LendIt Fintech

the fintech startups podcast PitchIt

PITCHIT FINTECH STARTUPS PODCAST NO. 22-KURTIS LIN

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Todd Anderson: On Episode 22, I talk with Kurtis Lin of Pinwheel. Pinwheel is a payroll connectivity API company used by the biggest financial institutions to securely update direct deposits, access income and employment data. You know, as their founding ethos says, they're trying to make financial system fairer and you know what I find probably the most interesting piece about Pinwheel is not only do their products help consumers, but they actually help the financial institution and lender with having almost, if not in real-time data. Kurtis and I dig deep into kind of where the financial system is today when it comes to fairness, why payroll connectivity can be a game changer, gig work and the gig economy, raising capital and a whole lot more. I hope you enjoy the show.

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Todd: Welcome to the podcast, Kurtis, how are you.

Kurtis Lin: I'm great, man, thanks for having me.

Todd: Of course. So, I'd like to start these things off with just an introduction and a professional background so tell the audience a little bit about yourself and where you've been prior to Pinwheel.

Kurtis: I'll try to give you the abbreviated version here. I was born and raised in the Bay Area and kind of my whole life I think I've been a tinker of sorts and I find that I have the entrepreneurial gene in my body even since early life. Actually, one of the early instances of figuring things out and making things work is in high school, I actually was in the football team and one of the things that we used to do all the time is, you know, after you'd workout people would be trying to get supplements and protein or whatnot, but they weren't able to. And so I actually went with my Dad to these vitamins and Costco and basically bought these kind of things in bulk and actually put protein into baggies and kind of sold it to the team after workouts.

So, that's always kind of always been in my blood, but my first real company, I was actually, while I was at school at UCLA, me and a couple of friends realized that there is an issue with bike theft on campus and so we actually built a shack out of tester bikes to prevent that so kind of LoJack for your bike. And then from there, joined another friend at a design startup which ended up being acquired by Camp Gemini. And then most recently, prior to Pinwheel, I was at a startup in the Bay Area called Luxe which was effectively on-demand parking so I think kind of like Uber, but parking a car and it was a hell of a ride. It was about three and half to four years and then we ended up selling the business to Volvo, the auto manufacturer in the fall of 2017. Actually, from our time at Volvo, we actually ended up having the idea that would then eventually lead to Pinwheel.

Todd: Tell us a little bit more about that specific idea. I mean, from talking with the other fintech founders I talk to, they kind of previously worked with Goldman or Morgan Stanley, they came up with an idea, maybe they went to work for a startup and eventually started their own company. You clearly had the entrepreneurial gene, but it's been non-fintech, it's been kind of LoJack or parking the cars so how did you come to the idea of Pinwheel and why launch when you guys did?

Kurtis: While my Co-Founder, Curtis, and I were at Volvo, we had received HSA's, home savings account, which I'm sure your audience is generally aware of. First of all, we were really confused by how they work as they're not really easy to understand and they still aren't, for that matter. We also realized that there was a fundamental problem with them which was that you have to actually pre-fund these accounts to take advantage of them. And so, for the many Americans, I would argue with the majority of Americans, who are, you know, somewhat cash strapped and living paycheck-to-paycheck, in some regard, oftentimes they don't actually have the cashflow to pre-fund these accounts and thus can't actually use them.

And so, we kind of had this moment and we realized, could you actually retroactively have people connect their cards, monitor their transactions and be able to still get the advantages of the card that they haven't actually pre-fund and we realized that you could. So, we actually built this automated HSA as kind of our first product to market and then as we started to really build and scale and get momentum, we realized that the constraint to our ability to really grow this business well was that we needed access in the payroll systems, right, because that was kind of the foundation in which we have actually built this product.

And so, we looked around, we're like why isn't there an API that allows you to do this so we just built it internally ourselves and then from there realized that there were not just tens or even hundreds, there were thousands of other companies like us, both existing companies like us as well as really early-stage innovators like us who could really benefit from programmatic access into payroll systems. So, after that aha moment, we shifted what we were doing before away from the original idea around the HSA and focusing on the actual infrastructure to help companies like us to actually be able to build what we really believed will be the next kind of wave of innovation in the fintech space.

Todd: Before jumping into exactly what the products are, how'd you come to the name Pinwheel?

