



POWDERKEG

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Intro: He's leveraged his experience in a wide array of roles—like coder, podcaster, web design consultant, product developer and sales lead—to grow his skillset as an entrepreneur, leading to several successful business ventures and, eventually, a leadership role at someone else's company.

He recently became the President of [Crew](#), a business that matches freelance web designers and coders with companies in need of their services. His ambition, leadership skills and experience as a jack-of-all-trades wowed his superiors and fueled his rise through the ranks after starting there as a partnership manager.

Meanwhile, he continues to run [Brandisty](#), a web platform for storing and distributing brand assets, and [Rocketship.fm](#), a podcast for entrepreneurs that reaches tens of thousands of listeners twice a week.

Michael has a truly impressive toolbox of talents, but he's very down-to-earth and honest about the sometimes haphazard nature of his career progression, which has at times been motivated simply by the need to make a buck.

In our interview, he also opens up about his teenage years buying and selling Smashing Pumpkins concert tapes online, how he's managed to change his mindset as he moved from role to role, the stresses and challenges of becoming a leader, and how nobody in business has all the answers all the time.

Michael is very active around the internet, and there are lots of different ways you can continue to follow his story. For starters, you can tune into Rocketship.fm to get exclusive insights from his interviews with the brightest minds in tech and entrepreneurship.

You can also find him on Twitter [@michaelsacca](#), follow his posts on everything that has to do with freelancing on the [Crew blog](#), or read up on his latest adventures and musings over on [Medium](#).

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So if you have an idea for a web or mobile app, or need help identifying the great ideas within your company, go to developertown.com/powderkeg. If you like this episode, please subscribe and [leave us a review on iTunes](#). You can also follow us on [Soundcloud](#) or [Stitcher](#). We have an incredible lineup of interviews we'll be releasing every Tuesday here on the [Powderkeg Podcast](#).

Matt: When did you have your first inklings that you might be a little bit entrepreneurial?

Michael: I guess at a young age. I always had various things going on. I started out tape trading online when I was, like, 12, which is kind of entrepreneurial. It was in the early days of, like, GeoCities, and we would set up these pages of Smashing Pumpkins live shows. I collected almost every single available bootleg tape. And this was just people going to the concert with a tape recorder and literally recording. Sometimes you'd get lucky and you'd get something off the sound board. I used to trade those and even sell them for people who didn't have a collection. I had hundreds and hundreds of tapes as a kid and even started a little business. I was buying equipment so I could copy them faster. That's probably the first time—I don't think I really realized it, but I realized I kind of liked running and growing something. But I actually didn't start any sort of entrepreneurial journey until I was about 26, or so.

Matt: With that original business, even though you didn't have employees or any funding, or anything like that, was it earning money for some side pleasures that sort of drove you? Or was it more like building the fort, building something, having something bigger than yourself that was driving you when you were starting that first business?

Michael: I wish I could say. I think it was more of an obsessive compulsion to own every single live Smashing Pumpkins tape. It was like a collector's dream. It was more of the hunt to get everything rare that someone else didn't have, and that was really, I think, what drove me. It did make a little bit of money, but I basically just bought more tapes and some equipment with it. It was more of that collector's compulsion, I think.

Matt: I know you're a vinyl fan now. Old habits die hard a little bit?

Michael: [laughing] Yes.

Matt: That's awesome. We'll have to riff on that later, because I've got a collection myself.

Michael: Sure, sure.

Matt: I would love to find out a little bit more about that company you started when you were 26.

Michael: At 26, I quit working at a restaurant. I was in LA, and I quit the restaurant job to figure out how to code. I wanted to learn how to code, and my roommate was doing it. He was really

successful. He was working less hours than me, making three times the money, and basically living a very leisurely lifestyle in Los Angeles. We were living in Santa Monica at the time. I was like, "I could do this." So, I quit, and I gave myself a month to figure out how to design and start writing some front-end. I had some experience from tape trading and building the websites then, but technology had changed a lot in those ten years, so I still had a lot to learn. He started handing off clients that he didn't want to deal with to me, and that first month, I was able to pay my rent. I worked a ton, but I was able to figure out enough where I was making, like, \$15 per hour writing code, but I could pay my \$900 a month in rent. And we actually left Los Angeles and moved to Las Vegas that month, my wife and I. Our rent was lower in Las Vegas, and I could actually focus on learning this new skill and eventually building a business out of it.

