

Karen Zelnick:

If there's ever a setting where resilience is imperative, it's in a startup, but the combination of uncertainty, lack of control and the intense pace of a startup can also have a direct correlation on increased stress, which will then impact your resilience. It's tempting to think the solution is to just work harder, but is that really the best way to develop resilience? Today, we talk with founder, Rob Nelson and investor Gavin Christensen to bring you both sides of a Perfect Pitch.

Karen Zelnick:

What is Perfect Pitch? It's a podcast from Kickstart that reveals the minds of both investors and entrepreneurs throughout a startup's journey. So, whether that's uncovering what everyone's really thinking during a startup pitch or learning how entrepreneurs, like you, have managed their first major roadblock, Perfect Pitch offers an honest, quick, and tactical guide to help you on your startup journey.

Karen Zelnick:

I'm your host, Karen Zelnick. And I'm excited to introduce you to today's guests. First, our founder, Rob Nelson. Rob, welcome to the show.

Rob Nelson:

Thank you. Great to be here.

Karen Zelnick:

So Rob, you founded Grow.com in 2014, with the mission of making business intelligence accessible and affordable for growing businesses. And you're an entrepreneur at heart and a technology enthusiast. You sold your previous company Logica in 2012, correct?

Rob Nelson:

That's right.

Karen Zelnick:

You're married, have five kids, you love mountain biking, hiking, and fly fishing. Anything else you'd like our entrepreneurs to know?

Rob Nelson:

Uh, that's a good overview. All things mountain.

Karen Zelnick:

Yeah.

Rob Nelson:

I love being up in the mountains, and spending time on the beach.

Karen Zelnick:

And our investor today is Gavin Christensen. And Gavin, I'm just gonna tell our entrepreneurs a little bit about you. You're the Founder and Managing Partner of Kickstart. So just really the vision behind it. And

before that, you were an analyst, associate and principal of vSpring Capital, and you received your MBA from Kellogg.

Karen Zelnick:

And I know personally, I don't even want to think about what the startup scene in the Mountain West would be like without you, because you really paved the way for seed funding in the region. And I just think that's awesome. So I'm excited to have you and get your insights today. Anything else you'd like listeners to know? What do you like to do with your free time?

Gavin Christensen:

In addition to what you named, I love to just be at home. (laughs)

Karen Zelnick:

(laughs).

Gavin Christensen:

Not really, uh, in, in C- in the COVID era, you know, my family, we've developed a hobby of going around in our travel trailer, a little airstream to various-

Karen Zelnick:

Awesome.

Gavin Christensen:

... lakes around Utah. We're having fun with that. We're just making the most of the situation, like many of you out there.

Karen Zelnick:

Yeah, that's awesome. And you're an avid one wheeler and tennis player, right?

Gavin Christensen:

Indeed. All things-

Karen Zelnick:

Yes.

Gavin Christensen:

... electrical.

Karen Zelnick:

That's amazing. Rob, why don't you tell us a little bit about your founder story? What was the process of starting Grow like?

Rob Nelson:

When I started my first company, I was in college. And-

Karen Zelnick:

Mm-hmm (affirmative).

Rob Nelson:

... you go through this experience as a first time founder of really not knowing, or at least I went through this not knowing what I was doing. And the only thing I knew how to do was just like work harder. And that became my strategy. Well, I'd sit around and get frustrated with everybody around me that wasn't working as hard as I was. And I knew I needed to change and needed to be a better leader. And so I brought in a management consultant. The first thing that she did was help us establish like our KPIs and really the levers that drove the company forward.

Rob Nelson:

And as I went through that process had like this really incredible transformation in the company. And it felt like I had control for the first time. I could see the results and I stopped worrying about other things that were outside of our scope on the KPIs and the measurements of what we define success as. And so it was this really incredible process. But in order to do that, we had our managers logging in to all these different systems and pulling data and reports and crunching numbers and updating spreadsheets. And it was such a painful process. And, so we only did it once a month.

Rob Nelson:

So I'm staring at spreadsheets that were like a month old. They were out of date and I'm trying to engage my team around them. And I just knew there was a better way. So I reached out to other companies and said, "Hey, this is my promise, what you guys do is solve our problem." We were a small bootstrap team. There was like 30, 35 people. And bids came back. It was like over 100,000 a year. It was like four to six months of implementation time. And I thought this is crazy. I mean, everything-

Karen Zelnick:

Yeah. That's nice.