Kurtis: We probably spent far longer than we should have thinking about this, but we were like what is something that is both really positive and has great like positive connotations, but also is frankly just really simple and easy to use and we ended up with Pinwheel because it's something that....if you really think about it, it's not anything you ever have to really force to work or to set-up, it just works immediately right out of the box. And we really think that's the kind of guiding ethos that we have around the product that we're building because it's a complex product, right, as are most API businesses and if we're always keeping this pinwheel idea in mind, simple mind making things really easy then it's only going to be to the benefit of our customers.

Todd: So, when I was doing a little bit of a research on, you know, the episode for today, I saw on your website, you know, it says I think you have to have a timeline up. You started in 2018 with the mission of creating a fairer financial system, my first question is, where is that system today and how fair is it in your estimation?

Kurtis: It's a heavy question (Todd laughs), there has been a lot of really exciting movement in the space, especially during the past couple of years, but it's a long way to go mostly because there's a lot of infrastructural things that need to happen for things to really change. I do think we are on the precipice of it, but there's definitely still a long road ahead.

The areas where I am firstly most excited about are one, around this idea of can we move away from using FICO scores as the sole kind of component of actual credit worthiness in underwriting, that's something that I care deeply about and I think there's a lot of things that we can explore there with our platform. And then, I think just like larger movement, whether it's crypto or otherwise, around really decentralization I think as other really big opportunity to really love the industry forward and for what it's worth, I think the pace has really picked-up and I expect there to be a lot of exponential progress in the next few years.

Todd: So, give the listeners an overview of exactly what the products are that you guys currently have and, ultimately, your target customers.

Kurtis: What we do in very simple layman's terms is we connect to this wide and very vast ecosystem of payroll providers and HR systems so the ADPs, the Workdays, the Paychecks of the world. We connect with all the them and then we make it really easy for anyone to connect that payroll account to any app. Through that point of connectivity, we do two really simple things, one is we access and we make that data within those systems shareable and we can also go in and update that data. Case in point, something like someone's direct deposit settings or their tax withholdings, etc. and more technical terms is we can both read it and we can write that payroll data.

The use cases, frankly, are I think infinite and one of the most exciting things about what we're doing is that literally, almost every day, we find something new where customers, okay, you know, can we do this, can we do that, we're like, actually, sure, I think we can. But, at a high level, I think there's a couple of core use cases that we're servicing right now. One is the direct deposit side is ....as most of your audience is well aware, you know, direct deposits are really critical for anyone in the banking space, especially for the newer age neobanks where for them in order to have a customer be really highly engaged, being, you know, high long-term value, etc., you really want to know the direct deposit coming in.

The problem with that, right now, is that when someone actually creates a new bank account, the friction of actually switching direct deposits over is pretty tough, right. You have this many manual forms they're charging or you have to go on your portal and hopefully, figure it out. What we can do is take that friction, connect it down to a single click or a couple of clicks and then embed it into someone's on-boarding flow or at the point of highest intent in that user experience which really helps to increase conversions and help our banking customers really grow their deposits and their direct deposit penetration rates so I think that's one really cue on.

And then on the data side, there is such a wealth of data in these payroll systems that it's kind of mind-boggling, everything from who you are, how much you make, where you work, what your title is, what, you know, benefits you have, what you pay in taxes and then getting into the granular pieces around like in your actual pay stub, right, what's your gross pay, what's your net pay, how much do you, etc. etc. There are so many things you can do with that, but the really obvious first order problem is just better verification and making an employment, right.

Anytime you engage in the financial system, especially when you're trying to get any type of credit or lending products where you need a verified pretty simple things; who you are, how much you make, where you work, right. It's actually blowing me away, despite how old this market is and how old this industry is, the lack of resources available to actually verify what source data or really actual verified data that have information, right, and that's what you're used to literally, you know, not only verified, but then also go and underwrite and actually make your decisions around the bane of your business and the bane of your customers' financial lives so there's that piece there of just being able to give larger breadth and better data.

And then, the really exciting thing for us is pushing the whole industry forward, both in the sense of having recurring visibility into not just in the snap chat and time, how much you make, but across a timeline we can track and see, you know, have you gotten a promotion or, God forbid, you've been furloughed or terminated and can we find a way to work with the lender to actually be able to provide some sort of debt relief program instead of you being further pushed into a deeper cycle of debt.

