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The reality is like, it's very hard for large companies to actually innovate

**Scarlett 2i2 USB-1:** Welcome bats, 20 product with me, Harry Stebbings. Now 20 product is the monthly show where we sit down with the best product leaders to discuss how they start scale and manage product teams. Today we have one of the fastest growing companies, product leaders, joining us, Jeff Charles VP of products at ramp.

Jeff leads the product management operations and support teams at ramp. And prior to ramp, Jeff helped spin off mission lane and scale credit products to millions of customers. This is a super tactical app, so we get very granular and so get the notebooks out and be prepped. You will want to take notes on this one.

**Ely Lerner:** But before we dive into the episode today,

**Scarlett 2i2 USB:** I'm refreshing the 20 VC mirror board. And I'd [00:01:00] love your input again. It's really easy. Just head on over to [miro.com](https://miro.com) forward slash two zero VC and leave your guests suggestions for future shows and you can do it with a digital sticky note or a comment you can head over to [miro.com](https://miro.com) forward slash two zero VC and mariachi sponsored this episode. If you haven't already tried it. I think you'll love it. Mirror is the online white space for innovation is packed with the right capabilities to be your dream products, home base, that you can visualize content, data and research findings all in one space with no problem. It means this space is where you map customer journeys with the whole product team, create user behavior, dashboards, and map process diagrams.

And finally, it's where you'll run productive team Springs, using integrations with tools you already love and use. Like jira for developers or sauna for project

managers figma for designers and so on we use mirror and love it to brainstorm future shows vote on potential guests and leave feedback for the rest of the team in our own time and right now i'm using it to hear from you leave [00:02:00] your thoughts on the board@miro.com forward slash two zero vc that's miro.com forward slash two zero vc

You have now arrived at your destination.

**Harry Stebbings:** Jeff, I am so excited for this. As I said to you before, I've been running listening to your other shows, so thank you so much for joining me today. Super excited to be here. Now, I would love to start, I always like some context. So first, how did you make your way into the world of product? Let's start there as an entry point.

Yeah,

**Geoff Charles:** absolutely. So I. I've always been like very short-term focused in my career, so I just, I follow a lot of the energy and I think that's gonna be a theme throughout this, this chat. The first, like energy was management consulting at OUTTA college, so it is all the hype around just how to think, how to structure, how to sell.

Then I got kind of bored of, of PowerPoint presentations, so I, I, I wanted to get close to the metal in terms of big data. I, and I joined a big data analytics company and that's where I got my first fro into product. And I think that the way I did that was. Getting super close to the customer and understanding the customer pain points and then having great relationship with the, with the tech team and [00:03:00] understanding like how do we build technology to solve those pain points.

And I think the product team kind of came running for there.

**Harry Stebbings:** What have been your biggest lessons in how to truly understand customer pain points? 'cause a lot of people go through customer discovery, but I think we'll both agree, many do it badly. What is the best way to really understand customer pain?

I think

**Geoff Charles:** you kinda have to walk in their shoes for a full day. Like what do they listen to? Go listen to that. What conferences do they go to? Go to that conference? What are their pain? What are their aspirations? What does success

look like in their role? What is their degree? What do they learn? What is the, their habits?

I spent a lot of time with customers. And then it's all about just like asking the right questions. Oftentimes like product managers, they have an idea and they, they ask the question to validate their idea and it's actually the wrong idea. And so. Just ask them like, what does success look like here?

What is the worst part of your job? What takes a lot of your time? And, and just continue digging in and digging in and digging in. So, and then lastly, like when you do have a product, like sit down next to them or have them share their screen and just watch them do work in your product and you will see how [00:04:00] painful your product is and how many different ways you can improve that product.

Oftentimes just PMs spend way too much time. In the office, and I think that's just a huge downside. Uh, for your

**Harry Stebbings:** team. You said that you kind of followed the energy and didn't really know where your passions lay in the first instance. That's the same for many people. Knowing what you know now and where you are now, what would you advise people who maybe don't know where they should spend their time and their energies?

**Geoff Charles:** Figure out like what gets you excited? You do have energy throughout the day, like what is that? Right? And for me it was, it was all about building great products and seeing metrics move and, and, and winning. Like, I, I think, I think I'm a very competitive person and so figure out like I. The right industries for me, like when I think about RAMP for example, it's like probably the most competitive space.

It is extremely metrics driven. I mean everything is metrics to the point of whether, you know, it's our risk or fraud losses or conversion or net retention or interchange margins and find the industry that will take that box for you. Also, just note like what [00:05:00] lowers your energy throughout the day, like what really bothers you?

You know, is it like large meetings? Is it bureaucracy? That was for me for sure, and so. Find the industries of the companies that. Don't like meanings, that don't like bureaucracy. I think at the very least you can actually cut down a lot of things, and that makes this the selection process a bit easier.

**Harry Stebbings:** I said that kind of What would you advise others when you think about advising yourself?

You know, you've had an incredible spell at ramp and it's an incredible journey to date. What do you know now that you wish you'd known on day one at ramp?

**Geoff Charles:** Oh man. So many things. I think that we, we did a lot of things right at ramp. I think the things that we got wrong were always around hiring. And hiring is probably the hardest thing to, to get right.

But it's especially hard when you don't know what you actually need. The biggest mistakes were probably on go to market earlier on. You know, we, we hired people who had seen success in growth and it's hard to disambiguate. What was your role in that growth versus the company and also what was the go to market motion of that company compared to the go-to-market motion that we strive for.

And so, you know, growth means a lot of different things. Is it performance [00:06:00] marketing? Is it brand? Is it sales? Is it outbound? Is it customer success? Is it account management? Is it product led growth? There's a lot of different combinations and so, you know, people hire their first go to market leaders, and I'm sure you have another growth podcast that we can chat through.

They often make a a, a lot of mistakes there and it took us a, a while to figure out. The right combination, especially because, you know, RAMP is, is both sales driven and product driven and marketing driven, and we have like, you know, what we call product led sales. I would say like, be super clear on the strategy and, and hire more, more IC level people who can show you the right path and test whether that strategy is the right strategy for you.

**Harry Stebbings:** How long does it take to know if someone's not good,

**Geoff Charles:** do you think? it depends on how senior the person is.

So for ICPs on my team, I basically place them in teams that are high performing and, and we immediately see whether they're at the bar. So you, you take basically a. Something that is fixed, you add a variable and if anything changes, it's the variable that you added. Right? So that's one way of just like being able to manage performance fairly [00:07:00] well.

