzled out, you guys both were starting to approach your 30s, right? It's you're still pretty young. Did you have a?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:14:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Sense of what you were going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Next, of course, you're going to get into.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Furniture. What's going on? Furniture on the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:03 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Internet it's it's where it's all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Up. So what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Did you guys do? I mean you you wind this business down, you're still presumably thinking let's continue.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[To work together.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We we went right back to the drawing board, so we started looking at that point we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Got very. Were you living?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[In my basement at this point.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:22 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That's right. So I in your downstairs bedroom. Yeah. So I was living there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:27](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Because we can.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The brainstorm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Stuff, right? And then my girlfriend at the time moved, moved up from New York.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And so I'm like honey, it's a great deal we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Can just live here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And the deal was he bought.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The groceries bought.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah. And we got the groceries and that only lasted about two weeks, though. Before she decided that we really should get our own place. So that that was the end of the free rent. But what happened after simplifying mobile? What we decided.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:49 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We spent basically the first couple of months of 2002.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:15:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We ended up talking to a lot of different business owners and there was this theme that emerged because if you let if you read the New York Times and if you believe what the journalist said, you would have been left believing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[E-commerce was dead.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:04 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That was where all the articles talked about, you know, kind of like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, because there were a bunch of companies that crashed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Oh yeah, big time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:09 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[But I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:09 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[There was even at that time there was a lot of skepticism that Amazon was going to succeed. There was, you know, there were a lot of people talking about Amazon's imminent demise, you know? Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And so we got fairly methodical. We said, well, OK, we should start looking at Internet ideas. We know we know, Internet, we know Internet software should look at Internet ideas and we should look at other ideas that we think are just good business ideas. We're good operators. And so we started making lists of ideas. We started looking at businesses that were for sale, thing that maybe there's something small that we could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Buy and could really grow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And through that, we ended up tripping over these e-commerce websites that were for sale.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And we would talk to the owner, operator and they would, you know, tell us how they're growing 20 or 30% year over year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[When you say e-commerce, what were they selling?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:16:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I remember there's one lady who was selling bird houses. She was storing them in a garage every day she was taking all the orders and collecting all the items out of the garage and packing them up and taking him to the post office.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And selling them online.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, all birdhouses.com or some such thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah. The theme we found was really simple. Consumers had realized they could go online and search for any product category they wanted.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[There were a lot of product categories like bird houses that are just not really available locally with good select. If you want to buy a bird house locally where you Live Today, where would you go? If you want a decent selection?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:20 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You go to like a like a local store and then you find like two or three different bird houses and then you'd have to pick one of them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Exactly right. And you know the pretty basic styles, right, cause they're only gonna have 3 or 4, right? And so all of a sudden people sort of realize, well, I don't have to be stuck with that. I can go online.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:37](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And find 100 different options.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:46 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Exactly. I can order whatever I want. I save the time of the trip to the store, it'll show up in the mail super easy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:17:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And so the about a month's worth of research kind of helped us figure that out. And So what we ended up doing is we ended up deciding that there was a big opportunity in buying these businesses. So the first website we ended up launching, we launched a site called racksandstands.com at the very end of August of that year, which was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[TV stands and speaker stands. So entertainment furniture.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Did you have a particular passion for TV and speaker stands?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, I was out of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Cornell, I mean, these things are central.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:25 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[But you know what you find there were in those days, Yahoo on Yahoo.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Which you could type in terms and would tell you how many searches a month there were for that item, and on some of the product comparison sites they would tell you their top 100 categories and so both of those terms were in the top 100 search product terms.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:41 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So so people were looking for TV and speakers. Why wouldn't they just go to their local like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[If I were to sell them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:49 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The same thing about just selection of only two or three and you can't find a good selection. The furniture stores want to focus on living room, bedroom, dining, furniture. So where would you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:18:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Go. So, wait. So you, you're thinking, all right, our first one is going to we're going to sell TV and speaker stands just out of curiosity, where did you got? Where? Where did you even go to find?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[She didn't understand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:11 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Well, in the beginning what you do is you go online and and you'd look for companies that made them. You'd also look at what the other online retailers were selling, what brands did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[They have and you'd buy the audio file magazines and flip through and see what brands they're advertising.