

EPISODE 22

[INTRODUCTION]

[0:00:05.3] Benjamin Felix: This is the Rational Reminder podcast, a weekly reality check on sensible investing and financial decision making for Canadians. We are hosted by me, Benjamin Felix and Cameron Passmore.

This week, we were joined by Daniel Weinand. Daniel is the cofounder of Shopify, which is a company here in Ottawa that has had enormous success not just in Ottawa or Canada but all over the world over the last few years as a public company.

[0:00:32.7] Cameron Passmore Shopify is a great commerce platform that supports I believe now over 600,000 different stores around the world. It's incredible success story. We've been lucky enough to be close to them for over seven years now, helping many employees deal with grievous financial issues over the years, you and I both delivered many seminars and got to know and love the people well and it was a real special, I guess, must be almost an hour we have with Daniel.

[0:00:59.0] BF: Yeah, the only way, the best way that I can describe the conversation was that it was very intense. I mean, the way Daniel thinks about everything and you can just see the wheels turning when he's speaking.

[0:01:10.0] CP Yeah. I would describe it as intense. You can see how Shopify was so successful when you have people like that in the leadership. It is incredible.

[0:01:17.8] BF: Yeah, it is. We hope you enjoy the conversation.

[INTERVIEW]

[0:01:27.0] BF: Welcome to Episode 22 of the Rational Reminder Podcast. This week, we have a very special guest, Daniel Weinand.

Daniel, welcome to the Rational Reminder.

[0:01:35.5] Daniel Weinand: Thanks for having me.

[0:01:36.5] BF: Daniel, you've been a great friend of our team and myself now going back I think. At least seven years and seven years ago, you were the one that invited me to give some financial advice seminars and one on one meetings to a few of your employees at Shopify which frankly, ended up being very transformational for both me and for our team and for our whole companies.

For that we're very grateful. It's also safe to say that you had a huge impact on Ottawa and Shopify is a huge impact on the country as well. You're from Germany.

[0:02:08.7] DW: That's right, yeah.

[0:02:10.2] BF: I'm curious, how did you choose Canada, how did you choose Ottawa.

[0:02:13.3] DW: Well, Canada chose me or I chose Canada. Toby and I, we are good friends back in Germany and he was already living in Canada and at the time, his girlfriend, now wife, they were living in Ottawa and Toby wanted to start a new company. One day I got a phone call from him. I was still living in Germany and he told me about this idea that later it would become Shopify. I was so intrigued by what he said that I decided I drop out of university, move to Canada and try and help Toby to build up his company.

[0:02:47.4] BF: At what point in the company was that? Was that still when it was a snowboard store?

[0:02:51.7] DW: It was shortly after it was a snowboard store. Personally, I wasn't involved in selling any snowboards, I kind of got to experience the tail end of that but it was just at the transformation of, "Hey, let's take the software that Toby's written for the snowboard store and turn it into a software service company."

[0:03:07.9] CP When did you know you were on to something?

[0:03:10.3] DW: The reason I went to a different country was that I strongly believe that we want something just the brain child was already on to something and I think part of what made our early success was also us being oblivious to the fact that startups have such a high risk, right?

We never thought about what happens when we fail, you never thought about failing, we just thought, "this is a brilliant idea, we just got to do it," we work like you know, every day, pretty much have no weekends but it was great fun and we were lucky and we're fortunate that the timing and everything was right. I have no illusions about that but I feel like a lot of people, they may fail because they think too much about what would it be like to fail.

It just wasn't an option. Especially for me it wasn't an option because you know, I just risked not having a degree and kind of giving up my previous life and just going 100% all in into this idea.

[0:04:12.2] BF: Can you talk about some of the decisions along the way, maybe some early decisions that when you look back, were transformational for the company?

[0:04:21.0] DW: There were lots of decisions. I mean, the beauty of startup or the way how we ran our startup was that we made many decisions every day. There were a few critical ones, probably the most nerve wracking one was when we changed our pressing order. I don't know how many people know this but when we started our Shopify, we had a – we called it a commission. There was 3.75% that any merchant would pay us on any sale that they made.

In exchange, we would give them accounts for free. We figured, that wasn't really sustainable, while we got a lot of signups, the merchants wouldn't actually sell that much in the beginning and so we thought, we need to do something in order to survive as a company in order to grow and make some revenue. The big decision was say, we would like to charge our customers monthly, lower the revenue share and that was a big one because we didn't know how it would be perceived. Like how many more signups.