It's harder for senior people who you hire to also hire additional folks. And so that's maybe like where I would say like, don't do that. Um, don't hire

executives that will then hire people under them because that obfuscates a lot of their performance. And so be clear to the, the leaders that you're hiring, like.

You're not gonna have headcount for at least like six months. You're gonna have to do the job. And that's a really good way to actually assess performance. I think within three months you should actually be able to say and figure out like, is this person gonna hit it outta the park or is this person not gonna work out?

**Harry Stebbings:** I'm going off piece, but I'm enjoying the, this like peppering of questions. Would you rather have someone who's worked in the same category before or someone who's worked at the same stage of company that you are before?

**Geoff Charles:** Stage anytime. I, I think the category is not that relevant. You know, I come from more consumer than than B2B, and I think that's actually an advantage because you're focusing on, I.

Metrics, you're focusing on conversion, you're focusing on models like lead scoring or lead routing. All the things that like B2B companies have done really poor [00:08:00] job on. I think the stage is actually much more important. Oftentimes, if you hire someone from a larger company, they come in and they, they just get shocked like, where are my resources?

Like, I've never been used to doing the work myself. Like, what do you mean? I don't have like. 16 people just like supporting this one thing. And so I would much rather actually hire people who are coming from companies that are a bit more scrappy in terms of resources that I've gotten their hands dirty, even if they come from a different space.

It's not rocket science. B2B SaaS is not rocket science.

**Harry Stebbings:** You mentioned kind of growth themes there. The one commonality in all 20 growth episodes we've done is that growth teams come after product market fit. And I wanted to kind of go through the different stages of company growth today. And if we start chronologically on pre-product market fit, if you think about pre-product market fit, you said before, and I, I like this, but you said, you know, you have a million ideas.

And the hardest thing is figuring out what truly matters. How do you determine what to focus on and what not to focus on in this very, very early stage? So we're probably. Sub 20 people pre-product market fit. So

**Geoff Charles:** I mean, at the early stage of of ramp, you know, we [00:09:00] were about ten-ish folks and we were just throwing everything at the wall to figure out like what makes people tick.

And I think the advice there is

**Geoff Charles Intro:** products should sit with sales and should be in every single sales demo.

**Geoff Charles:** In every single onsite and use the sales process as a way to identify pain

points.

**Harry Stebbings:** Jeff, if we just jump in there at this stage, often there's not really a sales team. If we're pre-product market fit, it may be a founder and one sales rep.

Do they just join all sales calls? Do they go to sales meetings? Just realistically for founders, what does that mean in reality?

**Geoff Charles:** Yes,

**Geoff Charles Intro:** the founder or the first product manager should be selling the first a hundred customers,

**Geoff Charles:** like absolutely, and that's because the sales person is the master of process of discovery and of trying to close, but they don't deeply understand the product or even the pain points yet.

I mean, they're not enabled. There's no product marketing team. They just really don't understand those things. And so the, the summary there is. Use the sales process as discovery, sit with, you know, if it's a larger customer, the CO should definitely be there and dig [00:10:00] into what's working in the demo, what's not working in the demo, where are their eyes opening up versus you know, they're looking away, what are the questions that they're asking?

And then basically just use the demo as like a prototype to your product and continue. Like that's essentially your product at this stage. It's the demo instance and the story you can tell. And then the things that they actually identify as like, oh, this is curious, or like, I do have a pain point there.

Basically like run that back to your scrum teams, build a prototype or build a product very quickly and then the next demo show them that you actually incorporate their feedback. And that I think is also the, the piece that people miss is.

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**Geoff Charles:** than like saying like, oh, I have this vision.

I'm gonna build this perfect thing. Like if you actually find one or two design partners and you just build for them, they will love you way more than you know, the the best in class SaaS product that's already in the market.

**Harry Stebbings:** I get so many founders that obviously investing today, I get so many founders that say, I don't get it though.

I did the customer discovery and they said, oh, that's great. And that's great, and people can be very polite. How do you determine [00:11:00] between polite? That's great. And oh my gosh, this is really what I needed.

**Geoff Charles:** Look, I think, I think it took us a, a while, a while to get right, a while to, to get the pride that really wowed them. I think what we did is we were extremely aggressive in terms of making it super easy for them to switch.

And what I meant by that is like we literally had teams say, gimme your old credit cards. I will log in to all of your other software and I will switch your cards for you. I will sit with your finance team for a full day and I will get them set, set. Like basically give them no reason to say no, the practice free, it's better and you're not gonna have to lift a finger.

And so just like be relentless there. That that'd be my advice.

**Harry Stebbings:** Did you ever have to do that with a customer? Yes you did. So if that's kind of like thinking that in terms of like the customer discovery, in terms of internals, you've said before that you worked in two week sprints and I, I remember I was running, it was really annoying.

I was running around Hyde Park in London and I was like, great, that sounds awesome. How do you structure a two week sprint? Like what does that actually



mean in reality? So [00:12:00] can you explain how do you plan these sprints and how is it broken up?

**Geoff Charles:** So I, I've iterate a lot in terms of just product development processes and, and this is the process that I've, I've come to love.

I'll be super tactical. So you have a Monday leads meeting where you talk about what is the actual plan for the next two weeks, and you alternate between tactical and strategic there. So one week it's like the tactical two weeks and then the week in between. It's the strategic around the next like couple months.

That's just the leads. So you align with leads, product engineering, design leads as to what you need to achieve. On the Tuesday morning, you have a team-wide like scrum meeting that basically is your five to 10 people, 10 max, where you're actually saying, we decided this is what we're going to do and that the decision has been made.

And it's all about people signing up for work. So don't assign but have people sign up. Hey Joe, here are our goals. What do you want to achieve and help us achieve in the next two weeks? And out of that meeting, you basically come back with. The clear assignment of roles and responsibilities, and then any additional like deep dives that people need to have in terms of specs or designs or decisions, et cetera.

There [00:13:00] are no other meetings that are recurring in the entire product development process. Those are the only two one hour meetings that happen. Everything else is scheduled if there is a blocker or if there's a question, or if there is a, a brainstorming session, et cetera. So every other meeting is extremely gold and extremely well run.