Todd: That actually works for both parties in the sense that the consumer who might be looking to access a financial product, whether credit card or loan, whatever it might be, gets the most up-to-date information in there, regardless if they maybe just recently changed jobs. I mean, I know going through a mortgage you submit the pay stubs and then someone calls your company and asks does this person, you know, work there, how long have they worked there and they're asking all these questions, but if you connected directly into the system, I'm sure you can figure all that out in about five seconds. But, also works for the lenders on the side that they have the most up-to-date information, especially in the time of a pandemic, the lender is probably traditionally weeks or months behind where if they were to use a product like Pinwheel they could be up-to-date, you know, with that data, I assume

Kurtis: That's actually right and on top of that, it's also for the lender, beneficial because number one, it's pretty point way faster, number two, it's also cheaper because you don't have a human in the loop having to, you know, verify everything. Number three, it's actually much more secure because one of the things that we see all the time is fraud, right. If I can doctor a pay stub, doctor a W2 and send it your way, how do you know that it's not real.

Todd: Aren't there thousands of, you know, fake pay stub sites out there?

Kurtis: Yeah. If you actually Google “pay,” the three of the top six links are pay stub generators which really brings the question, is there an actual, legit like use case for generating pay stubs. Maybe, I haven't seen it.

Todd: I don't know. So, going back a little bit to the data, do you guys have to normalize or standardize any of the data? I presume, while there's a lot of similar fields, do the different providers have different fields, depending on the companies and the industries that they work in?

Kurtis: As with any data aggregation products, a lot of work goes into not only normalizing the data in a way that it actually uses the bulk for our customers, but also, you know, having the key insights to understand, you know, what kind of translation or can we do on top of that data so that we actually provide additional value besides just passing through information because I think that's what you do with....it's hard to imagine endless possibilities, right. If you can start to say I can create a, you know, income volatility index or score for you, especially for someone who's an hourly worker, whose hours may shift drastically, or can I actually start to create a confidence score around, you know, basically, some type of alternative credit score that's just to give a lender better signal.

Actually, one of the things that we found most interesting is the traditional sources of these information are obviously older in legacy so they don't cover what I believe to be a big chunk of the future of work which is, you know, gig or freelance workers, right. I can't tell you how many times I've talked to a bank or lender who say, I have no visibility into this person who works on an Uber job as well as a doordash job. And, as far as I can tell, their income according to traditional sources is...but, in reality it's obviously much more than that, but they just don't have the data to actually see that.

Also, when you talk about the actual underwriting of that information, it's not like you're getting this paycheck every two weeks or every month. These shifts are widely variable and so how can we help our lending customers better understand these behavioral patterns, how these data should actually be understood so they can make better decisions.

Todd: I see that on your website it says that you now cover more than 100 million Americans, so did you, in terms of setting this where you are today, did you have to go and basically individually bring on a tri-net of paychecks, whatever government, and I presume that took years to get to where you are today.

Kurtis: It's been an uphill battle, (both laugh), to say the least, and I still think there's quite ways to go, but I think for a service like this, we knew would only be valuable if we had enough critical mass of coverage for it to actually be something that our customers will find valuable. But, the funny thing is the nature of work, as I mentioned, is constantly changing and so coverage itself is kind of this very amorphous idea and thing as we gain to grow in scale. We've wholly dedicated our number to 100% of, you know, every working American, but because of the shift of how people work nowadays it's becoming a more and more complex problem to solve with each passing day.

Todd: You mentioned gig and you're just referencing it there, do all gig workers...let's say if you're a contracting worker at a company, are they given any or some access to the payroll system like a normal employee would? So, I have a log-in to our payroll system, I can do some of the things you were talking about, I can find it myself, I can change my direct deposit, but are gig workers given equal access to what might be limited or does it vary like some systems they're entered into and in some they're not. I assume that there's some sort of gap that still exists there.

Kurtis: So, the fascinating thing is if you look at the history of payroll systems, they actually started because there are locals and federal nuances to how you actually pay taxes, right, around payroll. So frankly, the banks were like we don't want to deal with this so someone else did it and so, you know, thus was born the industry of payroll providers.

The interesting thing about the gig economy, especially the larger ones like Uber and Doordashers, because they are themselves tech companies, more often than not, they now have actually built their own internal systems around on how to actually distribute and disburse payments to their workforce. And so, it's a really interesting dynamic because the concept of work, especially hourly work, is pretty universal and a traditional cycle like construction or the service sector, etc.