How many signups would we lose by doing this, you know, the great thing is, we didn't actually see a big loss in signups but what we did see was the quality of our customers going up because now, when people pay monthly for a product, now they're committed, right? Now they want to make the business succeed as well.

As supposed to just having a free plan like you know, Tumblr or anything that you can just go and sign up and you may not even care about or forget about it. But as soon as you start paying for something, now it exists in you, in your mental model.

[0:05:59.0] BF: Daniel, you retired from Shopify a little over a year ago which must have been a big transition. Can you talk a little bit about how that transition was for you?

[0:06:07.6] DW: It was huge, I mean, I've been working for well over a decade and working really hard. It is weird thing to be at a company and you know, put so much of your heart and soul into it to grow your teams and you know, I had an amazing team and I spent a lot of time working on my team. Now, leaving that all behind, that was a huge step.

There were some other things that were going on in my life where it just felt like I needed an absolute change, I needed to change everything about me and kind of start like a second career and start a second life and leaving Shopify sadly was part of that. The transition was really weird in a way that you have those habits, right? When you wake up like I check my emails, I check Slack and all these things. It was strange not checking Slack, right?

Strange not calling and like, you I know, getting back to people and kind of the hours that I would use to spend my days with suddenly changed and became empty and there was this overwhelmed-ness of opportunity of like “okay, here are all the things that I want to do” and like, there are no restraints so what do I actually do.

Let me step back just a little bit because how some more details on how I made that decision was. I have had not in love with technology anymore, right? I caught myself that you know, back then, I used to be excited about everything new that came out, new technology, read up about everything from design to company culture and pretty much everything that our response before Shopify.

There came a point in time when I was still doing my diligence and you know, following up on things and keeping up to date but I found myself not enjoying it as much anymore as I used to. That’s odd. I want to use the word burnout because it’s been overused and I don’t even – I don’t know if I had been, I don’t think so because I had so much fun at work that I never felt like what other people would probably feel when they go through this.

There were some red flags and I thought, while in order to – I need to do something because this is not sustainable, right? I see a trajectory that’s going down it. In order to mitigate that, I asked for leave of absence and luckily, that was granted, which is also nice because I haven’t really taken much vacation in all this whole time. I thought, it would be good to you know, take a couple of months, clear my head, do something else.

It was like a month or so, a month and a half into my leave of absence and I realized, would I be happy going back and would I contribute. The answers to that were, I could probably contribute but not as much as I wanted to. I wouldn’t have the impact that I wanted to. Frankly, I don’t know if I would be happy. For me, that decision was kind of made that you know, I felt it was the most fair to say halfway through my leave of absence, you know, talked to Toby and say, “look, you know, you're expecting me to come back this time but you know, I figure it’s best to be frank and you know, I have to leave the company.” I said, “as big of a step that is.”

[0:09:54.4] BF: That leads perfectly to the course and I have been dying to ask you for so long which, since I've known you, you always had so many varied interest outside of Shopify like composing music and then you know, making movies and then you're blacksmithing and whatnot and can you talk more about kind of the role of happiness? Especially going through a transition like this? Happiness and self-fulfillment?

[0:10:18.2] DW: That's a big one. I mean, we can probably fill in an entire hour just talking about that. I'm fortunate in many ways, one of those is that I have lots of interest, lots of passions. Some other people would say it's a short attention span but I just like doing a lot of different things and I like to do one thing at a time, become – get to a certain level so get good to where I'm happy with myself and then kind of move on to the next one.

I feel like I can pull knowledge and information from all these different fields and do whatever I do next, have that influence me which is really interesting.

[0:11:02.3] BF: one of your interest that I find extremely interesting about you is poker. You're not just interested in it but you actually play at a very high level quite successfully.

[0:11:12.0] DW: Right, yeah.

[0:11:12.8] BF: Can you talk a little bit about how you got interested in poker and what's brought you to that next level that you're playing at now?

[0:11:19.7] DW: Poker is a funny game. I have never really was interested in playing the game of – I thought very little of it, almost my entire life. While I love games, I love video games, I love board games and I thought, well, poker is kind of I don't know, it's kind of gambling and I wasn't really that fond of that. But, we used to play poker during company off-sites.