**Harry Stebbings:** Okay. Tell me, in terms of like the teams themselves in these two weeks sprints, how big are they and how a task assigned between them? You mentioned there about like you choose which bits you're passionate about. How much is leader led versus IC led? If you

**Geoff Charles:** believe in empowerment, then then a lot of it has to come from the individuals.

And I think that you have kind of a social force where people are looking at their peers and their peers are like, I could do that, I could do that, I could do that. And they want to do more 'cause their managers in the room, right? So I



think it's a really important culture to have people sign up and take on, take on more than to actually push these things down.

And so yeah, we basically have engineers that sign up and then we post publicly, here are our goals and here's who's doing what. And so the scoreboard is super, super clear. And then [00:14:00] before the, the start of the next sprint, we basically go and say, this is what we wanted to achieve. What have you achieved?

And the individuals say, I achieved this or I didn't, and here's why. And that's essentially the scoreboard. So we also just do a lot of gratitude, meaning like, how has someone helped you achieve your goal so we can continue fostering a, a culture of, of helping each other as well.

**Harry Stebbings:** Having done many of these now when you look back, what are the biggest mistakes you think you made?

And I guess if you were to advise other founders on doing two week sprints, what would you advise them knowing what you do?

**Geoff Charles:** I think that people tend to put too much emphasis on like the task, the system. The meetings and not enough on just like, what do you need to achieve those goals? And product managers oftentimes become project managers where they'll like do the work on behalf of the engineers that just like simply don't want to do some of the work That, that we're putting them on them.

what I mean by that is don't write tickets on behalf of people. Like let them write their own tickets. Give them the goal, not necessarily the task. Have them [00:15:00] manage up. If you're constantly asking them for updates or you're constantly asking them like, what's blocking them? You're disempowering them and you're, you're emphasizing a culture of.

You project managing their work. Instead, like every single person at RAMP owns their work and manages their own project and they're managing up. This is the risk that I have. This is the question that I have. This is the key decision that I need you to make. And that just creates a culture of just empowerment and velocity.

And so don't treat your employees like babies because they will become babies, or you will hire babies or you will retain babies instead, like treat them like founders

themselves.

**Harry Stebbings:** What do you do if they don't set ambitious enough projects for themselves?

**Geoff Charles:** If you have a core team that's ambitious and you have one person in the team that's not as ambitious as that team, you need to part ways with that person because it basically lowers the bar and everyone becomes demotivated.

It's fairly easy to see as long as your core initial team is ambitious, and again, this goes back to like add one variable at a time into that team so that you can actually understand what are the drivers of headwinds. Do you do two week

**Harry Stebbings:** sprint after two week sprint, after two week sprint? Is there any [00:16:00] time in between?

How do you structure them?

**Geoff Charles:** Every quarter we take a step back and we look at, okay, like what did we achieve in the last three months? We basically have offsites per pod that are like customer centric oriented, and we ask ourselves like, okay, like what does incredible look like in the next three months and where do we want to be?

Uh, that timeframe, that is a great moment to re-energize teams so they don't like burn out on like, just this two weeks free cadence. And they also reflect on what they could have done better. You know, what are the changes in the process? What are the changes in terms of people, what are the changes in terms of strategy?

So we do take a step back every three months and that's a, a great refresher to then revitalize the team in the next few months.

**Harry Stebbings:** So if that's at the earliest stages, if we kind of move a step forward and say we do incredible sprints and we find some form of product market fit. So for you it was with the call card product and we're at whatever that number is, 60 to a hundred people.

You said then that you start planning in months for one to two quarters at a time. Why the shift to months at this stage and how do you not [00:17:00] lose speed with the expanded time horizon that you have to work with now?

**Geoff Charles:** Yeah, I mean, when you're a bigger company, right, you now have a. A customer support team, you have, uh, a sales team, an account management team, you have.

Customers that are not yet sold on your product today that need to understand the roadmap to be sold on your product tomorrow. And so you need to have a bit more of a longer term focus or a longer term goal and plan to make sure that you can address those needs at that stage. You have a a bigger marketing team and that marketing team needs ammunition to have very strong market moments.

And those moments can't be like one feature here, one feature there, et cetera. They need to be an aggregation. Of features and value propositions to then go in the market and tell a differentiated story. that's where you basically just need to like arm them with, Hey, here's our plan over the next, call it, you know, six months and here's how we can tell a story within this product roadmap that is anchored on these like large market moments so that you can actually go live and you can train, you know, the press team on how to tell the story to the press video content and case studies and landing pages and conferences, whatever [00:18:00] that is.

And so that's now more valuable. You couldn't afford to do that. Earlier on, you just have to, to have an existential crisis and ship as, as quickly as you can. So that's really the value of, of why we plan a bit, a bit longer term.

**Harry Stebbings:** If we're blunt, product marketing need to work closely together, but product teams often will go, marketing are fluffy and like, you know, go sponsor another event.

And a lot of marketing's like, kind of intimidated by product. Especially if it's kind of engineering heavy product teams and there's a chasm often. How do you encourage synchronicity between the two where they can work together effectively in that way? Whether it's messaging for landing pages, whether it's telling press the right story and messaging.

How do you create that alignment?

**Geoff Charles:** We, we have a culture at RAMP where even if you're not in the team, you can advise and leave comments and suggestions to other teams, and we build in the open. What I mean by that is like, if you're a salesperson, you can go into my product spec and leave a comment on my product spec with your opinion.

That is welcome. And same, same thing [00:19:00] if a product marketer is designing a, a great landing page, you can have an engineer comment on that landing page and be like, this value prop doesn't make sense to me. What that does is. It gives everyone visibility and what everyone is working on, so there's trust, because oftentimes trust decreases when you don't know what the other person is doing.

it also just lets people be empowered in terms of giving feedback and that slows some things down, or it's like a bit harder to manage. But long-term, I think it like leads to like much better craft. And so yeah, the engineers understand end-to-end, how to launch the product as well as the product marketer.

Product marketers have full access to all the decisions we're making on the product. They sit down with us in terms of user research and that's important so that they can actually craft the GoTo market motion. So there's always gonna be a tension, but that tension's like greatly mitigated if you have shared goals.

Like we want this product to be successful in the market and trust within the teams through visibility. When I

**Harry Stebbings:** hear that internal feedback debate truth, I think to the references that I got on you and everyone said that, that your velocity, velocity, velocity was so cool to everything you do. And then I think to [00:20:00] Gustav Soderstrom, who's the CPO at Spotify, who said on the show.

