Karen Zelnick:

It's common knowledge that entrepreneurs put in long nights and sacrifice basically everything for the benefit of their companies, but here's a curve ball for you. If the success of your business meant stepping down as CEO, could you do it? Today we're talking to Matt Hoffman, the founder and former CEO of Monarx, who stepped away to make room for growth, and Jeremy Warren, the current CEO. They'll be joined by investor Gavin Christianson 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. I'm your host, Karen Zelnick.

Karen Zelnick:

Gavin, Jeremy, Matt, thank you so much for joining us today.

Jeremy Warren:

Happy to be here. Thanks for having us.

Matthew Hoffman:

Yeah, thanks for having us.

Gavin Christensen:

Glad to be here again.

Karen Zelnick:

It's going to be a great discussion. I'm going to give a quick bio for each of you.

Karen Zelnick:

Jeremy, we're going to start with you. You graduated from MIT with a Computer Science and Engineering degree. Is that correct?

Jeremy Warren:

Actually, I am the prototypical MIT dropout. I left my senior year to join a startup and never looked back.

Karen Zelnick:

They haven't looked back since that's amazing.

Jeremy Warren:

I know my parents are about to get over it day.

Karen Zelnick:

That's good. And before joining Monarx, you worked at Vivant as the VP of Innovation, Chief Technology Officer, and Strategic Advisor to the CEO. Anything else you'd like us to know about you?

Jeremy Warren:

I spent close to 10 years Vivant, moved out here to Utah for 2gig, which was an incubated startup from Vivant and joined Vivant. And before that, spent some time in government at DOJ and earlier to that, in startups back in Boston.

Karen Zelnick:

Okay. So you've got a lot of insights. Okay. I'm excited to get into the discussion here. It's going to be great. And Matt, you graduated from Stanford with a Bachelor's Degree in Economics. You're currently the Vice-President of Decathlon Capital Partners, and before Monarx, you were the CEO for Panoptic Security.

Matthew Hoffman:

I was the former CEO of Monarx and then also ran a company for a short time Panoptic that was in Fund One, Kickstarts first fund.

Karen Zelnick:

Did you spend some time at vSpring Capital, which is, Gavin also worked there too. Did you overlap at all?

Matthew Hoffman:

I did, yeah. In fact, that's how Gavin and I met each other. We sat next to each other for a while, really cut our teeth. I was new to Salt Lake and Gavin was easygoing dude who had listened to my crazy ideas, so we got along well.

Gavin Christensen:

Yeah, lots of great stories from that time. One is how Matt got the job. He just walked in.

Matthew Hoffman:

Yeah, I walked in off the street. I didn't know anyone in Utah, no family, no connection. I knew that they had a Capital Officer who did hiring and I literally physically walked in and said, "Hey, I'd like to meet with this person", and they said, "Do you have a meeting?", and I said, "No." and luckily he came out. And then just wheeled my way in and saying, "Hey, I'm from California. I moved out here and I've done a startup before. And I wanted to introduce myself." And that led to a interview with the fund. Actually it was a bizarre way to get a job.

Gavin Christensen:

Is impressive. Well, Matt's, always had an incredible ability to sell. And then I think within the week we'd seen Matt challenged some of the senior partners in front of everyone. We're like, all right, this is going to be awesome.

Karen Zelnick:

Is only going to get better from here. That's just so good.

Matthew Hoffman:

That's funny. I described that period as being the most behaved period of my life. I didn't have any friends, didn't know anyone, was from out of town.

Karen Zelnick:

It was all good. And Gavin, welcome back to the show for those who are new, we're going to have a link to Gavin's bio, along with Jeremy's and Matt's in our show notes. But Gavin, to help return listeners, get to know you a little bit better. Why don't you tell us about what you're currently reading?

Gavin Christensen:

Well, I'm actually listening to a book called Caste, which is exploring some of the societal and racial roots of our current system and really comparing it to India, which is pretty provocative, actually, and it really has helped both in my mind. And then I just finished a detailed biography of Churchill, which I found incredibly inspiring.

Karen Zelnick:

I always like asking you because I feel like I always love what you're reading and I just put it on my To-read list. I already had Caste, so I'll just put the Churchill biography. Well, so glad to have you back. And now we're just going to jump into the discussion.