When it comes to gig, because it's not really based off of an hourly contract, you have the idea of......it's not really shifts, right, where you can clock-in, you can clock-out, it's more, you know, how many rides did you drive for Uber or how many dashes or, you know, transactions did you finish as a Doordasher. And so, you really actually have to rethink how you really even understand the idea of income and to that how you understand the idea of employment. You could technically be both definitionally actively and not actively employed as a gig worker, right, because you can really (inaudible) whenever you want so it's really hard sometimes to get a signal of, hey, is this person actively employed as a gig worker or as a, you know, what kind of signal can I get as a lender to actually understand that idea.

Todd: So, on your side you referenced the paycheck link loans. My main question is, are those loans safer for consumers? Obviously, the paycheck-to-paycheck portion of society which is a vast portion, as you pointed out earlier, has always had trouble accessing fair financial products. They can certainly go to a payday lender and then they're, you know, dealing with exorbitant fees, they go to the bank and they deal with a lot of overdrafts, hopefully, that's starting to shift, but how are paycheck link loans compared to some of these maybe more predatory products?

Kurtis: I think one of the things……..we should only start with this, when we talk about what we're doing here at Pinwheel, the bounding ethos and the vision of this company, as you mentioned, is to enable innovators, both big and small, to create a better fair financial system, but it can mean a lot of different things, right. One of the things that we were really excited about very early on in this journey and continue to actually grow as far as I envision towards is this idea of….let's get a little more technical here, but when you look at a consumer's flow of funds, right, almost every dollar in your wallet can be traced back to your paycheck.

So, when you look at the financial stack, the payroll system is the most top of stack upstream that you can be, even above your own big accounts, what actually funds your bank account, right. And so, if you can build the pipes to control that at the very top, it allows you to create this really interesting innovator products that ostensibly, as far as we can tell, has some real benefits to consumers if done correctly.

And so, one of those use cases and just to kind of discuss this at a high level, this is the foundation for these pieces of self-driving money that everyone talks about, but has it really come to fruition quite yet. But, you can route money automatically and say, hey, I want express on my paycheck going into this brokerage account, 5% going into the savings account, 3% going to pay off these loans and this is dynamically adjusted in a way that is beneficial to the customer, you know, it's a really exciting thing.

But, going specifically to your question on the paycheck link lending, what we have seen is for the majority of Americans who are either credit invisible or credit damaged. As you pointed out, they obviously can't access fair credit rates and so they have to resort to payday loans, overdraft fees, etc. What we have been able to show at a smaller scale with some of our early lending partners is giving the consumer the ability to opt in to a program where they can say, hey, I'm going to connect my paycheck to you and you can collect payment for this loan directly from my direct deposits as a completely voluntary program that the consumer opts into.

And in doing so, because the payment is first money out from that paycheck, it really reduces the risk of loss for the lender and at the same time, because a lender has that and it's an opt-in program, they can provide an incentive like a reduction in their interest rate, etc. to actually do this. And so, it becomes this rare "win win" where both parties are aligned because we provided a medium that actually reduces the risk on both sides.

Todd: So, we're, unfortunately, still healing with the pandemic, but what has been the biggest lesson that you guys learned about your business the last 18 months?

Kurtis: Whoa, that's a tough question, so many answers that I can give here, but I think I'll turn inside for this one because I think it might be helpful insight for other teams, especially other company leaders. I think one of the things that we learned fairly early on is if you're not incredibly intentional about the type of culture that you're trying to build, even before you're hired as an employee, but especially in a setting where there isn't as much face-to-face interaction, the natural momentum of whatever is happening will just take off, right.

And so, what we realized early on was….we actually had hired a number of folks before the pandemic, but we hired the majority of folks during this period of really deep remote work and so we had to kind of contend with this idea where the people who were early on, including myself, have a strong preference for in-person interaction.

And so, knowing that and instead of trying to force ourselves into an environment where there was absolutely zero face-to-face interaction, we actually found ways, you know, either on weekends or in evenings or in a safe manner to actually still find time to connect more frequently than I think any of the team that I have talked to during that period because it really helped build those early connective tissue that we found to be critical. It actually just made us I think build faster and build with more kind of collaboration. So, I think that's one piece.

The second piece is, talking about the industry more broadly, it's been incredible how quickly the downstream effects of the pandemic have accelerated financial innovation, especially for the lower income, especially sub-prime folks in the market, whether it's with the distribution of stimulus checks or the kind of clear understanding of what actually drives the behaviors of folks in that cohort.