Matt: In those early days of that business, how did you eventually scale beyond yourself? What kinds of tools or resources did you use?

Michael: I brought on a lot of partners. A lot of them didn't work out. I really wanted to work with a team. That was my goal. After about three years, we finally built it enough where I moved down to San Diego, and we started hiring employees. Some of the tools we used—a lot of them aren't even around anymore, because it was so long ago. But, I used to love Do.com when it was task management. It was just really simple task management. I loved that, and we built a lot of the early infrastructure on small projects like that. Back then, it was a lot of email. We didn't have Slack. There wasn't anything like that. It was a lot of email and a lot of Google Docs.

Matt: Wow. You kind of took this concept that was inspired by a friend, and you eventually grew that business bigger than your friend's business, or did you end up partnering with him in some way?

Michael: No. We went different paths. He now works at IBM and Watson. He's done really well for himself. I've taken more of the entrepreneurial path. So, as he just kept teaching himself how to code and he became incredibly talented, I went from design, to front-end development, to business development and sales, and now to present. We've taken slightly different paths to get there.

Matt: Well, it's a really interesting path, and I'd love to dig in on that, because you don't always hear, "tape trader, to consultancy founder, to sales, back to president role." Can you talk me through that a little bit? Did you know how to navigate that, or were you kind of figuring it out one step at a time?

Michael: I think it was totally haphazard and figuring it out one step at a time. Originally, to get clients, I needed to design. I needed to build websites. That needed to happen to pay the bills. And then, in correlation with that, because you're only one person, and eventually we were five people, I still needed to do the sales and the marketing of the agency in order to get bigger and bigger clients. Eventually, we were working with Scholastic and Nike. We did a project with Kobe Bryant and GE. We were working with larger clients, but to do that, I needed to know how

to write the contracts, and how to sell the contracts, and compete with other agencies for that work. That's where I think a lot of those business development skills were. I still saw myself as a designer most of that time, and those business development skills were the essentials to do design. At some point, it flipped. When I started working at Crew, I was hired to do partnerships, but I still wanted to design things. But they just didn't let me. I wasn't allowed to touch the code, I wasn't allowed to put any designs together. I had to write all scope docs in a Google Doc. So, then I started refining my partnership and sales skills. It was a very natural evolution, but it was largely built out of necessity to make money.

Matt: Interesting. So, if you had a company that was supporting your five-member team, you're working with these big clients at Nike and GE, why did you end up going and working for another business?

Michael: Agency work is tough, and consulting is tough. I loved the creative aspect of it, but having to find the next project every month or every couple months—it was really draining. I wasn't enjoying my life. I was living in San Diego. It was beautiful, I could walk to work. But honestly, when I stepped back, I wasn't enjoying my time because I was doing things that I didn't enjoy doing. I was spending more of my time on the business development of an agency, which I really didn't enjoy. What I really wanted to do was—we scratched our itch—but I wanted to live off of a product. I wanted to have a product that I woke up every day and improved. That was my goal, and that's why we built Brandisty, we built Bilingual Child, which is a language-learning application for kids. That was all in an effort to “set ourselves free” from the consulting. I reached a point where I just didn't want to do it anymore. I dreaded walking into the office that we had built. I realized at that point I needed a change. That's when I decided to walk away from it.

Matt: Was there a mentor or a support system that you called on while you were making that decision?

Michael: Yeah. I was doing the podcast, Rocketship. I started that about eight months before, and we were building Brandisty, and we had this startup dream there. I was building my network through the podcast, because we were doing two or three interview a week with people that we really admired, a lot of people that were in San Francisco at the time, that we looked up to. I had calls with Heaton Shaw and some of the other people that really inspired me to take the leap. But also, I realized how much I needed to learn. I would get on the phone with Heaton, and I would have three or four pages of notes in ten minutes. And he's just standing outside of his office. It's nothing to him. This is just like—he just knew it. And yet, I'm just scribbling down tons of notes. I realized that there was so much for me to learn, and to do that, I really needed to be dedicated to building something and really going deeper than you're able to go as a consultant.

