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**Intro (AJD):** The Bonfire series where head meets heart in our regional check industry. Bonfire was nothing more than a concept and wish to bring together industry experts throughout our region and beyond to infuse tech startups outside Silicon Valley. And it worked. Our monthly podcast series, in collaboration with Seven Peaks Ventures, seeks to continue the conversation around the tech industry's current trends connecting with leaders ready to also speak from the heart. This podcast is for visionaries, dreamers, investors, CEOs and entrepreneurs, ready to share stories, explore new solutions, spark real conversations and maybe start a revolution. Join our host and general partner, Cory Schmid, as she delves deeper into what it means to support startups in this current eco system. The Bonfire Series.

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**Corey:** Welcome back to the Bonfire Podcast series. I'm your host Cory Schmid, General Partner at Seven Peaks Ventures. For today's episode, we're going to explore The Culture Playbook with the Chief Human Resources officer for Autodesk. Autodesk makes software for people who make things. If you have ever driven a high-performance car, admired a towering skyscraper, used a smart phone or watched a great film, chances are you have experienced what millions of Autodesk customers are doing with their software.

**Video snippet plays:** *We make software for people who make things like your car, your house, your city and even last night's creepy alien. But that's just for starters. We also make software that talks to robots, 3D prints fashion and folds DNA. This is software for tomorrow because the future is coming, and it is impatient, and it most certainly won't be quiet. And it will change us all. How we design, how we collaborate, how we build, how we make. It doesn't matter who you are, we all have a stake in what's next. Because the challenges are mounting, and they'll need solutions we haven't even thought of. So, it's time to get to work. At Autodesk we give you the power to make anything. What are you going do with it?*

**Corey:** Today, Carmel Galvin will be joining us. Carmel is the Chief Human Resources Officer at Autodesk and is responsible for leading the company's efforts to attract, develop and retain the best talent. Prior to joining Autodesk in 2018, Carmel was the Chief Human Resources Officer of Glassdoor where she led all people functions of the company including human resources, planning, learning and development, talent acquisition, employee relations and engagement and more. Carmel brings 25 years of human resources experience at global companies including Deloitte, Advanced Software and MSCI Barra, Inc. where she developed a particular focus on leadership coaching, developing organizational culture and employee engagement programs. A native of Ireland, Carmel received her bachelor's degree in Political Science and Business from Trinity College, Dublin, and her master's degree in Business Studies at the University College Dublin Smurfit School of Business. Please join me in welcoming Carmel Galvin to the Bonfire podcast. Welcome Carmel.

**Carmel:** Thanks Corey. How are you?

**Corey:** Good. How are you? Excited to have you today.

**Carmel:** I'm good. I am delighted to be here.

**Corey:** We've got a lot to discuss, a lot of meat on the bones here, a lot to talk about today. So, let's dive in. Tell us why you decided to join Autodesk.

**Carmel:** As you mentioned, I joined Autodesk earlier this year in 2018. What really drew me to this role and the company was what the company does. I'm really passionate about our purpose. We have some of the most interesting customers in the world and the impact that they have on the world around us is pretty incredible. They do that through leveraging a lot of the software that we build here at Autodesk. It's a pretty exciting place to be. For me it's very intellectually stimulating work as well and I was particularly excited about what the agenda was at Autodesk from a business standpoint.

**Corey:** Excellent. I am curious to learn more. You have been there 4 months, 6 months? How long have you been there?

**Carmel:** A little bit over 6 months.

**Corey:** And tell us what was your charge when you first arrived at Autodesk? Why did they bring you in?

**Carmel:** We're a 40-year-old company – close to 40 years old. The company has been through many transitions. Most recently we've been going through a significant business model transformation where we're moving all of our customers to a subscription business and moving from channel partners to direct sales. With that there was a new CEO appointed about 18-months ago, Andrew Anagnost, my new boss. As part of the transition it was obvious that we needed to

transform the company culture. My first task at hand was to help lead the charge around that culture transformation. I should say we have around 10,000 employees globally in more than 125 offices in 47 different countries.