Talk is cheap, so we should do more of it. And I honestly look at this, Jeff now listening to you and I go, they're at odds because you are welcoming discussion and debate and leaving comments on my product specs and everyone being able to say about each other's work with what was your core strength?

Which is speed. Speed, speed. How do you retain velocity while welcoming everyone's opinion on your work?

**Geoff Charles:** You can. You empower the decision maker. So I actually think that like more data I. Does not slow you down.

I'm inundated with data. I'll, I'll tell you, we have Slack channels with every single negative feedback we get from customers. Every time we lose a deal, there's a slack, or like, why did we lose a deal? Who did we lose it to and why? You know, was it a product feature? Was it a timing feature? Was it a pricing feature?

Whatever. It's, there's so much data that's happening and in specs, there's so many comments. I think that that makes you better at making the decision. I think what you need to do though, is you need to empower the person to make the decision and when the decision [00:21:00] is made. You need to commit even if you disagree, and you need to align on the outcomes.

So if a PM gets 16, you know, thousand different like comments on the doc you read all of them and you say, I'm still going with this decision, then you commit. You hold that PM accountable to that outcome, if the outcome works, you can reflect back on those comments and you can change your mind.

Or if the outcome didn't work, the PM should reflect back on the, the feedback that we're given and we'll have a postmortem on it. So I don't think more data slows you down. The culture can't be like, I just wanna share my opinion because I care about my opinion. The culture should be, I wanna share my opinion because I care about the outcome

**Harry Stebbings:** I totally get you. You also said in this stage, and I really want to double down on this 'cause I didn't really get what it meant. You said that you shifted your technology teams toward thinking about the reusability and durability of systems.

What does it mean, reusability and durability of systems, and how would you advise founders on that, given what you know now?

**Geoff Charles:** So when you're pre-product market fit, you know it's very easy to try to build systems that have extremely long shelf life, and I think you should only do that if they [00:22:00] are very high confidence, meaning like you know that this system's gonna be alive for a very long time and very high risk.

Meaning if the system doesn't work or screwed the rest, I think you should just understand that the shelf life is probably 12 to to 18 months and be okay with it. Once you find that product market fit, then your goal is basically scaling that as well as adding new products.

**Geoff Charles Intro:** And so as you go multi-product, you should need to ask yourself, what can I reuse from the first product in terms of the second product?

**Geoff Charles:** 'cause you should typically go after a second product that has, you know, economies of scale in terms of systems you've already built. And so an example for that for us was, our first product was cards. Our second product

was expense management, was a reimbursement. Now when you think about a reimbursement, it's fairly simple.

There's an employee identity, which we already have. There is a form and a request flow, which we already have. There's an approval system, which we already had, and there's a money movement system. We had a money movement system between the customer and ramp. When they paid us back for the card, we just had to switch that money miss system from the customer to their employees, and so that, that was reusability.

So then we went back to all the systems and we thought, okay, like how do we leverage those systems or rebuild them in a [00:23:00] multi-tenant or multi-use case fashion. And then the important part there is like just thinking slightly ahead. Okay, like, but what comes next after that? Like, well, what comes next After that, it's probably like B2B payments.

And so we rebuild those systems after the first product to sustain the next product and potentially the product after that.

**Harry Stebbings:** How do you know when is the right time to do a next product? I often find founders. Do not appreciate enough how deep their initial market is, and they have much further to run than they think, and they think about new products or geographies too soon.

How do you advise founders on when's the right time to do a new product?

**Geoff Charles:** So I think that for the majority of the company, you need to be like single product oriented for a very long time until you get to the really good market share. But as a tech team, you actually need to have an RD department that is constantly shipping new features and new products.

And so I know there's a disconnect there, but like, here's what I mean by that. I think that tech after you find product market fit, the the equation really is go to market. The equation really is like my marketing, your [00:24:00] brand, your distribution, your sales engine, your monetization engine, et cetera.

That is a lot less on the the tech team than it is on the GoTo market team. So when you're spinning up a new product after that first product, do not distract the GoTo market team until you find product market fit. That's like really important. Like what you don't want to do is like ask for a bunch of marketing resources and sales resources when you don't even have product market fit on your second product.

Keep that go to market team. Extremely focused. Keep a small, small team in the tech organizations building the next product, once growth kind of slows down a little bit on your first product and the entire executive team's like, oh my God, what's gonna be our next horizon? You have it right there. You have it in your back pocket saying, boom, this product is actually ready to go to market and it'll help us continue that exponential function.

**Harry Stebbings:** How do you stop this very jerk like shift then from like, Hey, we have this product, it's ready to go to market, and then your GTM team going, we haven't focused on this, we've got no idea about marketing, positioning, pricing. How do you prevent that kind of jerk like handoff from being quite so static?

**Geoff Charles:** What we [00:25:00] typically do is we start at the bottom of the market with product-led growth on those products. And so there is actually no like sales and very little marketing. Use that to prove the business case to the sales team and we continue it iterating on the product until we can get to like more mid-market sales-driven segments.

And then at that point we can go to the sales team and say, here's the positioning that worked and we, we leveraged product marketing as well. Here's the positioning that worked. Here's the actual use case. Here's the ICP and here's the potential revenue. We basically train a smaller team within the Go-to-market team, a smaller sales team and account management team.

To try to cross sell those products or try to sell those products and then we scale from there. So that's a little bit of how we've

**Harry Stebbings:** done it. I speak to a lot of founders and we have a lot of public founders on the show in terms of public CEOs and founders and they say the hard thing is Harry, when you're, when you're a \$10 billion company, you know, just shipping a new feature, it's a massive deal.

Or shipping a new products a massive deal. We have a brand to lose. Now do you buy that? You come to a stage where even at ramp stage people care if you do. A product that doesn't work [00:26:00] versus when you're a startup, kind of who cares? You don't have that many customers, not many people will even notice.

Does it matter or do people forget anyway?



**Geoff Charles:** Yeah, I don't think it matters for larger companies. When you're doing a product release, it's a lot more about like marketing to existing customers and marketing to the market. But at ramp, even with 15,000 customers, our marketing is actually geared towards the market, and the market doesn't even know what our product is. I think it's actually important to separate these two things out. When you go live with a new product, just go as loud as you can in the market and by the time that they get to, okay, I actually wanna use ramp, I'm sold and I activate, the product will actually be much better than the actual product that we've built and market to your customers differently than to the market that your customers should already be probably on a beta before you even announce it to the market.

So that's, I think the advantage here is you have a, a huge tam and you can separate your, your marketing strategy that way.