Every quarter or so, we would go and strategize and at the evenings, we would go and have a friendly game of poker. While I know the rules or I knew the rules, I mean, they're not very

difficult. You know, I wasn't doing great, I wasn't doing terrible but I never really had any interest.

Funny thing enough, Toby told me about this website. He said, "just you know, read it, it's interesting" and so it was a one page primer on how to play better poker and all the fundamental concepts were kind of being talked on when it comes to position, that sizing, hand strength and so on.

That fascinated me because I felt the game so much deeper than I thought, there's so much more strategy than I thought and so much more analytics. When I realized that poker is not just a game of luck and a little bit of skill and realized poker is a game of a lot of skill and some luck. I kind of got hooked on the game. It then became the challenge to myself to see how well would I do because you know, people say, in order to be good at poker, you need to be good at bluffing or either be good at bluffing and be good at lying.

I never thought myself as being a good liar so I thought, I'm not going to be a good poker player. I thought, I'm not going to be a good poker player.

[0:13:04.8] BF: So fascinating.

[0:13:05.5] CP: Yeah.

[0:13:06.3] DW: You know, I realized that that's over rated, I don't think you need to be a good liar in order to be a good poker player and it's different approaches to playing the game and so my game is fairly analytical and I don't want to alienate the readers by going too deep into the theory but there is that concept, what I call game theory optimized play and people use things like solvers and there's a lot of math involved in order to realize and figure I would like, what's your best move, you know? What should we be doing at any given time.

On the bluffing side, I'd like to turn that around and set off like focusing so much on being the stoic person at the table which surprisingly enough, I am and I didn't realize that about myself

but when I play poker, I often times get the comment that you know, you're really intimidating and you are – I don't know, I heard the weirdest names like someone called me a pouncing cheetah and things like that, I don't know what the –

You know, it doesn't feel like it to me but I do feel like I'm very stoic when I play and that's just because I don't like the emotions get to me. It doesn't really matter if I win lots or lose lots, I don't get very emotional when I play the game and I think that helps me keep my emotions and kind of my reason checked but on just high enough.

Reading other people and I have worked in a psychiatry for quite some time in and I've always been interested in human psychology. I mean, that was kind of like the perfect blend of his mafia and analytics and this also, the human psychology part where I can figure out, okay, why would someone act a certain way and it comes down to you trying to figure out how much money the person has, right? How much is that watch worth?

If the watch, this anecdotes and jokes, right? You know, people say like “okay, if his watch is like 50 grand and up then, don't try to bluff him” because money doesn't mean anything to them personally. You know, you're just trying to get good impressions on people when you play with them and trying to categorize them because you know, you can only go so much into details so in my mental model, I have all these different personalities and I will assign them to play again and that helps me make decisions really quickly because I put them in a certain drawer and you know, sometimes I'm wrong and then I have to reevaluate.

Also, part of the beauty of poker. The other thing that made me stick to poker and why I was so excited playing higher stakes and trying to get as good as I can was that, I learned so much from poker that I can apply to my life. The things that I could apply to my business. You know, basic decision making. Poker is a game of incomplete information, right? As supposed to chess.

Chess, you see the entire board, you know exactly what's going on, there's no hidden hand, there's no things you can't see whereas in poker, you don't quite see the entire information.

Similar to financial markets, where it's incomplete information, you have to make decisions based on the information that you get and that information can change and the best poker players will change their decisions based on the information that they get, right?

I feel like it's the same with managers working their company, you reevaluate your opinions, you reevaluate your decisions when you get new information. If someone is too proud and too stubborn then they're not going to do that. They're going to be a bad manager, they're going to be a bad finance guy, they're going to be a bad poker player, right?

It's kind of learning how to become humble and not take yourself too important.

[0:17:10.3] BF: That was unreal.

[0:17:11.4] CP: Yeah.

[0:17:12.0] BF: That whole thing was amazing. I think it queues up something else was on our mind which you were the Chief Culture Officer at Shopify.

[0:17:19.8] DW: Can I say one more thing about poker because you know, some people may have seen me playing on TV and playing for a really high stakes or they see me in big tournaments. You know, the really cool thing for me and that's how I like to challenge myself is when I started playing poker, I had a really small bank roll, I had like a couple of hundred bucks and of course I can afford to play higher stakes and I can jump in much bigger games but I didn't want that.