**Corey:** So that is no small feat.

**Carmel:** Yes

**Corey:** How is it going?

**Carmel:** It's interesting.

**Corey:** Good. Progress is being made. How are you feeling about the progress since you've been there?

**Carmel:** Pretty good – it's pretty early stage and obviously making any cultural transformation is a journey and definitely a marathon more than a sprint. I spent the first few months really trying to get to know the company and understand the different rhythms of the business here. Working extensively with the executive team around thinking about what does the culture need to be in order to enable us to move to the next stage of our goals for the company. We've ticked off the first phase of that work and started to launch it to our employee base. So far so good, but we have a lot of work ahead of us.

**Corey:** I'm anxious to dive in a little later on because I think you mentioned Autodesk 40 years in the making and I'd love to get your insight for the early founders and startups who are starting from day one. You know, two cooks in a kitchen all the way up to 10,000 employees. I'll bookmark that and let's come back. Folks will see on your resume before Autodesk you were at Glassdoor, which is a company that is absolutely disrupting the employment space through greater transparency and I think that has been really needed. I am curious to hear more about how did Glassdoor develop metrics and data driven tools to measure cultural success which often can feel subjective or really more emotive than fact? What was Glassdoor doing and how are you measuring a company's cultural success?

**Carmel:** Anyone who's familiar with Glassdoor, the model, it uses a fairly simple rating system that's based on employee sentiments. In fact, one of the unique aspects at Glassdoor is they do issue awards to entice performing companies, but they talk about it as being the employee choice awards rather than something that is run by a particular third-party. That does make it unique, and those ratings are really a construct driven off of a number of different key measures that typically drive employee sentiment around what it is like to work at a company. Everything from how it feels on a day-to-day basis to the rating of the leadership, as well as sentiment around culture and career growth opportunities, and then simple things like compensation and benefits. In a specific way they have one extra rating which is always around the CEO. Over the years, I think it's become something that companies use quite frequently to help drive their own employment brand and use

their ratings on Glassdoor to help encourage employees to interview, to hire and to apply for jobs at their companies.

**Corey:** Yes, really powerful.

**Carmel:** It is a cool tool.

**Corey:** We spoke a couple of weeks back and there were a few statements you made which I thought were really powerful when it comes to culture – whether it's small company or large company you said “Pay attention all the time. Culture is an ongoing journey. Plant good seeds. Cultivate the garden. And be thoughtful.” Those really resonated with me and I am curious whether it was what you saw. You had transparency into a lot of different companies at Glassdoor, whether it's leaders, the companies themselves, the employees. What happens when you ignore culture?

**Carmel:** I find this to be a particularly fascinating area. I think culture can either grow or evolve organically. Or you can take a more deliberate approach to it. And sometimes companies do a little combination of both. **But one thing that jumped out at me from the work I did at Glassdoor and looking at how the best performing companies on the rating system got to where they were is they generally typically took a very deliberate approach to establishing a culture. What I mean by that is they called out early what the core principals were and what they espoused to be as an organization and were very intentional about communicating that to their employees and setting the guard rails for how they want to behave.** This is true by the way in regard to size. The lesson I learned is the companies that tended to perform highly, were very crisp around what is important to them from a cultural standpoint – and called it out and set the guard rails in regard to behavior for their employees. The danger about not calling those things out is that it becomes whatever it is. **You have a culture regardless of whether or not you intend there to be one** – just when you put a community of people together working. If you don't crisply define what you want the culture to be, it could be anything. We've seen plenty of examples in companies that have drifted because they weren't specific and directional about what they wanted their culture to be.

**Corey:** Are there distinct KPIs in performance indicators that you would recommend measuring to ensure that it doesn't grow on its own organically but really is deliberate?

**Carmel:** It's hard unfortunately because it's such an intangible thing. It's hard to be very specific about the KPIs, but the types of measures that I looked to as we set up the program here at Autodesk is thinking about how to measure success. The ultimate measure is looking at customer success and financials about the company because that's where the real proof in the pudding is. In the meantime, one of the things we did at Glassdoor, for example, and that we're doing here at Autodesk is put in place a pretty frequent employee sentiment survey internally that you can drill into how employees are responding. How they feel the culture enables them to be more effective at work. What the typical things are that drive their sentiment around the organization? Measuring leadership effectiveness, opportunities for career growth – that type of thing. As you trend that over time, you can start to see hot spots in the organization that perhaps your culture isn't quite

impacting and needs some more focused attention. That's back to what I mentioned to you several weeks back. It's not a one and done event.