Rob Nelson:

... that we used has open API. So I should be able to like connect this in bed over the, the weekend with my laptop. And so I never saw the problem, stuck to spreadsheets and a, a larger company came in and made a couple of offers and we sold the company.

Rob Nelson:

And so as I look at, what am I passionate about this? Does, how does incredible transformation and the results for our company, that's when all the growth happened. And I felt empowered as a leader, as an entrepreneur and CEO. And so as I looked at like some things that I wanted to do next, this was one of them. And I made a list of like five things. And if I could hit all five things, then I would go and do it.

Rob Nelson:

And so as different ideas came up and bumped up against my list of five and it met like three of the five. I'd throw it out, until I came up with the concept of Grow.

Karen Zelnick:

So what did you learn from the get-go that you want to do differently with Grow than you did with Logica the main difference?

Rob Nelson:

The main difference I think between Grow and Logica, I think are expectations. Logica was bootstrapped and maintain control. We just kind of went at my own pace, which is what I was comfortable with and was kind of learning as I, you know, started it in college. This time around, we wanted to go bigger and have a much bigger outcome and we raised venture capital money. And, and so-

Karen Zelnick:

Mm-hmm (affirmative).

Rob Nelson:

... my own expectations and expectations of investors are just a lot higher.

Karen Zelnick:

And Gavin, what was your perspective as an investor when Rob came to pitch? What was your perspective on him as a founder and on the company?

Rob Nelson:

Oh, oh.

Gavin Christensen:

So, yeah, no, it's fun to-

Rob Nelson:

(laughs).

Gavin Christensen:

... reminisce. It's I, you know, I was just looking at the, I think it's been, you know, maybe six and a half years or so since we had that first, I think it was a breakfast meeting, Rob, that we sat down and, uh, met for the first time. You know, Kickstart our philosophy is often we're betting on an entrepreneur. I think in the case of Grow, it was one of those situations where certainly after meeting Rob for the first time, I'm like, "Hey, this is the kind of entrepreneur we love to back." He's a boots-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... he's a bootstrapper, which we love. We also happen to be really passionate about the same issue that Rob was seeing, which is, "Hey, all these great rising small businesses, how do you give them-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... the tools so they can behave like larger businesses?" And it's been inspiring to see Rob rise to each new challenge that's presented by Grow and the team and the market space as they've come. And there've been plenty.

Karen Zelnick:

And with that, I think the passion is easy to identify in a person when you're talking with them and meeting for the first time. But as far as like showing that they're scrappy and that they're really going to be the type of founder you want to back, what type of info or data do you look for from people pitching you?

Gavin Christensen:

Well, great entrepreneurs have a way of creating momentum out of relationships with others, out of small amounts of money. And we saw that certainly with Rob's previous company, but also already with Grow the way he was describing the problem, the way he was telling the story of what he was going to do was attracting talented people, capital, people were doing things to try to help Rob. So the entrepreneur takes the factors of production, which are these resources that, you know, people have access to and they make something happen pretty quickly. And they start to create, you know, urgency for someone like a venture capitalist to get involved because they can-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... see, oh wow, this person is going to be able to solve this problem, even though the probability is always low, that they'll be successful, but they believe it. And they're able to convince others to believe it as well.

Karen Zelnick:

As you're really backing a person, and, and Rob, I want to go back to you cause I had a question. What did you assume would be the same with your second company, but actually turned out to be different and there were some lessons that you had to take away from that?

Rob Nelson:

The biggest difference is just the challenge of it. This is probably 10 times-

Gavin Christensen:

Yeah.

Rob Nelson:

... harder than I anticipated. And a couple of reasons for that, one, we were more tech enabled services and building a pure SAS product in the analytics space is really, really challenging. The number one

complaint of customers across any SAS platform, anytime you double click into that, the use cases are all over the board.

Karen Zelnick:

Mm-hmm (affirmative).

Rob Nelson:

And so the only way to solve that is some BI business intelligence platform that can handle lots of different variability and use cases and do it in a really simple and, and elegant way.

