



February 23, 2023

# **Voices of Impact Webinar: Innovation for Worker Empowerment**

Transcript

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## Executive summary

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The US has long lacked a comprehensive infrastructure for workforce training and placement. As a result, millions of workers have been left undertrained, underemployed, underpaid, and undervalued while businesses have faced both record profits and unfilled openings.

This dynamic has been brought into stark relief during the pandemic-driven Great Resignation, a movement of workers away from low-earning sectors into sectors with increased flexibility, better benefits, and higher pay. Yet despite this unprecedented labor migration, most workers still do not have the upskilling opportunities or career pathways open to them to pursue family sustaining jobs.

Over the last few years, novel, for-profit companies have emerged to fill this gap, transforming both the channels through which workers are trained and the source of funding for that training, while also deploying innovative approaches to empower workers during times of increasing economic uncertainty.

In our recent Voices of Impact Webinar, we spoke with [Jarrah Euston](#), Founder & CEO of [WorkWhile](#); [David Zamir](#), Founder & CEO of [Nana](#); and [Vince Jeong](#), Co-founder & CEO of [Sparkwise](#) – three CEOs focused on empowering workers. We discussed what motivated them to start their business, how they help empower workers, and the role of private enterprise and private capital in helping hourly workers get better pay, better conditions, and more job opportunities.

## Transcript

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### **Shlomy Kattan (TP)**

Welcome to the Tyton Partners Voices of Impact Webinar. I am Shlomy Kattan from Tyton Partners and today I'm joined by Jarrah Euston, David Zamir, and Vince Jeong, respectively the CEOs of WorkWhile, Nana, and Sparkwise. We are speaking today about innovation and workforce empowerment and how private companies are taking on the role of helping workers attain higher paying, family-sustaining jobs. Historically, while the US government funds workforce development programs, it does not have a robust infrastructure—the country doesn't have a robust infrastructure for helping to translate that training into workers landing the jobs that will lift them up economically. Over the last few years, we've seen entrepreneurs like David, Vince, and Jarrah step in to fill that void. So, I'm personally excited to see how their work is helping improve workers lives, especially as we go through a time of both rapid technological change and economic uncertainty. Vince, David, and Jarrah, welcome and thanks for joining us. Could you each quickly for the audience, introduce yourselves and explain what your companies do?

### **David Zamir (DZ)**

Hello everybody, thank you for joining us today. My name is David, I'm the founder and CEO of Nana. Nana is a B2B2C marketplace that develops great tradespeople, increases their economic equality, and

makes sure they get jobs from leading manufacturers and insurance companies through the SaaS that we build for them.

### Jarah Euston (JE)

I am Jarah the co-founder and CEO of WorkWhile, we are a venture-backed startup labor marketplace that takes a worker-first approach to connecting hourly wage earners with shifts that fit their skills, schedule, and location. I'm really excited to dive into how we're using upskilling to help improve our workers' lives but also satisfy the business (or customer demand) for more higher, skilled workers.

### Vince Jeong (VJ)

I am Vince, co-founder and CEO of Sparkwise. We are a professional upskilling platform where teams solve multiplayer challenges together to build business skills such as problem solving, communication, and leadership. I am really excited to chat about workforce development here today.

### TP

Could you all talk about what your inspiration was for your organization and how you came about to founding it?

### JE

I didn't start my career at BCG, I started my career at Party City. I was a retail associate at Party City, growing up working at big box stores, I worked in retail, at a fast-food chicken restaurant that has since gone bankrupt. Kenny Rogers Roasters was an enterprise of the late great country music superstar Kenny Rogers continuously playing the gambler in the background while we were serving up chicken to guests. These are the types of jobs I grew up working. I'm originally from Fresno, California, which is in California Central Valley, a historically underserved location. Growing up, if your parents weren't a doctor, lawyer, teacher, or farmer, they worked an hourly wage job and that was my frame of reference growing up. It wasn't my career trajectory to stay in hourly wage work; I ended up at Wharton, BCG and having a career in big tech, but I always wanted to get back to helping the people that I grew up with because so much of what we build in technology is for the 1%. It is making the top 1% of workers lives 10% better and **I wanted to take a big swing to help the 82 million Americans who work at hourly wage job and leverage technology to make their lives easier.** That was the impetus of WorkWhile, we started looking at the biggest challenges facing hourly wage earners today and it was around scheduling, flexibility, and stability. What we landed on was a marketplace where workers are in control of when, where, and how they want to work. We support them by offering a wide variety of positions, paying the next day because we know time to earnings is critical for this population. We provide some free telehealth benefits, so people have a doctor in their pocket through a partnership we have with another telehealth app, and we are ready to launch other financial services to workers as well to really help them create financial stability that they need. One thing I'm excited to talk about today is one of the big upskilling initiatives we launched about three weeks ago which is a free forklift certification in the app. We work a lot with warehousing light industrial businesses, and it's hard to find certified forklift operators. Now, workers can get certified by going through the classroom piece of the training through the app on their own time and accept jobs directly in the app once they have the certification. I'm excited to dive in more, but that's a little bit about how WorkWhile came to be.