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And so did you just buy a bunch of TV and speaker stands and just have them shipped to your apartment in?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Boston.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[No. So at the time, there was a bunch of electronics distributors that actually would stock small amounts of speaker stands. And so we initially started off buying through them. So we'd buy out of their inventory. So we had no inventory risk. So it was all drop shipped.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Out of distributors.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Somebody would go to Yahoo or Google and type in speaker stands and that was one of the things that would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Magically come up exactly. They click into it and it's the promised land. If you're looking for, you know, speaker stands.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So when did you launch the website?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:57](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:19:58 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[August 29th and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:20:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[2000, 2002 and how long before you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:20:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Had your first orders? Hours. Hours. Yeah, hours.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:20:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[When we come back our racksandstands.com, then all barstools.com, then every grandfather clock.com and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:20:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[On and on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:20:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Eventually turned into Wayfair. I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:20:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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[00:20:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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[00:21:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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[00:21:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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[00:21:41 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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[00:21:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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[00:22:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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[00:22:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:22:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So it's 2002. And Steve Conine and Merrick Shaw are on their third business idea. They're selling TV stands on the Internet. It's a site called racksandstands.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:22:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And this was a time when a lot of people thought e-commerce was dead. But Niraj and Steve, they thought it was very much alive. So they started to advertise.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:01 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Google had just launched AdWords, which is, you know, keyword bidding.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Right. But what you pay money for?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, you've been in Nicola Clicker.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You'd advertise, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:09 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And you write your text ad and you basically paper.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:12 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Click and we would track every time we got an order which advertising unit drove it. So we'd either bid those up or bid them down if they were non productive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And what kind of advertisements would?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[They.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Would would they say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:25 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The text, as I said, you know largest selection available TV stands.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[TV stands for less.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hundreds available.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Racksandstands.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So if you were a consumer, you click on this and if you were adventurous in 2002, you would put your credit card into the computer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And then it would go to you guys.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And then you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Guys would order it from one of these companies and then have that company directly shipped to that customer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:23:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Correct. We launched at the very end of August, so September, October, November, December, the 4th month in business in December of 2002, we did about $250,000 in sales in the category.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Racks and stands.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Racks and stands and we grew to be the one of the largest or the largest online seller in the category. And what happened is our suppliers started telling us, hey, you know, you've become my biggest online retailer of TV stands or speaker stands or what have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Session.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[But you know my other online guys sell more of my beds or my other online guys sell more.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:22 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Of my desks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And so we started learning that in fact, these other furniture categories that we hadn't focused on, but that they were doing quite well online as well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And I have to assume that just like getting this off the ground wasn't that expensive, right? It didn't require a whole lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Capital. No, it didn't. I mean, some computers we'd pay, I don't know. $15.00 a month for hosting on a shared hosting platform.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Form and we had a couple computers in our office, but it was very expensive. We didn't pay ourselves.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[A dime for the first year and a half. Or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:24:55 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Two, that was the big the biggest leverage was that we didn't need to pay ourselves and that we knew how to also build the software and do to do the do that work. We didn't to hire.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Anyone to do that work?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And and did you? Did you have like, a a a number on the website like a customer service number, the people who call and?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You know, I don't complain or yeah, yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We did, there's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[4 phone lines in my house that that it would ring there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Right near my bed, you and you were like one hand. You were like programming the technology in the other hand you were picking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Up the phone. Yeah, well, this is the beauty of that setup. It was. There's this little tiny table and we had four phone lines. We were kind of juggling. The phones were ringing. We take customer calls and a lot of times we get off a call with the customer and we'd change what we were working on that day in my case.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Would probably change what I was programming Mirage. Would you know? He was the data entry guy. So like we he'd be like he'd go line up new products and we'd be like, oh, customers asking for this. He'd go figure how to source it. He'd add it to the site. And, you know, those two active.