Gavin Christensen:

If I had to jump in and say, you know, Rob, because we, we've had this conversation together many times, okay, why, you know, what, what has made this journey, you know, more difficult, certainly from what I've seen and experienced with you is Grow, is creating this amazing product. But part of the journey, part of the challenge is you have to rely on so many other partners to deliver that great product.

Gavin Christensen:

And anytime a partners API, or let's say just, you know, the generalizable aspect within the organization isn't clear, people blame Grow for that. And so there's a lot, there's a lot to control to deliver that great experience that you didn't necessarily have that challenge at Logica. So it's because of its actual importance to the customer that there's a really high bar on delivering it.

Karen Zelnick:

Okay.

Rob Nelson:

And then that's the upside, right? Is that these companies are depending on us to run their business. And so it's gotta be accurate. It's gotta work. It's gotta be trusted.

Gavin Christensen:

Yeah.

Karen Zelnick:

And you've both alluded to the fact of how hard the journey can be. So I want to do a deep dive into that. Let's get into the nitty gritty of, of what that looks like. Rob, you've had to make some tough calls. How do you approach making hard decisions as a founder?

Rob Nelson:

So the last really hard call I had to make, I went through this laddering approach, right? Where just said-

Karen Zelnick:

Hmm.

Rob Nelson:

... okay, the first thing I need to ask is, do I really believe in what we're doing? If that's the case, then you've got to get over uncomfortable conversations and make hard decisions with people. And, and most of the time, you know, the hardest decisions are all around people. The next question is, am I the best person to lead the change toward this vision? Then the next question I had asked myself is if I believe that, do I even want to do this? The last question is like, do others want me to do this? And I remember calling, Gavin's like-

Gavin Christensen:

Yup.

Karen Zelnick:

(laughs). Gavin-

Rob Nelson:

Yeah. Like-

Karen Zelnick:

... do you still want me-

Rob Nelson:

... I've got this-

Karen Zelnick:

... to do this? (laughs).

Rob Nelson:

Yeah. I've got this really difficult thing. And I've had to go through this process myself. And I've, this is the conclusion. And yeah, I believe I'm the best person to lead this right now.

Karen Zelnick:

Hmm.

Rob Nelson:

But I need to know, do you think that's the case? 'Cause I don't want to get surprised in a board meeting.

Gavin Christensen:

Yeah. (laughs).

Karen Zelnick:

Yeah. Gavin, did you-

Rob Nelson:

I did that. (laughs).

Karen Zelnick:

... get that call, what are you thinking, Gavin, when you get that call?

Rob Nelson:

(laughs).

Gavin Christensen:

The reality is we take bets on people and this is a people business. And if that relationship is working well and you're communicating, you're problem solving together, sometimes it works, and sometimes it doesn't. That's just how it goes. This is a, a business that's defined by the outlier successes. And sometimes it doesn't work. And Grow, is that the one that we feel like will work, but like there's these moments.

Gavin Christensen:

And a lot of it is Rob strengths is just, self-awareness, he's always leading that conversation of like, "Hey, should I still be doing this? What do you think?" So Rob is attuned to that and he's going, "You know what? We might need to pivot. We might need to reduce head count. We might need to, you know, whatever it is." And, and leading that conversation before it's being pushed on him by, you know, investors recognizing, oh, we have to do this or else. And so that creates a great relationship.

Rob Nelson:

And I think from a founder's perspective, like once you raise money, it's no longer your company. So you always have to ask yourself, am I the best person to do this and to lead the charge and, and be self-aware-

Karen Zelnick:

And that's gotta be a hard question-

Rob Nelson:

... consistently?

Karen Zelnick:

... to ask yourself, how do you do that sort of introspective look?

Gavin Christensen:

And I would say, you know what Rob just said, I think is very wise. I think it would shock a lot of founders. But what Rob is saying-

Rob Nelson:

Yeah.



Gavin Christensen:

... is as soon as you have someone else's hopes and dreams on that cap table, someone else's money, it's not just you. So, and I-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... think that's what Rob is saying.

Rob Nelson:

That's right.

Gavin Christensen:

Is it, it's less about-

Rob Nelson:

That's right.

Gavin Christensen:

... hey, you might be able to control every vote, you might be, you know, that, it's not that.