**Corey:** Right.

**Carmel:** It's something that you have to be very nurturing of and you have to be measuring constantly. Making sure that you have a closed feedback loop with your employees and understanding what's working for them and what's not, so you can see those disconnects and take action where you need to.

**Corey:** Yeah, it's a tough one. I mean that transparency is key. A bit of thick skin and growing together I think is really imperative. Let's talk about leaders and reference an example of someone we know, and I know well. Samir Delaki of Sendgrid – just went public. Rises in the rank of top leaders I think in the 90s out of 100 in the Glassdoor rating. What types of characteristics, personality trait skills do you see in phenomenal leaders who top the ranks say in Glassdoor ratings of leaders of companies of all different sizes?

**Carmel:** The common threads that I've noticed in the companies I have worked with and also just looking at the various cohort that were on Glassdoor, Samir is a good example of one of the top-rated CEOs at Glassdoor. Some of the simple common threads are: been very clear about the direction; being very strong about role modeling the types of behaviors that you expect your employees to show up; and to be curious and open minded – to be constantly learning so that there is that feedback mechanism and you iterate as you go. It's about communicating clearly what direction you're going, role modeling the behavior, and then learning and building those learnings back into that rinse and refresh cycle that you go through with your culture and brain mechanism in the company. I think leaders who do that well tend to reinforce the kinds of guard rails that they want to have in the organization and place through into the culture.

**Corey:** Right. And I think we have all worked for those leaders that inspire you to be better and I think that role modeling is really key.

**Carmel:** Yeah.

**Corey:** So interestingly, I chuckle a little bit because I think people may often time think HR leads initiatives like this but to be really clear establishing values of the company is not an HR lead initiative. It absolutely has to come from the leadership to work. The top down. I would love an example from you of companies you think have done this extremely well. And as is always the case and those that have maybe been train wrecks that haven't done this so well.

**Carmel:** To be clear I firmly subscribe to the idea that HR should not be the driving force behind any kind of culture journey and in particular establishing the values. I view our role to enable that to happen is create the framework for it to happen. The actual creation of the values and making

sure they're modeled and part of the organization, absolutely are driven from the executive team. All the way down, and in particular the most senior person in the organization.

**Corey:** Right.

**Carmel:** I think a company like Hubspot is a great example of a company that has a very powerful culture and has been very much driven by the CEO to be so. Amazon is another good example.

**Corey:** What's the culture at Hubspot like? How would you define or articulate that culture?

**Carmel:** It's interesting, Hubspot tends to make the Glassdoor best places to work award every year as far as I remember. They're a very inclusive culture. They're very clear about how an employee can be successful there. It's a very transparent culture and they encourage a lot of decision making across boundaries in the organization. It feels like a pretty flat, non-hierarchical organization, and they put in place a lot of mechanisms to make that happen.

**Corey:** You mentioned Amazon and I want to jump to that for a minute because we chatted a bit about this. I mean not all cultures are created equal, right? I think you see sometimes maybe a naïve start up founder who thinks they're going to mirror after another culture and it really has to be your own. It has to come from a sense of sincerity and Amazon is a great example that that culture may not work for everyone. And a few data points here. I think at present, most recently they got a 3.8 out of 5 on the Glassdoor rating and 74% say they'd actually recommended to a friend. But you hear words like: *relentless, painful, frequent combat* and *extreme burn out* rates. And on the flip side: "I work with extremely intelligent people, there's amazing growth opportunity". So, it's a culture that has to be right for you. Tell me a little bit more about what you see Amazon as an example where culture is not a one size fits all.

**Carmel:** No and I think the most powerful examples of companies that have done this well, and Amazon being a great example, but another one is Netflix. They're very clear about what it takes to be successful in their organization. So, having the culture that works for them and what they're trying to accomplish from a business stand point doesn't mean that it has to be the culture that works for everyone. In fact, you want it to be such a powerful story that people self-elect in or out depending on whether or not they feel that it's a place where they can thrive. Amazon is probably the best example of that because I don't think they apologize for some of the things that turn some people off from wanting to work there. People who do work there, as is evidenced by their rating and I believe through their retention rates, they love working there. It's a place where they believe they can thrive obviously and it resonates for them with their own personal values. The trick here is to be clear about what sort of a company you want to be and then people will decide whether that works for them or not. Netflix, you know, I have some connections there with people and they talk about making sure that the talent programs that they build, to support the values systems that they've created, work for them. I'm sure people are familiar with the manifesto that was published and it's very clear about the type of value systems that someone who works there should have and that plays through to how they hire, how they promote, how they reward people, the way they

work every day. It doesn't have to be a culture that works for everyone, but it has to be clear what it takes to be successful and then people will decide whether that works for them or not.