### TP

Thank you for that. David, I'm going to turn to you because Nana is also trying to figure out how to train people for jobs that pay better and so much of it comes from your own experience. I'd love for folks to hear that story as well.

## DZ

I started my first business when I was 22 years old. Post my Israeli military service and then I operated in another business in the fashion industry. Then after two years, I started a few different businesses in the fashion industry. In 2013, I lived in Israel and I owned clothing shops. A friend of mine told me that he fixes major appliances like refrigerators, washers, dryers, and dishwashers in Toronto, Canada and he's been making 25K net profit months fixing appliances, and I just couldn't believe it. I'm like, "Wait, I have these fancy clothing shops and you fix major appliances, and you make it such an impressive economic opportunity." So, I purchased an airplane ticket. I shadowed him for five days and I fell in love with the occupation of fixing major appliances. It was just like a puzzle and playing with Legos. Six months after I left my businesses in Israel with my business partner, I moved to San Francisco, and I started to fix appliances. It was a very humbling experience because for me, selling Lacoste and Fred Perry—very high-brand fashion and now, I clean chicken bones for the four years, but I really fell in love with the profession. I really enjoy helping customers, I enjoy the work of being outside and saving appliances, major appliances from the landfill. And you know, helping the world, helping my local community to get things back on track with their appliances and of course, the economic opportunity was super impressive. The fact was that there are not enough tradespeople in the country, and there are not enough trades in the country because of the economic inequality. The trades paid only \$21 an hour and software engineering paying \$52 an hour. I figured if I can build the platform, a labor marketplace that can unlock supply chain efficiencies, I could empower individual workers and pay them at least double the wage, which would make the trades more attractive. And by doing so, we aspire to create millions of jobs globally for tradespeople. That came from my own experience of moving to San Francisco as an immigrant with \$600 and start to fix appliances here in the Bay Area and then building my own local appliance repair service company. In two years, we already had 25 technicians. And then I said, "Let's build a software that can really take you to the next level." That's my origin story.

## TP

Vince, you also immigrated to Canada as a kid, then you came to the states for college and I think your immigrant experience also framed the way that you approach building Sparkwise. Can you talk a little bit about that?

## VJ

I built Sparkwise for both my personal and professional experiences. I'm personally, as Shlomy mentioned, I immigrated from South Korea to Canada when I was 12. I moved to the States for college and as an immigrant, education is seen as this big lever to making it, and so it is something that I really, deeply value and hold and has a huge impact in my life. And for me, professional learning has been really sort of transformative.

I started my career at McKinsey and then afterwards, worked in a lot of different sectors: in corporate startups, NGOs, and the public sector in many different continents. Going through all these experiences, something that I've come to really appreciate is the training I received at McKinsey. They have this incredible people development machine, which takes recent grads and turns them into effective executive advisors in a short amount of time. What powers that machine is this group training method where people master the core McKinsey Consulting skill set through collaborative problem solving and practice. The way that they do this today requires a lot of life facilitation and McKinsey spends over \$100

million dollars every year on people development, which obviously 99% of organizations can't afford, so we built tech to make that quality of skill development accessible to everyone.