Karen Zelnick:

So Matt, you have a long history as an entrepreneur. As mentioned you were the CEO for Panoptic Security before founding Monarx. Tell us a little bit about Monarx. What it does and then why it was enticing to be a founder again. Tell us about that journey.

Matthew Hoffman:

I think it started because I had gone through these transitions in my career where I had worked at startups or worked in venture or been on part of the founding team, but not really the CEO or the core founder. And I'd gone through these cycles of building those companies and sometimes selling them. And then interestingly, I took huge amounts of time off in between some of those companies. So at one stretch I took, I think it was 13 months, and another stretch I took 19 months in between jobs. And, I spent a ski season in Europe, I rode a motorcycle through Baja. I did other things other than work, even though every responsible person in my life always told me not to do it, especially when I was younger, they were like, "Your resume! What do you do about your resume?" and in fact, the reason I got a job at vSpring is because one of the partners likes to ride motorcycles and he said, "Well, what are you doing for the last two years?" and I said, "Well, actually riding a motorcycle around Mexico", and he's like, "Well, awesome!"

Karen Zelnick:

You're Hired!

Matthew Hoffman:

That's all we talked about for 30 minutes. So I did those periods of working a lot and then taking time off and after I was coming off my last time off, it'd sort of occurred to me that I was always really critical of the CEOs that I worked for and sometimes critical of the other founders in probably a way that somebody who doesn't have children would be critical as parents. It's pretty difficult to throw stones if you've never really done it yourself. So, in this case, I just said, you know, I'm not young anymore and if I'm going to do this again, I better do it now. And if I'm going to do it, I kind of want to make it mine. And so I really put it together myself through my own network, with my own resources and then raised money from people that I had already worked with in the past, that are new me, that I had some track record with. So really it was sort of my child, does that make sense? And that was why I wanted to do it.

Matthew Hoffman:

So what does Monarx do? This is where my wife tells me not to talk about the parties. She literally would say, "Nobody wants to know this. No one else can understand this." So Monarx protects our web servers from intrusions and there are ways that you can insert these tiny little files called web shells. And web shells are essentially a command and control mechanisms. So you can log in and tell the files to go do other things inside of the system. You can pretty much do whatever you want. Once you insert one of these things inside of a web server. So that's what Monarx does. It's an unsolved problem in the cybersecurity space. And really it's a very painful problem for a lot of people that is really hard to stop for a bunch of reasons we could potentially talk about later, but that's what they do, is they stop these intrusions into websites. and bizarrely cybersecurity is not something that I know a ton about.

Matthew Hoffman:

Monarx was a company that was really born as my two other co-founders. They were the technical people behind the idea. I wouldn't have known a WAF from a network security to save my life, at that stage, but I also kind of have a history of doing companies and new verticals that I don't really know. I'm a very strong believer that you can kind of learn most industries in a year, year and a half. I've done banking software. I've done fingernails for women in the cosmetics world. I've done credit card company, a cybersecurity company. I've just been all over the map. So cybersecurity didn't scare me. It was actually really kind of interesting and fun. It was extremely intellectually engaging after my last job that wasn't very intellectually engaging, also really hot growing space. You know, the argument is going to get more and more prevalent in our just existence on planet earth. Everything is going to have a cybersecurity component and a connectivity component. So I was really attracted to those things about it.

Karen Zelnick:

Definitely something that I feel like I need to know more about.

Matthew Hoffman:

That's exactly how people respond at parties. They sort of nod their head and then they say, "I need to go get a drink or something."

Gavin Christensen:

Yeah, hmmmm, wow.

Karen Zelnick:

Yeah, that's so inner... And it impacts all in ways that we don't even know and so I'm glad that Monarx is here. And Gavin, Panoptic Security was a Kickstart portfolio company.

Gavin Christensen:

It was.

Karen Zelnick:

You already had relationship with Matt. How did your experience with his leadership skills impact your decision to invest?

Gavin Christensen:

Good entrepreneurship is good process and Matt, despite his success, as a guy that really believes in the process. So he immediately went to work learning as much about the space as anybody doing a hundred interviews with people in this space and really found a really interesting problem and solution set that we could execute against. That's the next part of the story, which was that solution was really hard to actually create.

Karen Zelnick:

So Matt, was it harder than you thought it was going to be?