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Cities rapidly made the site a lot better, and it got to where we couldn't juggle 4 phone lines and that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Led to certain hire people, so once you start selling racks and stands and you do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Pretty.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Well, what's the next category? You.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Go to mounts, TV mounts.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:25:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[TV mounts and we were surprised. So what happened in that time frame? Also the 2002 time frame.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Is two different things. TV mounts were not widely available, so if you had a gym and you wanted to hang some TV mounts like you know where else to buy them, so and so forth. But the other thing that happened is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Flat Screen TV started really becoming more popular.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Oh yeah, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And so people wanted to hang those on the wall. And so our timing on that was quite good, so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So this huge sales sort of start, you know, kind of momentum. So then we built the site just for that to have every type you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[What was it called?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Mount some more.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Announce more Doc but it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Mike.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Didn't really matter what you called it, right? Because you would make sure that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The circle all these were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Brilliant branding and the traffic was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:41 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Primarily driven by by these search by the the advertising we would do the paid search and then other forms of advertising that we would do so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:48 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That the key to the name of the site wasn't so much that it was something someone would type in or that would be memorable, or they'd pick it over other.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:55 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Items. It was more that it made sense as a place you would go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:26:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[For this item, alright, so TV mounts and the and then have that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Do that did phenomenally well. We were the Mount Kings of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The Internet, my God.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And and so then what? What came next?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Then we I think we started kind of with New Beach head, an outdoor furniture. And so we started a site called tea quicker and more, which was basically outdoor furniture.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I mean, it's so interesting because you didn't have to build a brick and mortar store and you didn't have to stand outside in front with a sandwich board saying come on 10% off today. Try our samples like you would just you just put this out on the Internet. You figured out the search, how search worked and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[People came. That was a sandwich.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:34 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Well, that was the sandwich board.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:36 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That was the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:36 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Board paid. We paid.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Google to run the sandwich board for us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And you didn't have to take in any outside investment in at that time because the revenue from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Each expanding website was fueling the business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:27:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It was, I mean, this business is cool. It's from that day. Earlier is on. It runs a positive cash cycle. So you know, customers would pay us right away and we didn't have to pay suppliers for 30 to 45 days. And so you had this kind of natural cash cushion. And so yes, it was, you know, it was we were able to self fund.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It very well. Do you remember?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[How much revenue you were doing in you know by like 2003, yeah before?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[3004 do you remember?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah. So 2000, 2002 was our first year. We did about 700 thousand, 2000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[3 was our second year. I think we did about 7 million and then the following year 2004, I think we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:27](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Did 27.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Well, I mean, you probably had to just hire tons of people, tons and tons.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:30 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Of people fast.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:36 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah. So we started hiring as early as January 2.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[1003 we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hired a couple of people, then we probably ended that year with, you know, 15 people or something like that. And and then that became the model to grow. As you know, we would be reinvesting aggressively by hiring people so that we could keep expanding the selection and expanding the categories.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:28:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Which then give us more things to advertise, which then would get us more customers, you know, and that now was the virtuous cycle and we would take.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The money that resulted and we would invest that into growing the team to keep driving it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Just out of curiosity, when people ask you like, oh, nurse, what are you up to? What are you doing these days? Would you say, oh, I'm. I'm selling TV stands. Like, how would you describe your business to people?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I remember one time I was very uninterested in describing what we were doing and a lot of Indians in the United States are doctors. They assumed I was a doctor and you know, like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Oh, no, no, it's oh, hi, doctor. No, no, I'm not a doctor. No, I just. I just sell furniture.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Because if you say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:34 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You sell furniture. No one's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Interested. There's no problem.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Silences the conversation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I see, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So that's a good way to wrap.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:41 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Up the conversation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So. So obviously when you were doing is of course what eventually would become Wayfair, but at this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Point you you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Start calling it. I think CSN stores right. It's a great name. CSN stores very.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:53](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, that was what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I think at the end of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[2002, 2000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:29:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Three, we adopted that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That wasn't. That's our.