**Harry Stebbings:** When we think about new products, often OKRs determine how we think about success of them. And I, I really like this when I heard you say it before, but you really said that we should kind of, well not [00:27:00] disregard them, but we get too focused on them and that we should focus more on being product strategy driven.

When we think about that, why do we get too hung up on OKRs? 'cause they all kind of. So hailed in our business, so why do we get too hung up? And why is product strategy driven more efficient?

**Geoff Charles:** Yeah, so okra is just a way to measure performance, right? And this is objective and then, and then keep a result.

The, the reason why I, I don't like the framework is that it doesn't actually talk about strategy, it just gives a goal and then it just tells the team like, go hit this goal. But there's no thinking on the exec level around like. How we can actually achieve that goal and why that goal is important.

And you spend a lot more time like debating what's the right metric? Is this like achievable? Is this not? And then you have teams trying to, you know, sand back some of the metrics so that they can look good to the rest of the organization. It becomes like a very political game when in fact, what you should be talking about on a quarterly planning perspective or what truly matters for our business.

how do we actually achieve that thing, which is the strategy. And so I'll, I'll give an example. Like, it'll be very easy for [00:28:00] me to tell the product team,

like, hit X dollars of revenue in this segment. And then we can debate like, oh my gosh, should it be, should it be X? Should it be Y? But like, we don't know.

There's so many things we don't know. We're, we're so immature as a business still even with a ton of revenue. And so instead I say, well, okay, the strategy is. It's cashflow conversion. And so we wanna build, we wanna ship a product that solves that problem in three months and get 10 customers. And that's much more specific.

And that's actually a, a delineation of product strategy. And that should be the goal. And at that point it's much more clear what we need to get done. And there's a lot less debate around the goals themselves. So you

**Harry Stebbings:** say there about kind of less debate around the goals themselves and less on the metrics themselves that you care about, but they determine success.

And I, I've seen you say before, I just care about how we're going to win. But what is winning? Winning is dictated by setting a finish line and hitting that finish line. So do you not need to set them to know what winning

**Geoff Charles:** is? So there's, I think there's like leading and lagging metrics, right? You wanna win on your lagging metric, but you really wanna [00:29:00] focus on the leading metric, I think setting goals on lagging metrics like revenue market share, NPS, that is not gonna be clear to a team on how to actually change those metrics. I actually much rather focus on the leading metrics, which is like, how many customers did we get on this new product? How many features did we ship in this specific segment? Those are much more leading rather than the the lagging ones, which is, which is revenue.

**Harry Stebbings:** I prefer value-based metrics, which is like how many transactions did we drive on a per customer basis? What's the usage on a per weekly basis? What's the. Card spread within orgs within the first 30 days.

Like that for me is the most valuable because it actually shows the net revenue retention over time. It shows the usage over time. Way more than like, how many new logos did we get that could go up or down? But if you do value-based metrics, for me it, it just says so much more.

**Geoff Charles:** The question really is around metric setting is like, can I.

As a team in a two week sprint, move this metric. And if I can, it's a great metric. If I can't, it shouldn't be [00:30:00] part of really our goals. And so oftentimes you have such a lagging indicator, it's like the, the s and p 500 stock price. It's like you're, you're not gonna move that in a quarter quarterly earning calls of publicly traded companies.

That's the outcome of like the work that happened a year ago. and so you're not gonna goal the team on that because they're gonna work super hard. They're gonna see the stock price change and they're gonna be like, oh my God, like the work I'm doing is not valuable. But no, that was the work you did 12 months ago.

And so I agree with you in terms of value-based metrics, but I actually care a lot more about the actual correlation with what I'm doing today and the metric that I'm holding my team accountable

**Harry Stebbings:** for. When you, we said about kind of product strategy, you've done a brilliant framework before. I did just want to dig in on a couple, which is like you said, number one is goal. What do you want to see in the world? If we start there? Can you have many goals? What makes a good versus a bad goal?

**Geoff Charles:** each team should probably have one. Maybe two goals, and then as, as a tech organization or as a, as a product team, we try to synthesize those and aggregate those into like three, maybe four. A good goal is [00:31:00] it's clear, it's achievable, it's motivational. I mean, everyone, everyone kinda knows this.

The, the perfect example is like, you know, putting a man on the moon by, by the state, That's, that's a great goal to have. If there's an outcome, it's measurable, it's motivational. And what's

**Harry Stebbings:** a bad goal? Where do people make mistakes with goals?

**Geoff Charles:** If you see yourself repeating the same goal for like many quarters at a time, it's not motivating.

And so something that's more like a vision or mission statement should not be a goal.

**Harry Stebbings:** Can I ask you on number two, its hypothesis. What was ramp's hypothesis and how did it

**Geoff Charles:** change? So our, our hypothesis from the start was that finance teams were equipped with tools that did not work for them, and that incentivized them to spend much more time and spend too much money. And so our hypothesis was.

How do we give a, a product and a solution to finance teams that helped them spend much less time managing expenses and made the right decisions for their business in terms of spending less? that hypothesis was kind of a, a positioning statement around like the card that helps companies spend less, which [00:32:00] was a great anti positioning against the, the status quo.

**Harry Stebbings:** Do you think startups get hypothesis right?

**Geoff Charles:** I think oftentimes PM are enamored with their solution, and they're not actually good at defining the hypothesis that led them to that solution.

They just ship this product and the product doesn't work, and then they have to go back and say like, why didn't it work? And, and you know, they'll have a bunch of excuses, the design isn't good, the marketing isn't good, the sales team isn't selling it. The engineering team cuts scope, whatever it's, but.

A lot of times the reason why the product didn't work is because your hypothesis was wrong, and it's hard to actually reflect if you didn't write down that hypothesis ahead of time. what is your belief about the customer, the problem and the solution that will make this successful? And if you write that out, then you can actually reflect back and, and learn a lot more.

And you can also just be hypothesis driven in the sense of like, I'm not a bad PM because I had the wrong hypothesis. I had the hypothesis I learned and I tested. You're a bad PM if you don't learn from your failures and you blame others. So take responsibility for the hypothesis that you've made and then make sure that you're winning more often than [00:33:00] not.

**Harry Stebbings:** In terms of learning from your hypothesis there, postmortems are a crucial part of any product team. Often been your biggest lessons in terms of how to do postmortems while as a product leader.