Karen Zelnick:

Yeah.

Gavin Christensen:

This is-

Karen Zelnick:

Yeah.

Gavin Christensen:

... somebody else's emotion, somebody else's money is involved now. And so you ke- you, you have to take that in consideration.

Rob Nelson:

In other words, if there's somebody that can grow the equity faster-

Gavin Christensen:

Yeah.

Rob Nelson:

... and do a larger outcome than I can, by all means, bring them in.

Gavin Christensen:

Yeah.

Karen Zelnick:

Gavin, is that a rare quality for even like a founder to have? It seems like that's a very amazing, rare quality that Rob has.

Gavin Christensen:

I think the best entrepreneurs that I work with, they tend to have that quality, which is it's the passion and the commitment to be committed like a founder, but also the ability to take a step back and think-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... like an investor.

Karen Zelnick:

Yeah.

Gavin Christensen:

Because, because, you know, fundamentally you are the largest shareholder in your business. So yes, I think the best leaders I work with have that perspective of always saying, "Hey, one, I'm going to recruit people that are better than me to my team-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... and I'm not going to be threatened by that. I'm going to be, you know-

Karen Zelnick:

Yeah.

Gavin Christensen:

... I'm Steph Curry. I'll, I'll bring in Kevin Durant, you know, he's now MVP and I'm winning championships. That's okay." And if there's a time that it's, hey, someone else would take the, the lead role. Great. Anyway, so yes, that's a, it's a rare quality, but it's, it's almost necessary I think, to really scale.

Karen Zelnick:

So Rob you've asked herself more than once if you should still be the CEO of this company. As you mentioned, you, you kind of asked like, do I even want to do this? I'm sure there were times where you

didn't want to keep doing this, but your love for the company and knowing that you were still the right person kind of created this resilience in you to keep going. So I want to dive into resilience, after you've made 550,000 tough calls with this company. What does resilience mean to you?

Rob Nelson:

There's never been an easier time to do a startup. Somebody said this, that startups are easy, startups are hard.

Gavin Christensen:

Yeah.

Rob Nelson:

And staying in it. That's the hard part. I really think that outlasting everybody's like 50% of the battle.

Gavin Christensen:

Yeah.

Rob Nelson:

And a, a key part of the startups is just surviving long enough to get good. And it just takes-

Gavin Christensen:

Yeah.

Rob Nelson:

... time to get good. I mean, strategy is nourished with patience and you see examples of this all the time. I mean, local examples would be like Amex and BrainStorm. I mean, they just have been around for a long time and now they seem like, oh, they came out of nowhere and these guys are crushing it. And you look at like the ultimate Netflix. I mean, it's taken two decades for them to like realize their vision. And I think if you want to change the world, patience and endless endurance are key.

Gavin Christensen:

I would just add to that. I wrote a post a little while ago that I was pretty passionate about both in my own experience and in a lot of the entrepreneurs that I've backed, it was called finishers wanted. And it's what Rob's saying, which is if you want the economics, if you want the credit. If you want to define industries, you have to finish. And it doesn't mean you have to finish in a certain role, but you have to finish the journey, all the impact, the economics, the credit, all that comes at the end.

Gavin Christensen:

And so, yes, I think there's so much to what Rob saying, which is there's very few startup journeys that are a straight line. Most of it is struggle. Something that I think Rob has done a great job is being transparent and, and vulnerable about the points of struggle. That's really inspiring for other entrepreneurs they got person like Rob saying, "Hey, he's made it." And to say, "Hey, actually, this part is challenging. And you know, I doubted myself here." And some of the Kickstart collective conversations we've had with Rob where he's sharing-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... that with other entrepreneurs have been some of the most profound from, uh, the feedback that we heard from CEOs and founders.

Karen Zelnick:

Gavin, I love that post. I remember reading that post and we're going to put a link to that in our show notes, because I'd love for everyone listening to be able to read that. And I do have another question. I want to know as the investor, because there can often be this myth of the founder needing to be this really strong visionary who just carries everybody and the company along with them through all the hard times, how do you view, you know, Rob's vulnerability? Is that a strength? What's your perspective on that?