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Initial, did you get a bunch of consultants to help you figure out that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[No, we could get it for 12 bucks a year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And there was no trademark issues with it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Nice. OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I think Rich came up with it was our.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Initials kind of conglomerate SSO.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[See no Co 9.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, Conine Steve Shaw. Nerd. Yes, overlap. It was a generic name. We we could use across any category, you know and yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Right, I got you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, it helped with two key things. Basically one is we needed a company name that you know sort of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:26 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Implied we had a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Lot of stores, right? So you because because you didn't want to just name it after one of the names, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Sounds like a yes. CSN stores.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The second is a lot of the suppliers are very traditional companies and so when we go to like the high point furniture market and approach suppliers, you want to be able to get into a conversation with them. And during this time frame 2000, 2003, 2004, there's, there's still not very keen on ecommerce. They're not, they're not dead set against it, but their experiences have been poor.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:30:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And So what happens is when your badge says CSN stores and where you based or we're in Boston and uh, we're in Boston. Oh, we're right in Back Bay and we have an office on Newberry St. Ohh Great. Oh, what do you guys focus on? Oh, well, we're really focused on entertainment. Furniture. Uh, what do you carry? Oh, we carry brand. This brand that brand. So the brand. Oh great. You get into a conversation and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:31:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And they say, well, what are you interested in? Well, would really be interested in this selection. We think it would do well For these reasons. And they say, oh, well, you know, how big is your store? They say at that point you'd you'd say, you know, to be honest, you say, well, we actually, we sell online.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:31:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And if you had to discuss online too early in the conversation, you get kicked out of the showroom.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:31:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[They didn't want you. They didn't want to be involved with that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:31:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, if you came in calling stuff like E shop.com, they knew right away. It's an Internet guy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:31:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And it. But now they've gotten into a 20 minute conversation with you and you sound very rational and you're carrying a bunch of good brands. So now.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:31:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[They're like well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:31:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You know, I don't really do much e-commerce business, but maybe maybe this does make sense. Let's have a little more of a conversation. So the generic name helped you get deep enough into a conversation for them to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:31:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Really consider and understand you, which was really important in those days.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So all right, I'm going to read some of the websites that you guys launched because I just think they're amazingly straightforward made.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hotplates.com, I'm assuming that sold hot plates. Yeah, yeah, yeah. OK all barstools.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:14 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yes. Well, you think that's all? Yes. Yeah. You're doing good. You're doing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Good. Alright, my dinner plate.com I'm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Super. You sold dinner, flight.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[No, he's it's a classic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, I love this one. Every grandfather clock.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[A very hot category online. Painful to ship.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Who knew people were searching for that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We did. You could look online, see what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, exactly like we definitely did, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:38](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[People are looking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:39](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:39](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That was, I mean you would find categories and then you would basically get these domain names and you started to build a huge business that way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, we got up to we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Had two or fifty of these.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[How are you managing 250 different websites? Did you even get your head?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:32:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Around that, yeah, I was very good. We are very good tech platform that was built around the idea of building. We had a centralized product catalog.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And then when calls came in, our call system would tell you exactly where the call was coming into, saying you had to answer the phone.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Did you ever have a situation where somebody called the customer service number for?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You know racksandstands.com. And then and then say oh, thanks, you know, I'm still looking around and then call the customer service number for, you know, mounts.com and then get got the same customer service Rep on the phone.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Ohh yeah, when it was just yours and I worked in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It that happened all the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Did they ever say hey, didn't I just talk to you, Rex in the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Stands.com they they didn't put.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:29](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It together. It was funny. It was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The funniest thing? And you you wouldn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Try to hide it from him, but it they just they wouldn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Together.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I've I've heard that that by I think by 2010 you hit almost $400 million in sales. You had almost 5 million customers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:33:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And and you would like this this aggregation of 250 websites like nobody would have known what CSN stores necessarily was. No, no one knew who you guys were. I mean, people just knew all barstools.com or my dinner plate dot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Com. Yeah, they didn't know those.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That well, yeah. I mean, was that, was that crazy to you guys that that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That much revenue was coming in or were you just too busy to even stop and think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Got it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I mean, it's like watching your kid grow up a little bit, like it's just happening so incrementally and you're just following this playbook that you've got that's working well that, you know, it didn't. I don't. I mean, when you step back from it and think like, oh, wow, this is actually gotten huge, you know, you try not do to do that too much because it gets scary.