Matthew Hoffman:

Yeah, on a couple of levels that inherent in that question about imagine assumes that I even understand how to solve these problems or that I understand the mechanisms through which these problems are created, which I don't. And that's the defining reason why this was such a struggle for me is because I don't write code. I'm not an MIT dropout. I couldn't even read the files that we were looking for," much less write the software and the algorithms to find them. So I was very dependent on other people to really execute. Imagine I said, Hey, we're going to go build a four story house tomorrow." And you're like, "Well, I'm not a general contractor", that's sort of where I was at. I can sit and talk to engineers about software. I'd worked at software companies most of my career, but I can never really write that code and solve those problems.

Matthew Hoffman:

So yes, it was much harder than I could ever understand because I didn't really understand it fundamentally. And I think also the guys that I originally tried to solve the problem with didn't have a full understanding of it either which, you know, Gavin will tell you is not uncommon in venture funded scenarios. You jump in the pool. What you're really relying on is everybody knows how to swim and we'll learn how to swim and learn how to solve these problems. And, you know, we did, we made lots of progress, but there was a reason this is an unsolved problem in the cybersecurity space. The old cliche about if "it was easy, everyone would be doing it", that's true. This is really difficult to solve and it causes real economic pain. And there are real buyers were willing to spend money if you can solve this problem, but it's just not easy to do.

Matthew Hoffman:

Jeremy can tell you in much greater detail, why. But that was the defining problem of the first couple of years of the company. And we did meetings with literally 120 or 130 different companies and asked

them all about this problem. We were just years behind in terms of being able to actually execute on solving the problem. A lot of solutions in the space are sold to people based on fear and they don't really solve a problem. It's the old idea of like, you should really make sure you don't get hacked and you should buy the software and it doesn't really solve the problem.

Karen Zelnick:

Jeremy, I want to hear from you. What do you think about that?

Jeremy Warren:

Yeah, I call it [Phonetic 00:11:54] Scare-a-siso Sales. It's something bad might happen to you six months down the road, a year down the road. Do you want to be the person that the board is looking at saying, "Why didn't you try to do something about this", and getting fired for it? And there are a lot of decisions in cybersecurity that buy software just based on that kind of decision matrix.

Karen Zelnick:

So you're three years into the company, Matt, this is where Jeremy comes into the story. Can you tell us more about how you connected and how the decision of Jeremy takeover Monarx came into play?

Matthew Hoffman:

I guess preface that a little bit, there was two dynamics that were happening that led to the discussion even to bring someone like Jeremy in. The first dynamic was that I've never found a vertical market where more people wanted what we were selling. It was bizarre. Every single company that we went and talked to, they said, this is one of our top two engineering problems. We have 35 full-time employees working on blah, blah, blah. You know, it was millions of dollars they were spending to solve this problem. This is every salesman's dream. You go in and say, "Is your water running?", "Yes, our water's been running for six months!", "Well, Hey, I have a way to shut the water off", "Great. Because our building is flooded." That's literally what we were hearing. And literally we were this rinky-dink startup with six or eight people and we'd say to these big companies, "Will you test the software?" And they'd say "Yes, next week.", puts you at the top of the list. And that's really uncommon. There's lots of startups that go out and have a solution. And they really can't find people to test it, or they don't really fit where they think they fit. And there's no product market fit is the way people would refer to it. That was not our problem. So I was extremely excited. I was going to the board telling them, "Boy, we're going to get people to buy this relatively quickly for big amounts of money." Very, very promising on the demand side. And then the issue was that when we first started testing it, it wouldn't work or that we would cause problems on their servers or have other issues, which of course isn't uncommon to startups either that you have to get around those things. So we just set about trying to execute.

Matthew Hoffman:

And literally I had a salesman that didn't have much to do during that period because I had to tell him to stop, because we have way more demand than we could ever have fulfilled near term. And then I started going through a series of engineering hires to try and solve the problem. And again, being ignorant as I am in that world, I was really relying on the CTO or my lead engineers or my VP of Engineering to tell me, "Hey, how are we going to solve this problem? And how long is it going to take? How much money is it going to take?" And I was participating in those conversations, but I never felt like I really understood. And that created a dynamic where I was missing my expectations with the board. Where I would go back and say, "I think we got it solved", and then we put it in, and it wouldn't work.