**Corey:** What do you recommend of an employee? Sometimes you feel you go into an interview and you're being the one interviewed and dissected as an employee but flipping the tables and ensuring that you're stepping into the right place. What type of research do recommend that an employee does to ensure that they're joining a place with the right fit?

**Carmel:** That's where I think a company like Glassdoor is pretty powerful.

**Corey:** Sure.

**Carmel:** It enables a company, any company, to showcase what it's like inside the organization. What it's like to work there. For most candidates nowadays, it is a two-sided deal. It's your responsibility to make sure you have a better understanding of what the day-to-day working environment is like in that organization, and as part of that, understanding what the core principals are, the value systems that have been set up in that company. If you don't see it on the website or on places like Glassdoor you should ask for it and try to get a better understanding. Unfortunately, lots of people focus on the day-to-day more tangible things like...

**Corey:** Snacks. Dog friendly [laughter 00:20:33].

**Carmel:** That's right, and that stuff, while it's mildly interesting, is not what really glues people together. It's not what matters when the work gets difficult or you have interactions with your colleagues or your boss. It's really understanding how decisions are made, how difficult situations are handled and what's important to an organization in terms of how they reward and promote people. That's probably the most critical stuff. There's some good research from Glassdoor that really supports that. When you look at the companies that perform most highly on Glassdoor in terms of their rating system, the top three things that retain people or are indicators of why people want to join the company are in this order: **culture, leadership and career growth**. So interestingly none of the comp and benefits are the things that people normally associate with the reasons why you want to join or stay in the company show up on that topic.

**Corey:** Right. Yeah, I was going to ask you about that. I mean you have over 25-years of experience. You have clearly seen that and that's something that is an age-old discussion you know – is it a raise? a pat on the back? And so those three data points – culture, leadership, career growth – do you see that at all different stages of companies? As really just fundamentals of what we as human beings want to get out of a meaningful career?

**Carmel:** That's been my lesson actually. I have worked at companies of all sorts and different types and different points of their evolution, you know from the start-up to where I am now which is a longer tenured company. Those themes tend to fall true regardless because at the end of the day the types of employees who are going to contribute the best to the company and want to stay

there and really help grow the company are attracted to the more fundamentals like culture, leadership and the opportunities for them to build their own careers. People who go for the money and the perks and not to dismiss money as not being important but...

**Corey:** Sure.

**Carmel:** if that's all that's attracting you to want to be there, then it's easy for somebody else to buy you out. You know it's not going to be the decision-making factor for anyone in wanting to stay at a company because it's too easily supplanted by another organization. In particular nowadays, it's just increasingly more difficult to attract great talent because so many companies are competing with you. It's critical to be clear about those other intangible things and find people who are more passionate about what you do with an organization. Making that hold true regardless of where you are in your evolution of your organization.

**Corey:** I think that's a great point – understanding what makes an employee tick and great leaders. I am also curious, and we talk about this as investors, and I actually had the opportunity to interview Emily Chang of BloombergTech and the author for *Brotopia* a couple of weeks back. And we spoke a bit about governance and Boards and specifically we spoke about the intense culture of sexism, ego and power that's grown maybe unabated a bit in Silicon Valley. Specifically, Uber comes to mind and Theranos – another very public company that crumbled despite what looked like a phenomenal Board and leadership team. So, tell me a little bit about where you've seen governance go wrong and where you've seen maybe the Board not dive in fast enough on cultural issues or leadership issues that really crumbled a company.