Matt: Talk to me about how you wound that down. How did you make that leap from running a consultancy and trying to start products on the side to transitioning over to a product. Is it as graceful as it sounds?

Michael: [laughing] It's never that graceful. But, the guys I was running the agency with, they continued on with the agency. I went to Vegas and joined an incubator program, and started a company with my friend who had recently left Google. He was a developer there, and he was kind of in transition as well, so we started a company. We worked on it for about six months, but we couldn't quite get it to where we wanted it to go. We were happy taking the next step.

Matt: Talk to me about that decision, because it's easy to say now, but it probably wasn't easy to say back then, when you're six months in, probably pulling late nights and weekends to make something work. How did you make that decision to close down before committing another six, 12, 18 months?

Michael: Part of it was I had kind of run out of personal runway. Part of it was I could see that we had another 12 months until we could go to market with what we wanted to do, and we weren't making fast enough progress as a two-person team. Us working together at that time just wasn't quite—we weren't working fast enough. While I wanted to continue doing it, when I looked at it, I felt a burden that I didn't see a way out of. It was a safe time to call it quits. He's gone on, and he has his own startup, and they're doing phenomenal. But, I think for me, at that time, maybe it was just because I was still burnt out, but I really just wasn't able to get over the hurdle and do what I needed to do for it, and I knew that. So, it was just the right decision.

Matt: How was your relationship with your family at that time?

Michael: Probably better than ever, since I had left. When I was at the agency, I was not happy. Once we moved back to Vegas, when I left the agency, I was able to spend more time with my kids and my wife. We were in a really good spot, and I also didn't want to lose that. I had just had my second child, who was just born, and I didn't want to lose that time. And that's just a personal decision, I think. I knew that if I was going to do this and make it a success, I probably would be giving up the same amount of time that I had given up for five years. For me, at that moment, it wasn't the right thing.

Matt: It's pretty awesome that you were able to have that perspective and experience going into it. So many founders—or, at least, first-time product founders—don't have that experience of having already done something entrepreneurial to know what it feels like when you are redlining at all times, month after month after month, and how that can compound. It's cool that you were able to almost design—it sounds like you designed the business, and your role in it around the lifestyle you wanted to have.

Michael: Yeah. And knowing when to either walk away, or knowing what you're getting into, is really important. Knowing that this is going to be a lot of time, and, "Is this the right time in my life to do it?" Not that it won't be in five years. But, at that moment, it just wasn't the right time. At that point, I did have some mentors around me that I was able to bounce this off of as a pretty good sounding board. I knew I was making the right thing from my gut.

Matt: That's awesome. When I think about your career and how you went from consultancy, to product company, to then going and jumping in as an employee, I imagine it took some—changing your identity once again—to really take that on. Can you talk to me about the internal self-talk that was going on there and the mental preparation you had to do?

Michael: Yeah. I had kept up with Mikael, the CEO and founder of Crew. I had kept up with him for about two years. I had started Brandisty around the same time that they had started Oomf. I just had a ton of respect for him, and he had reached out when I left the agency, and said, “Hey, I’ve got this partnership position. Let me know if you’re interested.” We talked about it a little bit. And then, when I was shutting down the interim startup, I reached back out to him again. I knew that when I was going to take the position, while I had been kind of the leader up until that point, I knew my role now was to support him. Make his life easier, and take off his plate the things that he needed so that he could go out and raise money or work on the vision, and do some of the bigger initiatives that a CEO needs to do. The hardest thing at a startup is wearing so many hats, and the founding team wears a ton of hats. They do marketing, they do sales, they do everything. So, I knew my job stepping into that role was to make his life easier, or give him back some of the time that he needed to continue to build so that we could reach the next level. While I still had kind of a leadership role inside of the team, I definitely had to take on the perspective that, for the next couple years, I probably won't be the leader. I fall in line and do my best to make this company a success. I already loved the idea of Crew and the mission, so it wasn't really that hard, but there definitely was a very purposeful acknowledgement that I might not do everything my way.