Matthew Hoffman:

And then I go back to the board and say, "Well, we're not solved yet. We need to hire this one other person, another three months". then I go back and say, "Okay, it's working again. And we're going to put it in". and then it would work for a little, and then it would break. We went through that cycle, which was just terribly frustrating to me because we're trying to build a wall and I can't participate in the brick lane. It was heartbreaking to me because it was an apple that we could just pick right off the tree and it just wasn't happening. We just couldn't get it done. So I had to make some pretty difficult decisions that sort of wrecked some personal relationships and let some people go and try and upgrade the kind of people we were hiring.

Matthew Hoffman:

And then another thing happened, which was engineers are kind of a fickle bunch. They're goofy bunch. I'm sure they'd say the same about salespeople, but they don't really want to come work for a salesman. They want to come work for another hot shot engineer. And that's totally understandable to me. So I struggled recruiting. This problem that we're trying to solve is complex enough that you really need top shelf people to solve it. They tend to be expensive. They tend to already have awesome jobs like Jeremy, in both cases. And they tend to be very smart and very headstrong about how they want to solve the problem.

Matthew Hoffman:

And I remember, literally, I went home and talked to my wife and I said, "Boy, I'm struggling. I don't know what to do. I don't want to burn all this money and disappoint my investors. And this is our third iteration of trying to solve the problem. And it's so frustrating cause we have all this demand," and my wife said, "Well, if you are going to find someone to run the company, who would that person be?" And I said, "What do you mean?" And she said, "Well, what would the resume be like? Tell me what would be on this person's resume." And I literally said, "I want an MIT computer scientist. I want someone with a cybersecurity background", both of which I don't have, "and I would like someone who has like 15 years of experience." She said, "That's not you. That's not what you're doing." And I said, "I know that." And that really sort of stuck in my head.

Matthew Hoffman:

So the next couple of weeks I was like, this is not me. I'm not going to be able to solve this problem. And then I started thinking, well, I can stick around and sell. As soon as we get this thing built, then I will really be able to do what I do well. So I never really thought about leaving completely and that over the course of the next couple of weeks, when I considered talking to the Board about it, if you have good communication with your board, there's no possible way you're going to raise the subject of replacing yourself without causing all kinds of political problems, because they've really invested in you. And we had just taken on a new round a year prior, less than a year prior. So there are some pretty fixed expectations about me being involved in the project unless they marched me out of the office and fired me, which I always told them they could. Had the Board come to me and said, "Hey, we think we need to make a change", I would have listened.

Matthew Hoffman:

But I knew that even having the conversation was basically going to cause problems. So then it was just a question of like, "Hey, do I try and hire a CTO?" Then I kept thinking, well, if I want someone who is as good as I would like to recruit, who could really solve this problem, they're going to want to run the

company. And then what am I going to do? I'm going to sit around, waiting for the problem to be solved. So that was kind of what led up to making a decision to try and find someone of Jeremy's caliber, which to be totally honest, there was no way we were ever going to be able to attract Jeremy.

Jeremy Warren:

Well, we talked, right? I mean, we talked to you earlier about it. When we first met, I was introduced to Matt and the team by a common friend based on what I was already doing and based on where Monarx was, it just didn't make sense.It wasn't interesting enough.

Matthew Hoffman:

It was like Monarx or Vivant for the same role. Which one would you, which would you choose? I remember telling Gavin and the Board, "Hey, I don't think he's a real candidate for us",# until we started talking about him running the company himself, which I think is something Jeremy can speak to. But he had communicated to me that he had aspirations to do that relatively soon. And frankly it made more sense because the stage the company was at and what the company needed, it was Jeremy's resume. Then we started talking about it and we're interviewing a couple of other people as well. But every single person I looked at was heavy tech; CTO their whole career, coder by trade. When we were selling it, I couldn't even sell it because we were selling it to a CTO of a hosting company who would ask all these esoteric questions that I wasn't able to answer. I had to bring my VP of Engineering to every sales call. So we needed a person like that. And I think that's proven to be a good decision.

Karen Zelnick:

Yeah, totally. And Gavin, a CEO transition like this doesn't happen every day. As Matt mentioned, it was a tough conversation with the Board. How involved were you with this decision and what were you thinking during this time?

Gavin Christensen:

I mean, it was definitely tricky, but I think as we thought about it and talk through it, it's just hard to imagine a scenario where Matt didn't feel like this was the right answer.