Gavin Christensen:

I think it's a great question. And I think I personally have fallen victim to that myth about my own self feeling like I had to be that. I think then in a-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... the reality is sometimes a leader, you do need to inspire, you do need to have optimism and you do need to get people through the rough patch. However, at Kickstart, we believe we invest in the whole person and we want founders to win with their teams, with their families, with their mental health intact and recognizing that there are peaks and valleys on along the way. And that's just normal. And, and actually it's better to work through that-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... to pretend like it's not happening. I have one of my funds that it's been long enough that I have some investors in that funds and I'm having to deal with their errors they've unfortunately passed on. So it takes a long time sometimes to get to the end of these companies.

Karen Zelnick:

Yeah.

Gavin Christensen:

And it's a deep relationship. It's not a transaction. This takes everything that someone-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... can offer. And so we need to, we need to understand that and embrace that and try to get to that finish line intact.

Rob Nelson:

And I think from a founder's perspective, it's, we talk about this, but in a way to help people play the long game.

Gavin Christensen:

Yeah.

Karen Zelnick:

Yeah.

Rob Nelson:

And to talk through, hey, this success is never linear of just straight up-

Gavin Christensen:

Yeah.

Rob Nelson:

... into the right-

Karen Zelnick:

Mm-hmm (affirmative).

Rob Nelson:

... there's challenges along the way. And that's part of the whole process. And that's, that's part of what makes us stronger and, and how we grow. And when you look at Grow's path, I mean, we've made several pivots, but the vision has always remained-

Gavin Christensen:

Right.

Rob Nelson:

... consistent and the same. It's just how we execute on that and how we solve the problem has required-

Karen Zelnick:

Mm-hmm (affirmative).

Rob Nelson:

... lots of little pivots along the way.

Gavin Christensen:

And I would add, this is one of the differences between founders who have the entrepreneurial spirit and you know, employees and great smart people is that founders just care more.

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

And ultimately if the motivation is money, fame, whatever other thing that's totally a great motivation, but not solving that problem. You know, you look at, Rob's stayed with this original insight of like let's help companies reclaim their focus through understanding their KPIs and their dashboard. And what's important. It's just too hard (laughs) if your motivation is something other than solving this deep problem.

Karen Zelnick:

How would you cope so that you can keep going and you can get through this struggle?

Gavin Christensen:

I kind of have a lens on my life as an evolving story. And it, and it's a coping strategy maybe, but I, I tend to see setbacks or a challenge with an entrepreneur or whatever, as like an interesting chapter in an evolving story. So I think we all find these things that give us renewal-

Karen Zelnick:

Mm-hmm (affirmative).

Gavin Christensen:

... and that keep us in the fight. And we play the long game.

Karen Zelnick:

I love that. I view my life as a painting. So I love the correlation of a story instead of a-

Gavin Christensen:

Yeah.

Karen Zelnick:

... ladder, it's a painting. And it's, it's like, "Oh, we can cover that up. That's fine. Keep moving. Or that'll be a tree now, you know."

Gavin Christensen:

There you go.

Karen Zelnick:

And that's-

Gavin Christensen:

Yeah, that's right.

Karen Zelnick:

Yeah.

Gavin Christensen:

Oil paint, it's never-

Karen Zelnick:

Yeah.

Gavin Christensen:

... it's never done, right?

Karen Zelnick:

Yeah. Rob, how about you?

Rob Nelson:

I guess I certainly don't mean to sound like startups are all like grit your teeth and melt your face off in the flame of like-

Gavin Christensen:

(laughs).

Rob Nelson:

... adversity, right?

Karen Zelnick:

Oh, that's not take or win we should-

Rob Nelson:

And, uh, but-

Karen Zelnick:

... away with? Okay.

Rob Nelson:

That's, that's not a take away.

Karen Zelnick:

Okay. (laughs).

Rob Nelson:

I know there's been like-

Gavin Christensen:

It's no more than 90%. Yeah, no more than 90.

Karen Zelnick:

Okay. Okay. (laughs).

Rob Nelson:

Yeah. But, but there is this concept of the messy middle. And that we-

Karen Zelnick:

Mm-hmm (affirmative).

Rob Nelson:

... all love starts and finishes and it's like really romantic, this startup-

Gavin Christensen:

Hmm.