I played the smallest stakes that I can and built myself a bank roll and worked my way up to the highest stakes until I could have fought to play at a higher stakes. I never wanted to be that rich business guy that you know, jumps in games where they don't belong. I think that's true for you know, when you want to learn anything, even if you can get ahead of you can get ahead of yourself, you know, it's better to not do it and kind of earn your right to progress to the next stage.

I think there's a beauty in going through that whole experience because you also learn what it means to anyone else who got there, right? You know the journey that they were on to get there because you were on it yourself. You weren't just the guy who dropped in at like stage eight and started playing like really high stakes.

I think that's an important thing is like, be humble enough to admit to yourself, it's okay to start at the bottom and like work your way up.

[0:18:55.7] CP That is also a great lead in to a question we had about when you were the Chief Culture Officer at Shopify. Safe to say culture was legendary in that environment certainly –

[0:19:05.0] DW: Culture didn't even exist at the time.

[0:19:07.2] CP: And I don't know where you got this culture ideas from when you moved here from Germany. So you are talking about how you built the Shopify culture and where it came from?

[0:19:16.6] DW: Sure, yeah I mean so I have to explain a few things. One is at the time we were about 70 people at Shopify and we thought, "hey what we've created is amazing. It works really well, we love our team. We love how they work together, how they collaborate. We are also seeing our trajectory. We are seeing our hiring, we are seeing we are growing like a 100% year over year and next year, we are going to be over 100 people and the year after and the year after and so on."

"We are going to be at some point, we are going to be 500,000 plus people. So we don't want to grow having a blind eye towards what it feels to working at the company and we don't want to wake up one day and realize that we created the company that we don't really want to work anymore" and the decision was made that you should be focusing on but if you don't really know what to focus on and what that means but Toby and I talked.

And he said, “Okay you should be the guy” and I said, “Yes I would like to. Let me figure out what it means” right? At the time there weren’t really any books on company culture there were a few psychology books that is still relevant today that I could recommend like *Grit* by Angela Duckworth but when you saw a newspaper articles of our company culture, most journalists would talk about perks and benefits, right?

They would talk about the Google offices, they have catered lunch. So they have a slide that they have, you know you name it and that is something that didn’t quite sit well with me saying like, “Oh this is the company culture” so I went on an exploratory mission and try to figure out well what it is in the first place, trying to identify it, right? And it took me a while but I read a lot of books on anything that would talk about the culture and there is this one definition that really resonated with me.

And that was from Anthropology where they define culture as culture is the willing behavior in the beliefs of a group of people. So it is a group of people that believes in something. You can’t really tell them what to believe. They believe what they want to believe and willing behaviors is what they are willing to do and not what you tell them to do and so if you start from that and you figure out, “Okay well can I even shape that in anyway?”

And I think the answer is yes, you know there is some terrific clothes from people like Church who said, “first you shape your buildings and then your buildings shape us” and so I thought okay well let us create a really good work environment and you know one part of the puzzle was to realize, “Okay who do we have on the company? How do they take it when they are not like me?” realizing that not everyone is like you.

So not everyone likes the same things that you like and so how can we create a work environment where everyone can work to their fullest potential? So one of the realizations was that very simply they are introverts-extroverts. Extroverts like being around people, they get energy from that. Introverts recharge when they are either alone or with loved ones and if you are an extrovert, you won’t fully understand how an introvert thinks unless you make an effort.

I myself am an introvert so I have more trouble understanding extroverts but that is to say that it was important for us to then go and say, "Well, let us create a work environment where someone who doesn't want to be in the big crowd can hide away somewhere, right? Take the laptop and work a few hours, under a striped awning from someone's place. So when we looked at office designs, we put in nooks and crannies where people can just go and it's okay.

And they are going to be working undisturbed and some other people would love being in a crowd. So we created a café where the entire company can hangout and mingle and so on and it is just one example. You know I still don't see all the perks and benefits of a company as part of culture even though they were my responsibility and I created them and I also wanted to create everything for a purpose not just because another company did it.

And I think that is another really important thing when building a company is that you don't need to understand everything you put in place especially if it is something like how the internals of a company work. It is dangerous to try things and see what sticks without fully understanding, what effect they can have to the people working inside. So you make some conscious changes. I mean that is true basically for any business decision but I saw myself as being the product manager and the product was the company.