Matt: Sure. That's probably a good reminder to yourself before you get yourself into any sticky situations in the new role.

Michael: Yeah. But the thing is, people are growing. He had grown a business bigger than I had, so I had a ton to learn, too. When we're open to not doing everything our way, I think we're also open to growth, and to learn from people that are doing it slightly differently than we would, but learning what that looks like, and what that feels like, and what the results of that are. I was excited.

Matt: Talk to me about the business at that time. First of all, maybe give us—obviously, our listeners heard in the introduction what Crew is all about and what they do, but I'd love to hear it from you, Michael, because I'm sure that you have a different spin and your own flavor of it. But also, maybe give us an idea of where the business was when you jumped in.

Michael: We basically project match between freelancers and project owners for web and design projects. We have a vetted network of designers and developers. We have people with ideas, or projects, or companies that need to hire, that come in, and we help to match them up. The real goal is to help solve some of the problems around the freelance community and make it easier for people who are freelancing, and to build trust with people who are hiring

freelancers. I come from being a freelancer, and I know a lot of the stress that it's like when you are a freelancer. You need to find constant work. You need to find good work that pays you enough. That takes up a lot of time. And when you're hiring freelancers, oftentimes, they disappear, they're unreliable, or the work quality varies. That is why we exist—to help fill that gap. When I joined, we were 14 people. We were largely reliant on content marketing. Mikael was able to write huge blog pieces that spread and would get picked up and syndicated, and that's where a lot of our inbound interest came from.

Matt: I know that the company is headquartered in Montreal, Quebec. Does that mean that you relocated there, or did you work remotely?

Michael: I was remote. I just relocated about a month ago.

Matt: OK, great. So, you're up in Montreal, now?

Michael: Yeah.

Matt: That's great. We'll dig in in a little bit on the tech community there. I'm not sure if you've had a chance to plug in yet, but would love to get your perspective there. But, it sounds like you had a cool opportunity there, getting in so early when there's just 14 people. The company is still growing and getting its traction with some of the content marketing. Had Unsplash already been launched at that point?

Michael: Yeah. Unsplash actually launched when it was still just the founders. Luke Chesser, who has led Unsplash for the last two or three years, he was one of two or three people that we had on at that time that were fully focused on Unsplash, but he's always been focused on Unsplash. Of that 14, about three or four at that time were on Unsplash only.

Matt: Tell me about the problem that Unsplash is solving.

Michael: Unsplash is royalty and commercially free licensed photos. It was designed to help with that splash page. What image do you use on your splash page to get your website up quick, because Crew was building landing pages. That's where it started, and now, it's ballooned into, essentially, free stock photos for all types of use cases. We've seen them on billboards. We see them all over the web. Most major companies have published something with an Unsplash photo. That has become—and we can talk about that—but that's become its own beast, essentially, and it's the third-fastest growing photo sharing company, I think, today.

Matt: That's incredible, and I definitely want to dig in on that piece, because I think it's so fascinating how an intrapreneurial endeavor that started within Crew is now scaling up into something bigger than—maybe even potentially bigger than Crew.

Michael: I think it's safe to say, yeah.

Matt: That's amazing. Talk to me about how you plugged into that, and what were you doing at the time when you joined, when it was just 12 people?

Michael: When I first joined, I was brought on to lead our partnerships. It was a lot of business development, really. We had a couple hypotheses about who we could partner with, so I was talking to a lot of agencies, freelancers, seeing how we could get a referral program going. We learned a ton the first year, and then the second year, it was more on the company placement side. It was very outbound sales. We were talking to companies and large agencies who needed to scale up and down, and doing almost direct sales to them. So, partnerships kind of became sales, and we saw some huge growth from there. We really learned who our customer was by going out and talking to them, which wasn't something that we had done much of before. We knew that if we put out great content, people would come, but we didn't always know who they were or why they were coming, or why they were using Crew to source freelancers. Those were some of the big lessons we learned simply by just doing old school sales. That's what I did for the last year before stepping into a president's role.