**Geoff Charles:** A lot of documentation. Blame, like no blame. I think it's actually like you need to have curiosity.

You need to engage with, with questions. You need to have a, a fairly cross-functional team that everyone that's affected be present so that you build trust with those teams. Oftentimes, you know, when you screw up, it's not the engineering team that is affected, it's the customer service team. It's the account manager that had to apologize to the, to the customer.

bring those teams together, share the data, be upfront with the facts. Then open up discussions around like what could we do better? What are some of the ideas or hypotheses for what we could do better? And then take action items that are very clear and timely to address those things so that the postmortem doesn't happen again.

I think that's the most important thing, is like screwing up. Once it will happen, we will screw up all over the place and we have screwing up twice on the same problem, cannot happen. Product

**Harry Stebbings:** reviews, remote versus in person. [00:34:00] How do they differ? I

**Geoff Charles:** oftentimes trust is eroded if you don't actually meet in person. So we do have a strong culture of flying people into the New York office and, and making sure people have time together. And so if you have that, then like there's largely no difference between remote work and in person jam sessions.

But if you actually haven't seen the second half of someone's body, it's harder to actually trust them and it's harder to, to engage with a, a ton of

**Harry Stebbings:** trust. the third thing in product strategy. Now we've got our goal, we've got our hypothesis, and the third was right to win. Why are we uniquely positioned to do this? And the honest truth is like, is anyone really uniquely positioned to do something? When you think like Google, Facebook, in this case, Stripe, anyone could allocate a insane amount of resources and come and take your lunch.

How do you think about that?

**Geoff Charles Intro:** The reality is like, it's very hard for large companies to actually innovate,

**Geoff Charles:** and you even see this with like, when you're launching a second product in your, in your company, it's, it's, it's hard and you're just, you're a

small company and it's still hard. I mean, think about like if you have a huge company and [00:35:00] huge go to market engine.

And you're trying to launch a new product, like it becomes exponentially harder. And why is that? you have board expectations, which are very short term focused. You have a good market team, which is incentivized with one business model. You have an understanding of one specific customer profile, and then you have like one core, uh, DNA of of.

Of engineers that are all like incentivized to build organizations under them. And so it's hard to just like break all that. You need to break sometimes the actual business model. You need to break the go-to-market motion and focus on a new customer. You need to break an engineering and product and design org structure to create new teams.

And that's really, really hard. And so you've seen that. How has Amazon actually been able to launch financial products? It's been hard. How has Salesforce actually been able to make their acquisitions super successful? It's hard 'cause they do seed based incentives,

Whether it's Stripe trying to actually go from like developers and SME to finance teams in the enterprise.

**Harry Stebbings:** who makes you more nervous? Is it like incumbents or is it startups?

**Geoff Charles:** There isn't a incumbent B2B spend management company that is actually even [00:36:00] close to like a Microsoft level of like innovation and, and velocity.

So I'm not really scared of the incumbents at all. And like Amex is like, it does not know how to build software. It is an incredible company. With an incredible brand and an incredible card and merchant product, but they're a far cry away from, from being a SaaS company, I would say new entry and specifically folks that are going after, again, like a very pointed solution and find a new entry in the finance space.

And so we won't like keep a very close eye on new players. We invest in new players, we acquire, great talent. And we actually use that as a testing, be to figure out like what's working. And we include that in our product strategy.

**Harry Stebbings:** The competitive landscape is one risk that one always faces regardless of business.

Part of the product strategy thinking process number six was risks, which is why would we fail? When you think about that, talk to me about how do you know when to give upon a product and when it's a fail, and how do you think about that core segment of why we fail in the product [00:37:00] strategy session? I love the statement here, double down or pivot is hard.

What does that mean? So

**Geoff Charles:** at RAMP we've, we've shipped a lot of things and I don't think we've been like particularly good at like taking things down and the framework that I have around, you know, do you actually like. Sunset the feature or the product, or do you keep it, is one of like, what is the cost of keeping that up?

if you get to a place where you're cluttering your application or you're adding a lot of complexity and that like reduces the stability, then you should really think about like sunseting these features.

And so for me, I would much rather have. A lot of features that we can turn on and off based on the segment and based on the needs and continue testing rather than, than deprecating. I think in terms of like doubling down, we should be very clear around how confident are we that the next hypothesis that we have.

Will pan out and how much effort will it be to test that new hypothesis? And oftentimes, you know, the first hypothesis was your main one and you might not have a second one that's that strong. And as if that's the case, then like, don't double down.

**Harry Stebbings:** What was a really a strong hypothesis you had [00:38:00] that turned out to be wrong?

**Geoff Charles:** One of the hypothesis we had was that we can embed like a financial product directly in our invoicing products and it'll just like have massive take up. and the hypothesis there was that the person paying the bill. Had the authority to take a loan to pay the bill, and that was the wrong hypothesis in the sense that the person paying the bill, oftentimes it's a clerk, it's a, an agent that just is more of an operator than necessarily like a big decision maker In terms of like your financial decisions, I.



And so you actually need approval from a more of a CFO, a strategic finance person to understand like, should I pay an interest rate to actually extend that payment? And so we had the wrong hypothesis in terms of like the actual target segment, which then made our product. We had to essentially shift our product to increase the takeaway of that.

**Harry Stebbings:** When we think about like hypotheses in product, so much of it for me comes down to this kind of age old question of like art or science in product. When you reflect on the, is it an art, is it a science? We mentioned that kind of, when do you pull a product, again, slightly art, slightly science.[00:39:00] How do you reflect on is product more art or more

**Geoff Charles:** science?

I have a standard scientific process for product development that I've like tried to apply across the entire teams and yet like different teams perform in very different ways. And so that kind of shows you that like it is more art than science. And I think art is a big part of what we do at ramp. Our biggest advantage is actually it is velocity, but it's also the design.

Experience of our product and how delightful it is to, to finally work in a solution that is much more consumery in terms of, of its design than typical B2B SaaS. And that takes a lot of creativity. And so I would say. You know, I spend a lot more time on the art part of product, which is almost like painting on a canvas in terms of prototypes and designs and flows, and I think that's how you build great products is really spending a lot of time with an empowered design team, testing and iterating with a, with the

**Harry Stebbings:** customers.

art versus science is similar, but. Different to intuition versus data. You said before that all of ramp's success was intuition in the early [00:40:00] days. How do you think about that? And the question of intuition versus data

**Geoff Charles:** B2B companies have a lot less data than B2C and startups have no data.

So when you're a startup, a B2B startup, like you should hire people with strong intuition or at the very least like strong ideas that they can very quickly invalidate. With more qualitative data than quantitative data. Oftentimes you have PMs from the Facebooks and and, and Googles of the world that are

actually just good at testing and moving metrics, but their intuition oftentimes isn't actually locked into customer research and actual customers.