[0:24:40.0] BF: So interesting. One of the things that Shopify has been doing for a long time in terms of perks and culture and things like that is having somebody from our firm, from PWL come into the office to give talks and meet with employees one on one to talk about their individual personal finance. So the question I want to ask you is what impact do you think financial security has on productivity and engagement for employees?

[0:25:04.6] DW: So you look at mass those pyramids and kind of securities is at the bottom and it's like drop security, financial security, you have to eat, you have to have a house to sleep in and so on. So if you don't have that, your mind is going to be occupied by other things so you can't fully focus on your job. So there is all these company took overhead that you want to get rid off. You just want to get dumped out that all and have it being taken care of, right?

So I think it's huge that people don't – at the time Shopify wasn't publicly traded but now it is publicly traded. So I think it's really a big benefit that someone doesn't have to go on the stock take an app on their phone and check the price in order to see how well they're doing but kind of offloading some of that and not having to think about it or someone to give them the peace of mind that it will be all right.

[0:26:07.6] CP: Having co-founded Shopify which is 14, \$15 billion plus public company, I can only imagine how fulfilling that ride must have been for you. So now that you have transitioned from Shopify, how do you now define success for the rest of your life?

[0:26:25.0] DW: That's a very difficult question. I mean I feel like I achieved such great success already and not just by the numbers. People will say like, "Oh we are experts and build a company" or "My net worth is X" and to me that doesn't mean success. Success to me means I was able to hire the right people, shape the company by hiring the right people and then hopefully that my part to grow the people that I hired to turn them into something that's better than myself.

That is always what I strived for so I always wanted to enable people around me to become better than myself and pushed them into an area so they would perform at the level that alone without help they may not be able to push themselves. Those are some of the things where I feel like, "Okay that's success to me" and funny enough, I was struggling for a long time to realize that that was important to me because when I was an individual contributor.

And I was a developer and I was a designer and I was many things but I am used to create for myself and becoming a manager was a very difficult transition and it is not a natural one if you're not prepared but then learning how to live vicariously can be extremely fulfilling if you realize why you're doing it. You are not doing meetings because you're supposed to have meetings. You are supposed to have one on ones, you are doing them because you realize what kind of profound impact that can have on the people that you work with.

That is one success need and then it really depends on what we're talking about whether that's poke a blacksmithing, composing music, writing stories or what else I have, you know I am building a house right now and I have different metrics for what success means to me and all of these different areas and unfortunately with my background, so I'm German but I have an Asian mom and so that's really a bad combination because even if that combination we are never happy with anything, right?

It can be an A minus and it could be the best mark in the whole class and you know we always or I am always going to hop on what's the remaining 5% what could I have done better. So in a way that is kind of curse and a blessing. Curse because I don't really, when I reached the 95% I don't really celebrate. I focus on why wasn't it a 100% at the same time it makes me better, right? I try to push myself as much as possible every day.

[0:29:21.2] CP: As an individual you have endless options of who to deal with for financial advice obviously. I am curious because this podcast is for our clients and people who might choose to be our clients, can you articulate why you work with us? Why would the privilege of being able to help you?

[0:29:41.1] DW: Well I mean there is a few reasons. The one I don't keep to myself, the results are extremely solid but first and foremost, I like to surround myself with really strong people that again, can clear my cognitive of what we had so I could focus on the things that I really want to do and that's my financial adviser, that's my accountant, that's my lawyer, that's pretty much everyone else that I need to be competent because I don't know about those areas.

And I need to 100% trust the person in their respective areas and PWL found that person with Cam and would not only is all the financial advice extremely sound but he's also been my psychiatrist if you will and probably for many others, right? It's difficult to describe but there's something very fulfilling in having parts of your life figured out that you don't really want to spend that much time on audio with, right? I can just tell Cam I wanted to do the following things and please connect with my accountant on the other things and I know it is going to be done and that is exactly what I need.

And I don't want to coach someone, I don't want to wrestle with someone so my advice to finding whether that is a financial adviser or lawyer or accountant is find someone that you really get along with that you can trust and that you don't have to fight over every little thing. So you want to be on the same page, you want to learn from them when you are ready and you also want to be doing your own things when you don't have time to think about those things and PWL and my philosophy are extremely aligned and so it was a very obvious choice for me.