Matthew Hoffman:

It's weird to look back on it a year later, because at the time, like I could not sleep. I did not sleep a full night for weeks. I'm from like a crappy little town in Illinois. My family didn't come from money. The fact that someone would write me a $3 million check so that I can build a company is still amazing to me. So to walk, throw my hands up and say, "I don't want to do this anymore. I'm going to walk away", that wasn't an option for me.

Matthew Hoffman:

And so I lost a lot of sleep over it, about how can I thread the needle? Because I really felt strongly it was the right thing to do tactically for the business. But then emotionally, like, you know, I'd spend three years getting to know all these people and building it and loved going to work. And I liked the people that I worked with and Gavin and I have a friendship that's 17 years old and I don't want to blow that up over something like this. I mean, I remember I flew down to Los Angeles to talk to our other investors and I was like, almost in tears. I just was like, "Look, I don't know how to do this". And they were not psyched about it. So it was a pretty difficult scenario for me.

Karen Zelnick:

I can feel it. I can feel the weight of this decision.

Matthew Hoffman:

I hope Jeremy understands how much pressure is on him. For me emotionally.

Karen Zelnick:

Do you Jeremy? I feel like you're the man of the hour and we really like, now it's over to you, Jeremy. Like, so many questions for you.

Matthew Hoffman:

I'm just kidding. Everything's fine!

Jeremy Warren:

My main thoughts as I'm listening to this: number one, Matt is really selling himself short. It's not like someone coming in with a deep technology background, all of a sudden it's like, "Oh, there's a clear path to solving this thing and just Matt was blind. And now like, I've got vision for this". No, this is hard. A deep technologist trying to solve this problem would go through multiple iterations of thinking they knew what they were doing, realizing they didn't, having to adjust, move to the next thing. So this is a bit more complicated. And, the other thing I'm thinking is that I hope people are talking about me this positively a year from now.

Karen Zelnick:

We hope so too, Jeremy, I'm just kidding.

Matthew Hoffman:

That can be part two to the podcast, right? How does the Board feel about Jeremy in 2022.

Gavin Christensen:

And I do think that's maybe a unique aspect of just this story. Just like, "Hey, we're still in this". Now, Jeremy is accomplished important things, Matt stayed really involved here, but we're still on the journey here. There's still a fight,

Matthew Hoffman:

Oh for sure. I would say though, Gavin, that I think the company has a substantially greater likelihood of succeeding in a way that will be accretive to your returns in your fund than it would have.

Gavin Christensen:

Oh, for sure.

Jeremy Warren:

If you look at it from my perspective, it's coming in as a CEO to someone else's company that was started and there's the thing they want to leave. It's like the number one assumption is this thing it has hair all over it, that this guy is trying to get out of here, that what the world... And so for me, the number

one thing is, is this a real thing or is this just a dog and pony show to go and take up something that he wants to get away from as quickly as possible. And to see the emotional attachment and the commitment and the passion that Matt had, I wouldn't be here otherwise.

Karen Zelnick:

And a year in, how are you feeling about it?

Jeremy Warren:

I'm loving it. Matt talked a little bit about what got him to want to be a CEO the first time. Ty was similar for me. In particular it was feeling like I would get to a place where I had a really passionate sense of what I thought was right to be done, what I thought the right course was and I was like, I want to go and see if I can do this myself. And being a CEO for me was about all of that. It was about the accountability, the ownership, the pressure, the leadership that was required. And hopefully invigorating myself with that. For that check has done it.

Karen Zelnick:

So my guess is that, Matt, you're sleeping a little better a year into the decision. Jeremy, you're probably sleeping a little worse. Gavin, how are you sleeping?

Gavin Christensen:

Didn't sleep last night at all, but but it's not Monarx. How about that?

Karen Zelnick:

Not because of because of Monarx. Because there's a hundred other companies.

Matthew Hoffman:

That's a tough question to ask Gavin.

Karen Zelnick:

As you said earlier, Gavin, we're still in the middle of Monarx's. Story. And so it's going to be so interesting to see how this pans out I've loved the discussion we've had around the fact that these are hard decisions. Matt, we can feel how much that weighed on you. Jeremy, you weren't sold in the beginning. And then there were things that had to be in place for that to happen. And it's just such a fascinating story. Now I'm excited to see it play out. So we'll be keeping an eye on you. We'll having you back on the podcast in another year, it's going to be great. But I do have one final question for each of you. What's an effective practice that you've implemented in your work or personal life that's had the greatest impact on your success?