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And how? How about your your your relationship between with the 2. The two of you? I mean it's just you guys are wired in, in, in such a way where you just you kind of chilled out you get along and you don't have any tension. I mean it's just it's it's it is it's crazy that you're still after all these years from like high school you're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You're working together.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[No, we gosh, it's interesting. You know when we would when we first started working together, I can remember having arguments where.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[He was usually.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:34:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Right. And he was telling me something I needed to hear, but I really didn't want to hear it. And of course, my emotion would flare up. And I I remember having to walk out of the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Room.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And just be like I got to go walk around the block and, you know, just be cursing under my breath.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Them for half an hour when we got into this business, you know, we were a lot more mature as individuals and had been through a lot of that had had both gained and lost a lot of money together. And so I think, you know, greed is one of the things that can create a lot of tension in partnerships. I think we've gotten passed a lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:21](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That, and we'd also gotten to where we valued each other's advice and had gotten and gotten to the point where, like, look, I trust what he's telling me because he cares and he actually is trying to make me better make us better as a company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, here's what. What do you think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I I think the two key things that I think have always helped US1 is that we gravitate to different areas of the business. And the second is we definitely have always found each other to be very hard working and very committed to it. I think those are not to be taken for granted because I do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:52 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I think they those traits may not be as common as as you would think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:35:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, in 2011, I guess it was when you decided that you you needed to scale this even bigger and this is the first time you actually took in outside investment. Why did you allow?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:36:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Venture capitalists get involved in this in this company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:36:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We're we're definitely ones who would rather just fund it ourselves or self fund the business and have it fund itself. The challenge became in 2011, we believe the big opportunity to continue the trajectory and to really capture the big opportunity we needed to build a brand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:36:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:36:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And the amount of capital we thought to go through that migration and to build a brand that it would take was not an.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:36:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Amount we could sell fund.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:36:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Because you did not have a brand, CSN was not enough of a brand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:36:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It right it, you know, consumers didn't know that brand. It wasn't you want a brand that when you know you think hey, I need to shop. I I want to redo my living room. You want someone to think oh I go to Wayfair you want it to be a top of mind brand for a category right and that is not that's not easy to do and even if you figure out how to do it it's not inexpensive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:04 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[By any stretch, right. So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:05 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[There we wanted to be able.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[To do that, the other just minor dynamic, I think that happened is investors. They started to change their pitch to being, you know, purely from we want to invest in buy party our company to hey we're invest in buy part of your company invest in it. But we'll let you guys take some cash off the table as well and you know at that point in our lives with it we we both gotten married.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I had some I had kids near tech kids as.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Well-being able to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Take, you know, a bit of money off the table as part of that was also appealing. And so there's, you know, those things kind of tied together and that at.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That time in our lives. So you had 250 websites under CSN stores?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[How did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[How did you come up with the idea for?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:44](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Well, we knew we we, we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:37:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[We knew we wanted a different name, the CSN name Susan stores name was difficult for people to remember. Recall, we've always been reluctant to use consultants, but we we hired A branding agency and they came up with the name Wayfair and it's, you know, it's a made-up word. The 2 words, Wayne Fair, we like their positive kind of shot, you know terms.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[The domain name was also available and so you won't have to go out and spend, you know, millions trying to buy domain names from people you could. You could just register it and kind of be off to the races.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So it took about a year for all these sites to kind of consolidate under wafer and and to the consumer, Wayfair seemed like a brand new thing, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It did, yeah. Yeah. It just kind of came out of nowhere, and people were kind of like, wow, this is a cool place to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Shop for home and it's the fact that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You guys got into HomeGoods.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It had to do with, you know, with, with the fact that people were searching for these products. In other words, I mean, you could have ended up being a company that sold, like personal grooming products, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:45 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah. And the one thing I would say, you know home, the beauty of home most categories people want to all buy the same thing as each other, right? So you know, AA batteries, you buy Duracell or Energizer or the private label.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:38:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[There's only a couple of categories where a huge selection is really a key piece where visual and aesthetic considerations are very paramount, where people want unique items, and the two are really fashion and home. And we basically by focusing on home where the logistics are quite complicated and different where there are no brands.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:39:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Where the visual merchandising is critical, where people have a very unique.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:39:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Style. There's a lot of value you can add as a retailer if you're in any of these other categories, you certainly there's a big business there, but that's effectively the business that the Walmarts and the Amazons and the targets and the cost goes that they're, they're all in that business selling the same exact items to everybody.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:39:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And you can fight that out and try to find an advantage, but typically the advantage is either in price or speed. There's really no other way to do it. And so the beauty in home is that it's it's more multifaceted and it doesn't. What if someone is a winner in these other categories? It doesn't make automatically make you a winner in home.