[0:31:44.7] BF: Is there anything that you worry about from a financial perspective?

[0:31:48.6] DW: Worry is too strong of a word. I mean when you think about when I started with PWL, pretty much had on my entire net worth in just one holding, right? And it was the company I worked for, it was Shopify and then so I mean that's just whether I work for the company or not that is a huge risk, right? Because that's as great as a company is and I strongly believe in it. I still do it is not what a sane person would do. If you take every dollar and just put it in one stock it is probably not a smart idea.

So early on to me was just like okay, well how can I create some diversification and hedge certain things. I like to be prepared when certain events that could occur in the news what would it do to us, right? And so I am looking at – so full disclosure, my vast majority of holdings is with PWL but I also have created some minor diversification by investing in various other areas right? Some of these are startups which are extremely high risk, some of these are real estates.

Some of these are – I don't want to disclose my full financial portfolio but I think it is just taking some time in and getting an idea of what's important to you and how much of a stomach do you have when it is not if but when the recession comes and when there is a bare market and suddenly you lose double digits to your net worth and are you okay with that. Did you put any money aside to buy dips? It's just things that everyone has to make decisions for themselves.

[0:33:41.2] CP: So interesting, knowing what you know now about the impact of money in your life, what would you change about your life say pre-Shopify like is your perspective on money changed overtime?

[0:33:53.0] DW: Well I mean money has – so I mean in order to understand that answer, you have to understand that I come from a lower middle class family background. So we never had the fanciest things. We got a lot of hand me down clothes. There never was a lot of money in my life growing up. That only continued when I was a university student and when I came to Canada, I found pretty much the cheapest apartment in the basement I could find.

I sustain myself on ramen noodles for months. I really learned how to make every dollar count and in some ways I still have that very prudent mentality. Just as an example I mean I was playing poker with these guys and you know it does well like over a \$100,000 per head on the table and everyone was flying in private and they were trying to figure out what my private jet is. So I told the guys, “Look I flew in here economy because I won’t pay for the upgrade” and it just seemed to make more sense.

I still am pretty finicky when it comes – I don’t want to pay more than I have to for getting something and I don’t know if that is false pride. I just don’t want to spend much time thinking about it. At the same time, I mean money enabled me to not having to worry about money anymore and I spend a lot of time when I was younger worrying about money, worrying about where do I get another \$20 to buy the following thing right?

What about other hobbies I had. So that is really that’s great about money that you don’t have to do that anymore and you know it enables me to get something if I really want it to then pull a trigger and say, “Okay well I have been eying this thing for five years and you know I still want it so I am going to get it”.

[0:35:52.5] BF: Are there any downsides?

[0:35:54.5] DW: Yeah for sure, there are downsides. I mean I don't want to get all the downsides but one is now we are thinking about family and when you think about family, you think about well I would like to have kids one day, what kind of impact does money have to your kids and what are the strategies that they can employ so you don't raise them spoiled brats.

[0:36:15.8] CP: A got a great book about that. I will give you a copy.

[0:36:18.5] DW: Perfect.

[0:36:19.3] BF: Well this has been a real privilege to interview you, thanks for your time.

[0:36:23.3] DW: Oh it was fun, yeah.

[0:36:24.0] BF: And thanks for being such a great friend and fan of ours over the years. It's been a real privilege to work with you all these years.

[0:36:30.7] DW: Likewise, yeah. I mean we only scratched the surface on some of those things but I think all of these things really matter and if I just wanted to one thing that I have been thinking about lately and it is kind of sounds a little morbid if you put it this way but I don't see anything wrong with that but people don't think about their own death enough and I think it just grounds you and it just gives you a sense of urgency of how important life is and how important every day is that you spend, right?

And there's people that are just coasting day to day and they are just living from one weekend to the next and if you think about it that is not really – if you only count the weekends as your days in your life where you live life that's not a lot of days that you have in every year. So instead of that my advice is to just make every – not every day make every hour count right? And just think about this, you have X amount of hours left and that can be depressing to some people and it can be very energizing to some at us and to me, that's a huge motivator to kind of try and leave as big of a legacy as I can.

[0:37:45.2] CP: That's a great thought to finish with. Thanks a lot Daniel this was amazing.

[0:37:48.1] DW: Thanks for having me.

[0:37:48.9] BF: And this hour is certainly counted, thank you.

[END]

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