Matthew Hoffman:

In terms of practices that I feel like I've been effective for me, I would say that I have a sincere belief that I can learn just about anything I need to learn. Maybe short of coding. I would say that. I'm too old for that. But I'm not afraid of the process of being dumb, of being in a room and saying, "I don't know what that means. Can someone explain it to me?" And if someone does explain it to me, I will learn it. And pretty soon after a year, I will have a pretty good grasp of whatever I'm working on. I just don't see how anyone can succeed without constantly learning stuff, learning new things. That, to me, requires an

element of humility where you have to be comfortable in a room and raising your hand saying, "I don't know what WAF means."

Matthew Hoffman:

Jeremy, I looked at our notes from Monarx and the first week of me working there, I didn't know what a web application firewall is, which is just laughable, given what I was about to set off and try and do. I'm sure lots of people will ask to be in the first six months of these meetings, I probably asked really stupid questions. And I would say that's maybe the thing that has allowed me to do what I do, which is, I just don't really care that I don't know that stuff. If someone explains it to me or I can read about it, I'll get there. And then I will be effective after that. I can't imagine staying in the same industry for your whole career. And that just seems like a punishment to me.

Karen Zelnick:

Everyone listening, who has to this point is now like, "Oh great. Okay."

Matthew Hoffman:

No, they're really lucky. They have all these connections and they know everyone and it's easy to get a job. There's all these advantages of that. Trust me.

Karen Zelnick:

Yeah. Thank you so much. I think that's a really interesting insight and takeaway. I've been taking notes and I love it. And Jeremy, I'd love to hear from you.

Jeremy Warren:

Just a practice that I'm committed to is just really being transparent and open with folks to really try to take on the hard conversations earlier. I just think that in the end there's a value to having people rely upon what you're saying, even as it's creating sometimes short term problems in terms of creating more visibility for stuff that sometimes people aren't going to completely understand, or they might overreact to.

Karen Zelnick:

Thank you. And Gavin, ,I'd love your thoughts on how these concepts of humility and learning and curiosity, and then trust and transparency have positively affected Monarx.

Gavin Christensen:

Well, I think we see here a very difficult situation and instead of decisions that often doesn't go this well. And so I think you can clearly see how the learning aspect of what Matt's talking about kept himself aware enough to come to a really hard truth about the situation that few founders are able to have that level of self-awareness, so I think it's a real strength. With Jeremy, that's really enabled him to hop in the job as the CEO and, and learn and really improve quickly and get to a point where he's really executing well and learn from Matt. These are all qualities that I think many of "us would really benefit by trying to apply these better in our roles and really saying, Hey, how do we have this company, whatever I'm part of succeed. And it may mean that I might need to change roles. It may mean that I need to learn something that I don't know or miss something about myself."But that's hard, but that's what the best companies do to get to success.

Gavin Christensen:

Rarely is it a straight line up and to the right as these gentlemen know? And we all know the norm is always a little more challenging that typically. So this is a great illustration of how these qualities are contributing to success.

Karen Zelnick:

I think you've really just summed up the conversation perfectly right there. So we can just end on that. Another thing I wrote down in my notes, too, that I circled is trust. The trust that you first had in Matt to start the company and then Jeremy was to join the company and take on that role. And Gavin trusting that Matt was making the right decision. It's just, so vital the connections you make in startups. The need to establish relationships of trust throughout the entire process. So thank you all so much for being here. Really appreciate your willingness to be candid and to talk about the hard aspects of startups. So appreciate you being here.

Jeremy Warren:

Thanks for having us. It was a pleasure.

Matthew Hoffman:

Thanks for having us.

Karen Zelnick:

Thank you for listening. As we dive deep into what it takes to create a perfect pitch. If you want to learn more about our investor, Gavin Christianson from Kickstart or Jeremy Warren, Matt Hoffman, and Monarx, we'll have a link to the company and the longer bio in our show notes at kickstartfund.com. You can listen to more episodes of Perfect P#itch wherever you listen to your podcasts. And if you like what you're learning, leave us a review or rating. We'll be back next time with more insights from the entrepreneurs and the investors who fund them. So be sure to subscribe so you don't miss a thing.