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Your.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Public company you are listed on the Stock Exchange, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yep, Yep, New York Stock.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Exchange and the company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I believe is today is valued more than 3 billion billion dollars. I mean, could you imagine obviously?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Both of you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Guys are still pretty young. You're in mid 40s.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I mean you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Know there are other things you could do conceivably do with your.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Lives you could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Start you guys could start another company. Could you imagine? I don't know, like an Amazon or or Walmart, you know, coming to you and saying, hey, guys, we want to buy your company. We're going to give you X billion dollars. Could you ever imagine accepting that or agreeing to that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:42 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You need to be prudent, right? So we we know all those folks, you of course would have conversations with anyone who wants to have a conversation. Last year, we grew 40% from the year prior. You know the company is getting bigger at a fast rate and if you believe you can do a lot for the customer, that is more than anyone else can do well, why wouldn't that continue to grow to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:40:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Huh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:01 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Pass rate. So it's really super early days if in fact we can be the best.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[So it would be very premature to think about selling it if we think we can win.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[How much of of the success of your partnership and and the businesses you built is because of your intelligence and your skills and how much? Because it's just lack and serendipity?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It's all near just skill, I just show.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Show up to the office daily.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You know, it obviously is a bit of both. I don't, I don't know that there are dramatic intellectual skill differences in humans in general. So I think it tends to be, you know, your ability to focus and keep doubling down on your.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Own.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Believing in yourself and your work ethic and and continue to focus on a narrow enough set of things that you can win.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And we've been good at kind of staying focused on that and not listening to the other people who tell you go try.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And do other things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:58 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:41:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[You know, serendipity and luck always play.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[A little bit of a role.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Right. So I think that definitely is a piece. So you think about it, we happen to be in college at the last semester of college, happened to be the beginning of the commercial Internet. The commercial Internet has created a huge amount of opportunity. Well, it was a different point in time where there been no opportunity, no, but there would be opportunity. Would it be as big maybe maybe not. Would have been different.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:21 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Possibly would have been as well suited to us I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Don't know you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Know. So I think there's a mix in there. I do think a lot of it is, is how hard you go after something and how pragmatic you are about it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[With all this, this stuff in home furnishings that you've done are either of you any good at interior design?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Nerds likes to think he has a design eye.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[He.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Likes to comment on design, let's say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That and we're by you, Steve.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I have a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Very clean, modern aesthetic in in my home stay near. He has a much more traditional.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Like your wife would probably.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Kill me when she hears me say that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:55 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Exactly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:42:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That's nerd Sean and Steve Conine, founders of Wayfair. I talked to them back in April of 2018 and today in the midst of a pandemic, the company is actually doing incredibly well because so many more people are now shopping from home.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[In the last.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Quarter revenue at Wayfair jumped to 4.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Billion dollars and the company just announced that it's profitable for the first time since going public.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And by the way, one last question for you guys. What's the weirdest domain name that you that you ever?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:31 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Registered what's the Rooster Decor 1?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[All Rooster to core dot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Com. That's probably the best one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Yeah, people want Rooster decor.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Booster vases, pitchers, planters, pots, you name it. It's got a rooster. We're going to try to find.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It and source it and sell it to you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[I just cannot imagine having a bunch of Rooster decor in my house, but that's just me. Maybe I'm weird. Maybe I'm weird.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:50](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It's a thing here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Someday you'll you'll visit someone who's got a lot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:43:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[And thanks so much for listening to the show this week. You can subscribe wherever you get your podcasts. You can also write to us at hiit@npr.org and if you want to send a tweet, it's at how I built this, or at Guy Raz. This episode was produced by Rachel Faulkner with music composed by Ramtin Arab Louie.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Thanks also to Candace Lim, Derek Gayles, JC Howard, Julia Carney, Neva Grant and Jeff Rogers. I'm Guy Raz, and you've been listening to how I built the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[This is NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Good.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:39 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Question. That's a really good question.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[It's a great question. This is free therapy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:43](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Thank you for asking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:44 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[Me. That God, that's a good question.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:46 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[That's an interesting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

[00:44:48 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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[00:44:54 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!se22206488d92471b9f20daacdd3773ca)

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