**Carmel:** I don't have specific examples of where it went wrong, but what I have observed over the years is that it's really important that the culture provide both guard rails and inspiration for employees. Because where governance can only go so far is you can create the rules, whether people adhere to them or not, and how they embrace that in terms of driving the performance of the company, really shows off in the day-to-day working experience – which is much different than higher-level rules and policy and that sort of people oversight and that that provides. I think it's important that you take it a level below oversight, or a level deeper should I say, and think about what are the key behavior bedrocks that you want to establish as an organization and making sure that you reinforce those as formal mechanisms. That's pretty important in terms of governance and then checking in on how that's working. But making sure that you pay attention to how it inspires people as well because if they're not inspired, then they're less interested in trying to play by the rules. I think that's pretty important. If you don't pay attention to those bedrocks, the culture will evolve regardless of whatever you do, and it may be something that you don't want. You know, the unintended consequences of the untended garden basically. Where you're not actually deliberately trying to make sure that you draw the lines where you think are important to draw those lines. If I am sitting on a Board, I think I would be paying attention to what those critical guard rails are around behavior and making sure that we're paying attention to those. And then also, making sure that they're motivating and inspiring to the employees.

**Corey:** Yeah and I imagine it takes that moral compass and that real inner voice when you see a company that externally seems extremely successful but may not be living up to those tenants of its culture and inspiration to its employees.

**Carmel:** That's right. There are repeated examples over the years of companies who in the short term seem to be doing well and then you understand that there's more there. Unfortunately, if it's not deliberate and you can end up in a very difficult place pretty quickly and that all goes away. You think about Enron, for example, where they had articulated values and yet perhaps the real reinforcement mechanisms weren't there to support those values.

**Corey:** That's right. That's a fine balance. Let's talk a little bit about early stage. I was reading an article in Wired Magazine recently about quote "start-up culture" and how first time founders often struggle to devote time to define that culture from the beginning. Only to come to the painful realization that culture does have an enormous impact on the business and you've shared a lot of those reasons and as you've seen growth, what can happen. But I'd imagine it can feel very contrived. It can feel awkward when it's one or two, maybe three, five of you in a room at the outset talking about "What is our culture?" What are some approaches or things that you would recommend or the playbook for these early founders to do to ensure that they are deliberate from day one?

**Carmel:** I actually think the approach is the same almost with slight tweaks regardless of size, but I do appreciate that it can feel awkward. The last thing you want to do is do something that doesn't feel authentic because in the end, that's not going to work either. For me, and honestly this is the approach we're taking here at Autodesk, it's all about having the conversation and then formalizing some aspect of that conversation. **The conversation needs to be around – what types of behaviors do we, as a company, need to have in order for us to realize the vision that we've set out for ourselves as an organization?** And that's everything from: how do you interact with your customers? How do you interact with your employees? If you look three to five years out, how do you think the evolution of the company needs to reflect or be reflected in some of those behaviors? What you will find is that a lot of the stuff that you identify now will probably endure regardless of the size of the organization. Spending time up-front talking about those critical interactions and the critical outcomes that you're expecting to achieve as a business, and how that should be played into how you all want to behave and interact with each other, no matter how small you are, I think that's a conversation that everyone can have. Regardless of stage. Then you need to, as you grow, start to build-in ways of role modeling those behaviors. As you add employees, making sure that you explain those behaviors and that you behave in that manner so that they can see that happening in real-time and that they know that you're committed to making sure those things endure over time. Then ultimately, as you continue to grow, some of the things that you do where you start to hire more people and how you reward them and how you measure how well you're doing, you need to bake those critical behaviors into each of those processes. You can almost road map it out from the initial conversations first and being clear. Then over time starting to build those things more formally into each of your mechanisms.

**Corey:** Yeah, I think...

**Carmel:** But the process is the same.

**Corey:** And it's an interesting one you think about five employees versus 100. You know the founders have this enormous need to solve this problem. Right? They have the reason that this company exists and the reason they're in the garage and quit their day job. You know the 100<sup>th</sup>, the 150<sup>th</sup> and even 1000<sup>th</sup> employees are there for probably a different reason. How do you scale that up as you go? It's some of the same tenants but I'd imagine it changes a bit.