VJ

If you look at the training options that are available today, you can usually bucket them into two things. Either they're self-paced, video modules that you do alone, which is very accessible, but oftentimes have low completion rates or impact. Or, you have these live training programs delivered by experts, which can be very impactful if the facilitators are great, but also can't really scale. What we've built is something called the **multiplayer learning platform, where small groups of people get together and actually solve problems and get to practice on realistic challenges, but without requiring live instructors because we're being guided by the platform.** We call it "learning-meets-escape-room" sometimes because it gets a little bit of inspiration from how those collaborative games work. You have these fast-paced challenges. Each are one-hour long, rapid set of sequences that you are guided through by the platform. Throughout those, you are learning by doing different types of engaging exercises, whether it be simulated problem solving, such as practicing feedback, discussion, self-reflection, or watching quick, one-minute clips on expert reviews. It takes you through different types of activities that get you to engage and it's all done in real-time with others. The idea of Sparkwise is not just about learning, but also building relationships with each other and built on the fact that learning is inherently social, especially for adults. That principle is very much built into the platform so that it's much more engaging and effective for people.

TP

Jarah, can you dive a little bit deeper into the work that you guys do and how you built the marketplace?

JE

Hourly wage work hasn't really changed that much in the last 50 years. You still need to show up to the physical location, do the tasks that are demanded, and you do not have a lot of say in your schedule. That is the piece that really creates challenges for workers, especially in a post-COVID environment. After we have gone through three years where it was, "Stay at home, now go back to school," people are scrambling to figure out what is possible in their schedule. Workers are no longer willing to just follow a schedule that's been given to them. They want to have control over when and where they work and the marketplace really allows us to offer that to workers. We are also a B2B2C marketplace where we work with businesses who need staff by connecting them to that staff and being able to create your own 40-hour workweek is powerful. It helps the best workers stay engaged while making enough money to support their families. What we noticed and what we heard from our customers was there were certain positions they were not able to fill. It takes a long time to find a certified forklift operator, to do the hiring process and by the time we get through that the worker has finally found a different job. They've gone down the street because these jobs are needed everywhere. We thought since we have a lot of workers on the platform and we also didn't have a ton of forklift operators, that is a skill you can learn. What can we do, what can we build into our technology to meet the worker where they upskill on their own schedule? We partnered with a third-party OSHA-certified curriculum provider, integrated that curriculum into our mobile application, and now a warehouse worker who is interested in becoming forklift certified can go through the training on their own time. They can do it for 10 minutes at a time during break at night. A lot of our workers are not going to have a modern laptop, so we had to make all the content snackable – accessible on mobile on every type of device, even the oldest Android device.

We also need to make the payoff obvious because someone who is scrambling to get their 40 hours to pay bills, buy food, put gas in the car, does not have time to carve out, to go do something that might pay off in the future. So, on our app, it's very clear that there is a job and it pays 25% more per hour if you have this certificate. Why don't you just start earning this certificate right here in the app, and once you finish, the job is unlocked. Think about it as it's an option that's grayed out; as soon as you finish the training, it comes in full color, and you can go right into it. That instant conversion is powerful, **and I think it's critical to get learners excited by seeing the ROI in the time invested to taking the training.** This program is new for us, but it has already been really successful because our customers are delighted to be able to fill these positions. An important part of thinking about private enterprise doing this is that it has to be ROI-positive for the business as well. Forklift certification, these types of skills trainings if you do it at-scale becomes really cost effective on a per-unit basis and it makes a ton of sense to give this away for free. We don't charge workers for this training, because if they work two shifts with us with this certification, we've got our money back and more.

#### TP

I think that's one of the critical aspects of the way all three of you are approaching this, is trying to find the efficiencies and both not just for your businesses, but also for workers and for employers. The way you are solving a similar problem as the forklift offer operator. There are not enough appliance repair people and there is demand, can you talk precisely about how you guys find the opportunities and help meet that demand?

#### DZ

I want to double down on the point Jarah just made. At the end of the day, our job in the private sector as I see, is to reduce barriers to entry for upward mobility. Unfortunately, in the US, and also different developed countries, education at times can be a barrier because of the cost. For example, in the appliance repair industry, it can cost you anywhere between \$3,000 to \$20,000 just to become an appliance repair technician and it will take anywhere between three weeks to two years depending on what program you choose. We worked with the manufacturers and homeowners' insurance companies. We asked them where they see demand and we act as a distributed, local workforce. We have an OEM that needed specific help from a repair technician with a specific skill. We built a sectoral training program, a training program that was able to teach this very niche skill within 48 hours. We taught them a specific skill and then after they completed the certificate that we built together with the specific manufacturer, they were able to access the job opportunities on our software and start work. From the demand side, we have the manufacturers of the home warranty companies that give us zip codes and the exact skills those areas need help with. We have a recruitment function where we will work with experienced technicians in the marketplace to find upward mobility when they move from local companies to Nana and then when we see it again that there aren't enough tradespeople. We activated the Nana Academy and expose them to the sector training programs. What is so beautiful about this model is that we also have interactive education because Nana is the SaaS in which we manage each transaction so we can see when the transaction started, which one, and how long it took them to complete this specific job on this specific skill. We take the education materials that we send them, assess their performance in comparison to other people in the network and then we have a loop where we can send them interactive education for the rest of their life. People that operate on this future of work and education platform will be lifelong students and that's the innovation that I'm most excited about. It's amazing.