Rob Nelson:

... story and then this big exit or this big ending, and that's kind of that whole model of venture capital and how it works. And so we just kind of are in trolled by this romantic idea in the middle. It gets messy and there's ups and downs, but it's so rewarding and it's so great.

Gavin Christensen:

Yeah.

Rob Nelson:

And as an entrepreneur, what you get to do is hard work. I mean, and you get to build the, the experience and the feelings and the emotions that a customer has and how you support them. I mean, there's just nothing better. And so when you can do it and someone says, "Hey, this really, really helps me and just makes my life so much better. Or this has such a tremendous impact on our company." And then they write a check for it. It's just like, man, this is the best thing in the world.

Karen Zelnick:

Rob, that concept of nourishing your strategy with patients really resonates with me. And it's something I may be thinking about for a long time and really appreciate you sharing that. Also, the idea of thinking about your life as plot points in a novel or a piece of artwork are really wise words to live by whether or



not you're an entrepreneur. So thank you both for sharing all of that. And the final question I have as we wrap this up is Rob, what is one thing you've implemented that you feel has had the greatest impact on your work and life?

Rob Nelson:

I would say being intentional and to know what I want. I'll give you a couple of examples of what I do in order to create that intention and clarity for me. One is Sunday night weekly planning. Otherwise, I stepped into the office on Monday or step into work and you step into the whirlwind and it's just crazy. I do a, a solo trip once a year where I go somewhere and just work on like a vision board for myself and a vision board for the company and what I want to create that clarity. And another one is quarterly and annual planning. And then the last that's part of this whole concept is just a peer group of other CEOs that I meet with once a month and we-

Karen Zelnick:

Mm-hmm (affirmative).

Rob Nelson:

... talk and reflect on how I'm doing and or, or I talk and reflect on how I'm doing and the changes I need to make.

Karen Zelnick:

Rob, I love all of that. I'm taking notes. I'm going to implement that in my life. And Gavin, I would just love to know what are your thoughts on that?

Gavin Christensen:

One, that's very impressive and very intentional. For me, it's finding renewal through certain activities and certain relationships and continuing going back to that core motivation of why, why I do what I do. The motivation isn't money. It's not these other ancillary things. It's, there's something I'm trying to get done. And I need to make sure that my day-to-day things that I spend my time on, you know, these days Zoom meetings, that those are dri-

Karen Zelnick:

Yeah. (laughs).

Gavin Christensen:

... those are driving towards that, you know, and we get lost and the, and the hand-to-hand combat of day-to-day schedules. And we lose track of, of the big things that, you know, often aren't urgent, but they're important that we're trying to get done. So one of the small things I did is say, "Hey, I'm not doing meetings before 9:30, dang it." I'm going to-

Karen Zelnick:

Nice.

Gavin Christensen:

... have time to work on stuff that's actually important. And let the dramas and fires.

Karen Zelnick:

Let floor gates open.

Gavin Christensen:

... fires. Yeah, let the fires start at 9:30, sending the hounds on fi- at 9:30.

Karen Zelnick:

Okay.

Gavin Christensen:

But before that, I'm going to exercise. I'm going to take time to actually think and plan.

Karen Zelnick:

Thank you. Thank you both so much. I think my biggest takeaway from this was it's very important to talk about the messy middle. I think it's important to talk about that. It's important to be vulnerable. But I love your point of not losing sight of the magic. That really is the land of startups and why we're here and why we're all doing what we're doing. So thanks again to both of you for being part of this. I've loved having you on the episode today.

Rob Nelson:

Happy to be you here. Thanks, Karen.

Gavin Christensen:

Thanks.

Rob Nelson:

Thanks, Gavin.

Gavin Christensen:

Yeah, it's been a great conversation. Thanks everybody.

Karen Zelnick:

Yeah. And of course thank you for listening, as we dive deep into what it takes to create the Perfect Pitch. If you want to learn more about our investor, Gavin Christensen from Kickstart or our CEO, Rob Nelson, and what he and his resilient team are doing at Grow, we'll have a link to the company and a longer bio for both of them in our show notes at [[kickstartfund.com/perfectpitch](http://kickstartfund.com/perfectpitch) 00:23:29]. We'll be back next time with more insights from entrepreneurs and the investors who fund them. So be sure to subscribe so that you don't miss a thing.

Karen Zelnick:

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