We've been lucky we work with some of the, you know, largest players in the fintech space and everything that I think what would probably take in four/five years to actually accomplish took less than a year because there was such an uptake in demand for it from the market as a whole. And, I think, the final thing I'll say is what's been really inspiring to see is because of the shutdowns, etc. there's been a reduction in many ways of consumers band in the traditional means of eating out, etc., right.

Todd: Yeah.

Kurtis: And, on top of the distribution of stimulus checks, it's actually given the average consumer, you know, more liquidity than they would have usually. Instead of leading to increased expenditures, it actually led to a increased rate of pay-off of existing debt as well as accrual of savings. And so, the thing that makes me most excited about that is the fact that when given the ability to…..I think consumers are actually….like they try to be physically responsible, they try to do the right thing and invest long term for their futures, we just need to give them the tools to actually do so, make it as easy as possible for them.

Todd: My theory has been also that I think a lot of those in fintech have realized that while the tools were created pre-COVID, the most people that benefitted were those that already had the financial tools and the means. I think COVID, what it did was while fintech has always had this theory of we're democratizing access and spreading it out, I think it highlighted that it really didn't get to the right people yet and PPP exemplified this. A lot of the stimulus checks has simplified this and now it's kind of re-focused fintech inward and saying, how do we get the tools in the hands of those who need it most versus, hey, I know this tool increases access, it just needs to increase access to the right person.

Kurtis: That's right and for what it's worth, I think in many ways, obviously, there's unprecedented economic, you know, for lack of a better term, devastation, especially in the small business segment of the market. But, per your point, I think it was almost perfect timing in a sense where there was a lot of built up innovation that was kind of waiting to be unlocked and distributed in a much faster pace and COVID really was the vehicle for that so there's a silver lining to every major dish dasher, for lack of a better term.

Todd: You mentioned how you and the team have interacted during the pandemic, today are you guys fully remote, back in the office, kind of a hybrid of the two?

Kurtis: We are a remote first culture, but we do have an office in New York, that is where the bulk of our folks are and much like many other folks you've had on the podcast, I think we're all kind of taking it day-by-day and trying to understand what this really means. I will say, I've always been a very firm believer that's there a lot of value and, frankly, some magic when you're all kind of in the same room together and working together on a common goal. There's just a certain energy that's really hard to replicate when you're remote.

But, I also understand that people circumstances have changed and for some people they're unable to actually do their best work when they're converging in an office on a regular basis. And so, our perspective is it's completely optional, you come in if you feel it's going to help you build better relationships and do your job better, but if you feel like you can do your best work and not have to come in ever, that's perfectly fine with us.

Todd: This is a harder question to answer, but do you think that we've reached the point where regardless of whether you're remote or in the office that productivity is equal or is there still some lessons there that depending on your situation, because obviously someone with four kids and someone who's single, it's a totally different way about doing it, but, I don't know, I still feel like we're in this feeling out phase whether or not, either is really the more productive.

Kurtis: Yeah. I think it's really hard because if you were to actually answer that question, the person you have to figure out is like how are you measuring productivity, right, and, I mean, I think the conventional wisdom here is let's just look at the sheer output. One of the paradoxical things that I have actually noticed is we've really encourage our team to, you know, take time off and make sure that they're taking care of themselves. I think you're starting to see this a little bit more, but was certainly very (inaudible), you know, pre-pandemic.

I think at this point I've seen two or three different teams in my own network who have switched to a four-day workweek with the implication that, you know, the time they've used has just much higher quality and from what I have seen, there's some really interesting kind of early data to show that technically the output there is equal, if not higher. I think it's far too early to draw any conclusions from that, but what I will say is what we focus on is not the old school, beyond your Facetime, you've really got re-pot some seeds. What we care about is, you know, the quality of the work and the quality of the relationships that we have. And so, if you can get that done, you know, without ever being in-person or not having to put in so many hours, more power to you and we really celebrate that.

Todd: I saw you guys raised, you know, a round of fundraising, any thoughts on… first is, obviously, fundraising today, the perception is that it's easy clearly isn't, but then any advice for fellow founders out there that might be either in the midst of something, about to raise that you found for your process was helpful maybe to get you over the line or maybe just to take around it.