TP

I want to hear your thoughts on the role of private enterprise in workforce empowerment and the efficiencies or benefits that come from placing people in work. Jarah, to your point, you are making money off of the fact that you're placing people in work and so to you, it makes perfect sense the prop to offer the training for free, whereas a school that is not making money off of the placement or off of the actual wages is unable to realize those benefits and therefore creates all these inefficiencies and also does not have the ties to the to the employers that you have. Can you talk a little bit about your perception on that?

JE

From my perspective, at a high level, it is about monetary incentives. Money makes the world go round – all of us as professionals, we are trying to earn a living. We are trying to help our organization be successful in most cases, that means helping our organization make some money and develop some return to our customers and shareholders. I think that's not a bad thing, it's a good thing because there is so much information baked into a price that you are willing to pay for something and because of that, we are able to understand which certifications are in highest demand because businesses are willing to pay more for them. There's just so much market intel and information about what is valued in businesses and in future planning baked into the price that someone is willing to pay. I think that private enterprise is uniquely suited to digesting all that data and all that information. For us, it is really about what we are hearing from the market and customers. We talk to our customers all day long, we understand what gaps exist in their staff, what they are struggling with, and then we start to think about what we can do from a technology perspective. What can we do with other partners to be able to satisfy some of those gaps? I think if the incentive isn't there, to figure out how to do that in a cost-effective way, it just sets you up for a lot of inefficiencies. **The challenge that some public sector organizations may have is they are not as close to the ground. They cannot move as fast as a normal tech startup.** We were less than a year from the idea that we want to launch the forklift certification to having the first cohort of workers forklift certified. If you look at more traditional public players, they operate on longer time horizons and by the time you ship something those needs might have changed in the marketplace. Being able to quickly adapt is another thing that the private enterprise has a leg up on. That is critical, especially in this world where COVID changed everything. We work a lot with supply chain companies, most of the shifts on our platform are related to the supply chain is adapting constantly. The needs were shifting so fast and all of the standard macro models broke because we were having this black swan event. I think private enterprise is just nimbler. They have the profit motive, data, and the incentives to be able to move faster and satisfy the needs of both workers who have to learn these skills and the businesses who are willing to pay for them.

TP

Vince, you're saying people go to college, they get out of the education sector, they go into the workforce, and they are not getting the type of training that you got in your first job, so you're bringing something that was seen as either you get it at your job, or you find some other way to get that training outside of work. I want to hear from you around the same idea, you are filling a need that is essentially an educational need. Where do you see the role of companies like yours in in helping fill that gap?

VJ

Jarah just talked about the private sector moving faster, and that's a real advantage. She also talked about business model innovation, on our side, it's technological innovation that brings a cost of education. The barrier to entry is a cost of education and if I think about what one of the key bottlenecks that drives

up the cost of education, it's that **the truly effective education model today still relies on human instructors and experts to deliver really high-quality experiences so it's humans teaching humans. The bottleneck becomes experts who teach and these experts who teach need to satisfy four things. They need to have domain expertise on in-demand fields that are coming up, want to teach, have the time to teach, and be good at teaching.** The intersection of that is really small and I think the role of a private enterprise like ours is how do rethink education all together into the way that it gets delivered to decouple the reliance on live-human experts such that many more people at-scale can get truly great educational experiences that help them upskill rather than get knowledge that does not actually move them to better jobs or get them accelerated faster.

**TP**

All three of you are venture-funded and they want to hear from you because there's the role of private enterprises, there's also the role of private capital and I want to hear more about your thoughts on as you went out to fundraise for this, what kind of enthusiasm you were hearing for the problem you're trying to solve where that came from? Also, how do you see what private capital can do to drive forward workforce empowerment?