Hire people who are able to listen, who have a strong sense of what's a good product. Like they're actually like snobs when it comes to like their, the applications they use on their phones that are constantly complaining about a software product lean into that. 'cause you're not gonna have data for a very long time.

Only recently do we have enough data to actually, you know, run navy test. Only recently do we have enough data to say, to hold teams accountable to more of a lagging metric than the leading one. It takes a very long time.

**Harry Stebbings:** design, as you mentioned [00:41:00] earlier, creativity, the beauty of creativity, I had, uh, Jean on from plaid, the CTO at Plaid, and he said that AI will most profoundly impact product by reducing the importance of ui.

You agree with that? And how do you think AI changes? Really how product works and is consumed, which is a tough

**Geoff Charles:** question. I definitely agree with that. I mean, when you think about a lot of the SaaS products out there, it's like reports, it's tables, it's forms, it's dropdowns, it's buttons, all of which are meant to like help you achieve the goal that you have.

But like realistically, like you can list out the actual jobs to be done of your customers pretty cleanly, and there's not that many of them. And then you can definitely use AI to do that. And so an example of on Ramp was like we had like a huge table of like all of your car transactions and you would go in and you would just approve the transactions that were in policy.

you can leverage ai. Now we do, where we can just flag magically like the things that are actually out of policy are actually fraudulent and we can actually have much more of a conversation based approach to what [00:42:00] the customer is doing. So. A hundred percent. I think the, the software is gonna look a lot less like tables, graphs, and dropdowns, and a lot more like a conversation where, very least a UI that is extremely dynamic that abstracts the data that you actually would need to see and just gives you the actual raw intelligence.

And I think hopefully we spend a lot less time in more tactical work and much more time in

**Harry Stebbings:** strategic work. I clearly just quote prior guests who I think are smarter than me, but Glen Coats, who's VP of product of Shopify said, the day the founder relinquish the title of head of product or CPO is the day the company dies.

Do you agree with that statement?

**Geoff Charles:** Yeah, I, I, I listen to that and I love that. I don't agree. And again, this is the Shopify, you know, obviously Toby's like very involved in in the product surface area at ramp. I think we have a slightly different approach. I think that. Our founder, Eric, is very focused on our vision, very focused on our brand, very focused on our marketing and our story and our positioning in the market.

And has a, a very strong sense of what we want to be as a company how we get there. I don't think that it's necessarily super [00:43:00] important for the founder to have the strongest opinion. I think that they need to shepherd. The culture to get there, they need to hold the teams accountable for high velocity.

They need to be able to opine on what looks good and what it doesn't. What is a good decision, a bad decision. But you need to have an empowered product team and tech team that actually calls the shots in terms of the sequencing. So I would say, you know, we've done well with kind of our CTO cream, wearing more of that product hat.

And I think it's worked well for us so far.

**Harry Stebbings:** Given your focus on velocity, how do you ensure that the people that you bring into your teams and the company have the same centricity towards velocity

**Geoff Charles:** that you have?

Yeah. How do you hire people that have a, a strong sense of velocity? So, look, the first one is like, look, what's their motivation? So I ask them like, you know, why are you interested in joining ramp? And I think that the answers I look for is like, I wanted to move faster. The company was too big, things were moving too slowly.

I like ramp's velocity, philosophy, and I wanna know what it feels like. I like building and shipping things like those are all like strong signals. Then the second thing is like, do they actually have that experience? Like have they

[00:44:00] actually try to push something through? So you go deep in their profile, like how have you had impact?

At your previous company and then you go deep like what was something that was getting your way and you see them react? Like, did, did you confront that? Did you address that? Did you influence that? And then finally like hire people who have sometimes a chip on their shoulder, like people who were ex founders that might not have succeeded, or early engineers that have been coding for a long time that just wanna build great things.

And I think you find that DNA, that really helps. So those are some of the things that we look at

**Harry Stebbings:** when we think about the process. Now you said number one before, did you have impact background and go in depth? Number two, second round, do you put in the work, take home, exercise? What's included in the take home exercise?

What do you want to see? Is it on your company or is it on their old company? Is it on a different company? Can you help me on that

**Geoff Charles:** one? We do cases that basically are like lateral things about ramps. So they're about something that we would never do, so that we never really like steal people's work, but something that is like somewhat relevant to ramps so that.

The person can actually start thinking [00:45:00] about ramp and oftentimes they get excited about the problem and they're like, oh my God, I really wanna work at this company. And so it helps them just start understanding a little bit of our space. But typically it's about, you know, a new product that is working or not working and what they would do about it.

What I look for there is just like, did the person put in the work? Are they super clear and are they able to like, influence, a, a team? 'cause largely what a product team. Really does with the engineering and design team is like they're the ones advocating for something and influencing teams. And so if you can't influence me that this is a good idea, you're not gonna be able to influence the team.

**Harry Stebbings:** Okay. Got it. And I like that in terms of building the excitement around the space, the third step was can you think deeply on the

spot? What does that mean? And can you unpack that stage for me? How do you test thinking deeply on the spot?

**Geoff Charles:** So the, the, the final round is there's like a product engineering and design interviews and half of it is like fit and half of it is case.

And we basically just throw a ton of different cases at them. Whether it's a case around like a system failed, what do you do? Or customers complaining, what do you do? Or a product shipped and the metric moved this way, what do you do? And you just started [00:46:00] addressing basically one, like are they framework oriented?

Like do they have a strong framework for how they think? Two, are they able to ask the right questions and engage with you to get to the right outcome? And three, are they actually able to get to the root problem or cause very quickly that helps them just get to like 80 20 in terms of the solution.

**Harry Stebbings:** can we move into a quick fire, so I say a short statement and then basically pepper you with questions. Does that sound okay? Sounds good. you're a long distance runner and a runner. What are the similarities between running and product?

**Geoff Charles:** It's long and hard. You. Have to do like short distance as you go through this long distance.

So two week sprints for a a marathon, it's very metrics oriented. So you know, you know how you're pacing and you know how you're doing. honestly, it takes repetition. You won't get the first product right? You won't get your first run, right? But if you put in the work every day and you'll get the great outcomes and these things compound.