Kurtis: I think the first thing is calling a spade a spade. We certainly could use a fundraise now at this part than it was, you know, when we first started like in 2018 and especially back in 2014, but, that said, investors are still very smart people, they still understand the dynamics of the market. I think the really critical thing that I find surprising is they oftentimes have a clear vision and a clear understanding of what they're trying to do. but they don't always tie it back to what the investor cares about most which is making sure that they get their money back, right, with a huge, huge premium.

And so, you know, I've tried to do what I can to give back to a community that I've been internally grateful for because without the founders and my network who basically helped me get to where I am, I just want to be where I am today, and so I try to pass that forward however I can and so a part of that is helping other founders like review pitch decks or, you know, help them refine their fundraising processes.

The sort of thing I see all the time is you'll get a deck where it's very unclear what the path is. If I give you a dollar now, how do I get a hundred back, right, like it's not there. And so, the advice I always give to founders is you pitch differently when you're pitching to a potential candidate versus a customer versus a partner versus an investor and you have to really know what the investor cares about. What they care about is how I can I get that really high multiple as quickly as possible, right, and if you can paint that picture that's the story that you really want to be telling versus the story of here's how I'm going to change the world, not that that's obviously not really important, but they have their own metrics to reach.

Todd: So, we just have a few minutes left here. I always like to end with a little bit of fun and a little bit of light questions. So, first one is do you have a favorite book and then last book that you read. If you're not a big reader then whatever medium you might use to consume information.

Kurtis: I love this question. My favorite book, at least in recent time, has been "Atomic Habits" by James Clear. The central premise is basically that, you know, the quality of our life is defined by the habits that we have and it's because every day it's these little incremental gain and investment in yourself and that over time it compounds, right, like if you get 1% better everyday, at the end of the year, you're 37 times better. Conversely, if you have these like really small negative habits, day-to-day you're not going to see the difference, but 1% worse every day, in a year you have .03, huge delta, right.

And so, it's really being intentional, it's something that I tell the team all the time, right, it's obvious that little habits that we develop will compound over time, especially as you grow the team. Each person coming in is going to look at the behaviors that we exhibit and then whatever habits we do have that are negative are going to compound as well. So, I think that's a book that I've really enjoyed and internalized, both in my personal life and company building.

The last book I read was "Only the Paranoid Survive" by Andy Grove. For those listening, Andy Grove was the former CEO of Intel, he also was the one who wrote the quintessential book around management, "High Output Management," and even though he was in an era that was very hardware and manufacturing-based, I think the insights around how to most effectively lead your team and be a good manager are still the most relevant and the ones that resonate the most with me that I've ever read. So, I actually re-read that this past weekend.

Todd: Next one is, do you have a favorite sport and sport teams that you root for? If you're Bay Area, I presume it's some of those teams.

Kurtis: That is correct. I am a Warriors fan, I'm not a bandwagon Warriors fan. I actually have (Todd laughs)….unlike some others…

Todd: Once they start winning, you have to start explaining that you're not in the bandwagon.

Kurtis: Exactly, exactly. But, I do have a signed Bears and Davis jersey and have been following the team for a long time and then also a Niners fan as well. I actually have at this charity auction met both Jerry Rice and Joe Montana and was able to play, not play catch, I threw a ball with Joe which….I call it playing catch, but it was really a single pass.

Todd: I'd be calling that playing catch too.

Kurtis: Exactly.

Todd: And the final question is the biggest inspiration in life.

Kurtis: That's an easy one, that's my parents and especially my Dad. So, I think one of the things that I never really realized until much later in my life was just the sheer amount of sacrifices he had to make in order for me to live the life that I was able to. He immigrated here from Taiwan barely speaking a word of English and actually, you know, was able to attend medical school and really make a great life for himself and for us as a family. Especially as he's gotten older, he's opened up more about his background and just hearing the sheer level of dedication and sacrifice he had to make sure that, you know, we never had to want for anything. If I can just do that for my friends and my family, for my team that's a pretty high bar to meet so he's the person I look up to most every day.

Todd: With that, we're going to have to leave it there, Kurtis. I really appreciate you giving me a few minutes coming on the show today and best of luck to you, the team at Pinwheel and hopefully, we'll get you back sometime in the future.

Kurtis: Thanks, Todd, this was a blast and really appreciate your having me.

Todd: Of course, have a good weekend.

Kurtis: You too.

Todd: Thanks, bye.

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