**Carmel:** Actually, that point is exactly the reason why being deliberate early on is really helpful because you quickly lose line-of-sight to the employees as you continue to grow. So, the only way you have of making sure they are embodying what's the most critical tenants for you as the founder, is by being clear about what's expected of employees from a behavioral standpoint and finding ways to build those signals – those key signals – into your culture. Those are the key cultural signals, in some ways, that need to be built into whatever formal programming you do as you scale-up as an organization. Because you don't get the opportunity to interact with them the way you did when you were all in one room, or around one table. Solving problems is much easier when you make sure you're all on the same page. As you scale you lose that personal connection. The only way you can do it is through formal programs, but those programs to have some anchors. I talked a lot here about us needing to create our story. What is the story that we want all of our hires to hear? Who we are as an organization? And what are the critical elements of that organization in terms of the mindset we want our employees to have and what the critical behaviors are that we want to see? Once you have it in story form, then you can permeate the organization regardless of size and bring it to life through each program as you build-up and scale-up the organization.

**Corey:** I love that concept. I am envisioning the bonfire, right? You're, sharing stories around the bonfire because it's going to be passed on. And a specific example I remember our partner, Tom Gonser, who founded DocuSign said he recalls when he walked into the office one day and realized he didn't know some of the people there and he said "It was probably around a hundred people that I... it hit me like a title wave that I was now passing on my passion, my vision to the next wave of leaders within the organization". And it was at that critical point – was his story and the reason for this company existing really going to be passed along in a concise and truly meaningful way. So, I love the idea of storytelling. I think that's a great que and kind of task. It's an interesting way to look at it.

**Carmel:** I have noticed as well, that that's what enables employees. **Everyone needs to form their own connection to that story and find a way to make it work for them and what's the role that they have. And if you use the story construct I think it's a really helpful way for people to be able to make that connection more easily.** Whereas if it's too corporate or formal, sometimes it's awkward for people to find a way to connect with that and make it real for themselves.

**Corey:** Well we may have to hunt you down to give us a template for story telling that's concise and non-corporate because now I am intrigued. I want to bring it back and wrap it up with Autodesk again because it sounds like you're on a journey that we need to watch. But you mentioned the mission of Autodesk and I do think it comes across. It comes across in how you talk about the company. It comes across in the clip that we heard earlier and how the company really represents itself, but the mission is: think, feel, do. And I personally love that. And the important principle of knowing what you value. Whether it is as a leader, as an employer or as a company – why do we exist? So, you've been there now several months. You are deep in the trenches. What does think, feel, do mean to you? How have you translated that into your story about being a member of the Autodesk team?

**Carmel:** What's unique about Autodesk for me – the think, feel and do – are actually the anchors we used in our core values. We are a unique company in that it's a *design and make company*. We're building software that brings people who are both designing and actually making products – be that construction or manufacturing or even in production, which is the other industry we serve. That attracts a lot of very different people. Many of whom are thinkers. Many who are more driven from the heart. And then there are people who are very hand-on, who are doers as we call them. What's unique about the company is the mission pulls all of those types of people together into one because we are that design and make organization. For me personally, it's a really great way to think about the different aspects of myself as both a leader and an employee here at Autodesk and then connect that to the different types of audiences that we serve as an organization. It provides for a very real connection point for me to the different industries that we are delivering products to. It feels like it's very simple but it's a very real, whole personal connection. It's also an easy one to message to our employees – everyone has a personal connection with at least one of the concepts.

**Corey:** I think that's fabulous. And it really is...It's simple but it's inspiring which ultimately, I think has to be a tenant that you pull through culture in all of the bits and pieces. Whether that's in the messaging at the top or for you personally every day you show up at work. Great. Well it's been a pleasure having you and we could talk for hours. I think what we need to do is we need to stay tuned for more on the Autodesk journey, and see where this evolves. You're going have to keep us posted and stay in touch.

**Carmel:** I will absolutely. I am happy to share. It's a journey and a long story. I am happy to engage with you on that at any time.

**Corey:** OK well thank you, I'll keep you on speed dial. Thanks for sharing your wisdom with us today. I appreciate it. Take care Carmel.

**Carmel:** Yeah. Thank you.

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**Speaker 1:** Bonfire is about head and heart. Thanks for joining us for a podcast today. We'll see you back here again soon.

[music playing 00:37:35]

**Speaker 2:** The Bonfire series is a production of Seven Peaks Ventures. Join us monthly and thanks for listening.

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