**DZ**

I'm very grateful for the support of the incredible investors that decided to partner with Nana on this project. When I spoke to different investors, there was a very high excitement about the mission of the company, and it opened a lot of doors. Of course, when we did fundraise, it was very important for us to make sure that values are aligned and to make it clear that it might take time. Building sector or training programs, opening the doors with B2B partners, B2B marketplace in general, takes five to eight years. We needed to find investors that have the stamina to really fund such a company and luckily for us, we also hit the market at the right time, and we were able to raise \$28 million from VCs and really take our time to be the right product, curriculums, and relationships with B2B partners in a way that set us for success. It is interesting because sometimes, impact investors as akin to worrying about profits. In our case, we decided to focus on investors that are more focused on the ROI. We believe that it will drive us to focus on unit economics and get to profitability much faster. When you talk sometimes to impact investors, they care less about the speed and more about the impact. In our case, I decided to partner with the investors that really want to give us the time but not too much time. Putting a healthy pressure on the business seemed to be the correct approach.

**TP**

This brings me to another question; this has been something that has been historically funded by government – where can government best play in this space?

**JE**

I'm skeptical that the government has the insight, capability, and resources to do it as effectively as the private sector. As a business leader, I would like to see clear laws and regulation from the government. The concern for us, especially given our marketplace, is what the current administration going to do, that the last administration didn't do, that the previous administration didn't do. I think that as a labor marketplace coming out of 10 years of the gig economy, there is still a lot of uncertainty around regulation of our industry. That creates a lot of churn, a lot of added costs and conversations with lawyers that is not driving impact for consumers, workers, or other businesses. From my perspective, anything the government can do to make it easier for businesses to train their people is a positive. We have talked previously about maybe there are tax credit incentives to train more people that can work.



The best thing the government can do is get out of the way of any well-intended business that's trying to provide this type of education and training to their workers. If you think about the so-called gig economy, we have made it illegal for companies like a Door Dash or an Uber to train their workers, because if you train people, that puts you at risk for misclassification. It's illegal for a business that is employing 1099 workers to some extent to offer training to them, because that puts that classification at risk. That's one example of how the government might be getting in the way of companies who might want to encourage more training for their workforce and inhibit workforce development even though it may be well-intentioned. From my perspective, there are a lot of things that innovative private enterprises are trying to do but are not able to do because of murky regulation, or in some cases, misplaced regulation.

**TP**

Regulation that's intended to protect the workers in some way and historically has worked, but when you have disruptions to the market, it creates problems that I want to hear from you.

**DZ**

I want to double down on this point as well. The Department of Labor has a \$960 million budget every year for workforce development, and they distribute this \$960 million to 530 national workforce boards. An example of how regulation can help the private sector to move faster, we at Nana applied back in Q1 2022 to become an eligible trainer to tap into this funding. And luckily for us, we were able to partner with the Workforce Board of San Francisco, and another organization, Self Help for the Elderly. They were able to sign up Nana, send us 30 students, and paid us \$80,000 to train the students. That's aligning the incentives for me as a private company to go and create this relationship; but unfortunately, the process of becoming approved by the Bureau for Private and Post-Secondary Education institution takes a long time. **Hopefully, regulators can help us entrepreneurs to accelerate the process and make our life easier by reducing barriers to innovation** and allowing us to take these insights from the market that Jarah spoke about and put workers in occupations that can give them empowerment and full economic opportunities.

**TP**

I have a final question for the three of you and I think it's going to be robust. All three of you are engaged in purposeful entrepreneurship. This is called impact entrepreneurship as well and do you have advice for folks who are entering or considering entrepreneurship, considering starting a company (whether it's a for profit or even a nonprofit organization) and are driven by a motivation of a better society? And so, Vince, maybe starting with you, I want to hear your advice for other folks who are trying to enter the field.

**VJ**

I went to the Kennedy School where a lot of my classmates had a lot of purposeful visions around making the world better. I went through that program with similar reasons. I would say, one of the things that has been clear as I built a startup is when you have a very purposeful mindset, it's easy to look at just the macro factors and paint a let's solve this huge societal challenge narrative and it's easy to make that sound very compelling and obvious, but if you are trying to innovate on the ground, that's usually quite removed. And you have to think about problems differently, you need to get individual incentives so individuals want to use your solution. I see a lot of purposeful people getting stuck with the picture and not enough on figuring out the actual individual behaviors. I would say take that purpose, but really put yourself on the ground and figure out the design of the solution on the ground is my recommendation.