**Harry Stebbings:** I love running, What do you do? What do you tell yourself when your legs just say no more? I'm

**Geoff Charles:** done. Slow down slightly. And, and also just, I think aim for like near more near term goals. When you're tired, just [00:47:00] reduce the goal that you have. So your legs might like, feel tired if you're thinking about like, I have 15 more miles.

But how do you feel if it's just like, okay, just get over this hill and just get to that tree. And I think if you do that, if you break down, you know, it's, it's hard to think about like, how does RAM become a hundred billion dollar company?

It's much easier to say, how can we crush this day? How can we crush this quarter?

**Harry Stebbings:** I totally agree with you. I always think just get to the next mile just get to the next mile. Next mile. And then I always do positive visualization. I picture myself at the end and think how good that will feel. I. That's a really helpful one. Not enough people do positive visualize. So I have an espresso and a biscuit at the end, and I see myself in that moment.

And that is like, goodness will come if I finish. And if you don't, You're stuck halfway through a course empty. That sucks. Okay? Most important skill to build early on in your career and product.

**Geoff Charles:** You got a spike at one thing. Either you deeply understand technology, so you're an exco or you know how to code.

Either you deeply understand business equations, you're an ex vc or you just read like 10 KSS for fun, or you're just a, a deep snob when it comes to product design. pick your [00:48:00] poison, ideally all three, but you need to spike in one thing so that you can come in and you can build a lot of trust

**Harry Stebbings:** with that team.

What would you say is the biggest mistake founders make when hiring product teams?

**Geoff Charles:** They don't let go in terms of the how, and they're not clear enough in terms of the what, how do you advise them on how to let go? I think the moment that they join, be very clear with them. Like for the first month, I'm gonna micromanage you and you're gonna shadow me for everything that I do.

And then the moment that you know that they got it, you need to step away and empower them and let them make mistakes. Oftentimes they either like give everything and then, but they don't let go. So the person's super disempowered. Or the person actually doesn't have any of the context to make the decisions.

So be a super micromanager the first month and signpost that with your hire. And then step off and step out and be very clear on the outcomes you're trying to drive. What one

**Harry Stebbings:** piece of advice would you give to a product leader starting a new role today? I.

**Geoff Charles:** I would say the founders are probably very anxious.

So over communicate, over communicate, over communicate. When I first joined as the, the first product person at ramp, I [00:49:00] was giving weekly updates on here's exactly what we've done. Here are the decisions that I've made. Here are the trade-offs that I've made. Here are the key things I need your opinions on, and I over-communicate it constantly to the leadership team and that builds a lot of trust.

make sure that you're sharing what's in your mind with them in a way that is very actionable for them to pin

on.

**Harry Stebbings:** As a leader, do you think you can force your team to over-communicate with you? What I mean by that is, I hear you and I'm like, God, I would love it if everyone in my team sent a little update at the every Sunday saying, this is what I did, this is what I achieved.

Can you implement that

**Geoff Charles:** in your team? I have, yeah, Monday morning, the first thing everyone on my team tells me what did they get done last week? What are they gonna get done this week? What are the key decisions that they're gonna make, and what do they need my help on? And it's public. And so everyone on my team can read each other's goals and outcomes.

I. Would you like to be a

**Harry Stebbings:** CEO in the

**Geoff Charles:** future? I don't think so. I have very little patience with fundraising. No offense, and I'm not a very strong marketer. I'm a builder. I'm an operator. Maybe if I find people who can compensate for that, but I think where I [00:50:00] shine and what, what I love doing is building great products.

And I think that CEOs oftentimes get, you know, the majority of their time is spent on telling the story on being. Great at the press and, and great with investors and I would get fairly stretched and, and not super happy, but I'm glad that we have people like that that I can work with so that I can just focus on the shit that I wanna do.



Final one

**Harry Stebbings:** for you, Jeff. When you think about company product strategies that you see, which one are you most impressed

**Geoff Charles:** by? maybe surprising for me to say, but I think Apple continues to crush it from a product strategy perspective. And what I mean by that is, you know, they have a level of craftsmanship, a level of delight and brand that just has incredible loyalty to their customers.

And they've also just had this compounding effect of the ecosystem that they've been building that continues to just drive so much revenue. I mean, when you think about like the iOS ecosystem and the monetization on applications, when you think about. Apple Pay and the Apple card and the Apple Wallet, it just continues to compound and you see that in the public market.

So I'm super impressed with that company and the, their ability to continue to innovate even [00:51:00] at that scale. And honestly, they, they've rarely missed and they, they're still absolutely winning the market today. And so I hope that RAMP continues to have that level of, of brand and loyalty and that compounding effects of the ecosystem that, that we're building today.

**Harry Stebbings:** Jeff, as I said, I loved your prior interviews. There were so many things I wanted to double click on stay. Thank you so much for joining me, and I've absolutely loved

**Geoff Charles:** this. Thanks a lot, Eric. This was fun.

**Scarlett 2i2 USB-2:** I just love doing that show. Jeff was such a fantastic guest. He really put up with me going very off scheduled. If you want to see more and see the full episode in detail in video, you can check it out on YouTube by searching for 20 VC. That's two zero VC. But before we leave each day,

**Scarlett 2i2 USB:** I'm refreshing the 20 VC mirror board. And I'd love your input again. It's really easy. Just head on over to [miro.com](https://miro.com) forward slash two zero VC and leave your guests suggestions for future shows and you can do it with a digital sticky note or a comment you can head over to [miro.com](https://miro.com) forward slash two zero VC and mariachi sponsored this episode. If you haven't already tried it. I think you'll love it. Mirror is the online [00:52:00] white space for innovation is packed with the right capabilities to be your dream products, home

base, that you can visualize content, data and research findings all in one space with no problem. It means this space is where you map customer journeys with the whole product team, create user behavior, dashboards, and map process diagrams.

And finally, it's where you'll run productive team Springs, using integrations with tools you already love and use. Like jira for developers or saana for project managers figma for designers and so on we use miro and love it to brainstorm future shows vote on potential guests and leave feedback for the rest of the team in our own time and right now i'm using it to hear from you leave your thoughts on the board@miro.com forward slash two zero vc that's miro.com forward slash two zero vc

**Scarlett 2i2 USB-3:** As always, I so appreciate all the sport and stay tuned for a fantastic episode. This coming Friday with Sanjeet founder and CEO at Samsara.