**DZ**

Thank you. I love what you just shared, and I will double down on the importance of getting the basics right to begin with, and then doing the job yourself. As my company continues to grow when it comes to headcount, I distance myself from the users themselves, and that's when I became sad. As the purposeful entrepreneurship, talk to your users, that is basically the oxygen. Whenever I have hard days, I remind myself of the reason why I am doing it. In my case, my father was 34 years old when his business struggled, it didn't have an answer that will upskill him. He gained weight, my parents got divorced, my father died at the age of 38. I'm terrified for the world, **over 35 million Americans who need to find new occupations by 2033 because of technology automation** and that's why I do what I am doing. And this "Why," the very clear "Why" deep inside of me really pushes me to during the hard days to keep going. My advice is to remember the reason why. Go write it somewhere on your wall to remind you during the tough days of why you do what you do, connect to the oxygen when it comes to the users, and continue to tell the story of why you do what you do.

**TP**

Jarah, what about you?

**JE**

I couldn't agree more with both of you. It is all about the user, it's about aligning incentives, nothing is more powerful than the individual incentives. If you have the incentives, you can go on autopilot because each individual is motivated to make the right decision or do the right thing if those incentives are aligned. I don't just mean that for our labor marketplace, I also mean that for my team. When we recruit and hire for the WorkWhile team, we want to make sure that the folks and are mission-aligned, they understand how our business works, and then I don't have to worry about folks making a bad decision because it's very crystal clear what the right decision is. We leverage a lot of machine learning, data science, and automation to screen for the most reliable workers and then retain them because the whole thesis is that the best workers are going to provide the best service to our customers. It's super simple, but in the \$160 billion staffing and recruiting industry, that's like a wild notion. A lot of times, hourly workers are treated as cogs. They're all bad, so it is quite contrarian to say no, some are great, let us find them and then treat them well. It is a very simple idea, but it is very different from what exists in the market right now. Our whole team is aligned on making that reliable worker happy, our support crew is all folks that we have recruited from the platform, so they have extreme empathy for our users and that is critical. It sets the tone and creates those incentives to serve these reliable workers and anytime we have a question of what we should do, the workers' first decision is the rubric that we use, and that is what aligns our incentives. People call it "**conscious capitalism**" or "**purposeful entrepreneurship**". You want to make a really big impact on regular people's lives and to continue to do that and make the right decisions at-scale, the incentives have to be aligned such that making the correct decision is what is most profitable for you and what's going to pay off for the company.

**TP**

Great advice. So, I have a final question for the three of you: in what ways can people support your organization?

**JE**

Oh, wow. Yeah, we'd love support. We always love to meet with companies that are looking for light industrial or hospitality staff, or any curriculum providers that operate in those areas. We're always

looking for more certifications and trainings we can provide to our workers and ironically there are not that many content providers out there for some of the more tactical skills, so we are always looking for more partners to work with on that.

**VJ**

Any organization that wants to build incredibly high-functioning, collaborative, close teams, or wants to support other organizations to get there with different skill sets, we would love to connect and share notes and perhaps support them.

**DZ**

I have different messages to different audiences and segmentations we have today. First, to the consumers that join us today, please fix your major appliances. I know sometimes you're worried you won't find the right technician at the right time, but if you trust the system and use Nana, we will be able to make your local community healthier by getting more meaningful jobs for people in your local community and improve the economic equality in your local community. Fixing appliances, major appliances, hiring tradespeople to do the work, is making your local community healthier. Second, goes to the investor community. Capital is empowering ideas, choose wisely what kind of problems you put your money on. Billions of dollars went on social communities' apps, that takes more of our attention and do not do as much good to the world as the different ventures we heard about today from Vince and Jarah. Please be conscious of which companies you find and what projects and impact you want to drive and then I'll be excited to talk to you guys. The government officials, please help us let's fix the system invite us to talk to you, there are bright people in the in this community that can really brainstorm with you, share the pain points, collaborate, and think about ways to unlock their house to help us move faster and make the world a better place.

**TP**

Thank you for joining us. I'm going to reiterate what Aanand said in the chat. This has been inspirational. You guys are doing amazing work and we are really excited to have had you on today.



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