Matt: As you were doing the sales side of things, were you doing it solo? Were you part of a team? Were you leading a team?

Michael: I started off solo, so I was very much outside of what the company's initiatives were. I would set my own goals and my own initiatives, essentially, what I'd be focusing on. I would try to bring as many of those lessons from talking to people back to the team. Eventually, I was managing my own initiatives with people's part-time. People would kind of dedicate part of their day to this sales initiative. And then, we did grow a small team of salespeople that worked under me. That was the most recent iteration. We had a dedicated team to sales, because we were bringing in 40% of our revenue from this small sales team.

Matt: That's incredible. Is this all self-funded at that time, or were you guys raising your seed series or even your series A? I know you've already raised your series A now, but when did that all take place?

Michael: When I was brought on, we were just closing the series A, and I think we announced it six months later. At that point, we had raised \$14 million total. That last round was about \$8 million.

Matt: Awesome. Well, it seems like a really cool ride, riding up through the sales ranks and ultimately to the president position. The story can't have a better ending than that, except maybe if and when you have an exit.

Michael: [laughing] Right.

Matt: Talk to me about how you navigated that? When did that opportunity even present itself? Did you go into the sales role knowing that path was going to be available?

Michael: No. I mean, you go into a startup, you don't really know how the company's going to shape. For the longest time—eventually I was leading a small sales team, but it was always unclear if we were going to go down a heavy sales path or if we were going to go down a marketing path. We never had a clear path for where I could grow, I guess. And that's very typical in startups, because you're really trying to figure out the business model, and when you find something that works, you invest in it more. We had just kind of figured out that sales could work, but we weren't quite convinced that sales was the way to scale, because then you're just scaling more salespeople, and for a business like ours, it doesn't always make sense. We were still kind of debating that. What we did see was: Unsplash was growing like crazy, and it needed its own dedicated leadership. So, the board made a decision that it made sense for Mikael and Steph, who is our COO, to focus 100% of their time on Unsplash. And then, the question was, "What do we do with Crew?" This was about two months ago. Two days before the board meeting, they came and asked if I would step up to a general manager, which became the president's position. Two days later, I was in Montreal, pitching to the board our 2017 plan. For the last two months, we've been doing a lot of that planning for 2017. "What are we going to do? What is this company going to look like?" It all happened really quick, and it was all built out of the problem that Unsplash needed focus, and Crew needed to continue being Crew. They felt that this was the best solution without leaving either company in limbo.

Matt: That had to have been a crazy moment when they first offered that position to you. Or were you expecting it?

Michael: No, not at all. I wasn't at all. We were preparing to move up to Montreal independent of that, so I was actually more focused on getting my partnership stuff rolling for Q4, because I knew I was going to spend a lot of time on the road, moving my whole family up to Montreal. I was living in Vegas, so we were literally moving across the continent.

Matt: Talk to me about how you were feeling at that time when you got that offer. What was going through your mind?

Michael: Stressed. [laughing]

Matt: Good stress or bad stress?

Michael: It was really exciting, obviously. I had followed this company from its infancy, when they were just four founders, joined it when they were 14, and now had the opportunity to lead the next version of it. That part of me was incredibly excited, and then there was the other part of me, which was like, "Alright, now I actually have to lead this company, which I have a ton of respect for." And then there are those planning—the board meetings and everything else that you have to do that comes with leadership, and you move out of what you've done really well at.

We were bringing in 40% of our sales from direct sales, and now we don't have anyone to fill that role, and I have to step into a new position. Figuring some of those things out can be a little worrisome, but you get through it. That was my initial reaction: "How are we going to keep doing what we're doing when I have a different focus?"

Matt: So, you kind of went into problem-solving mode and tried to stay pragmatic through that whole experience?

Michael: Yeah, while driving across the country in a Penske. [laughing]

Matt: Bold move.

Michael: Probably not my best decision in life. But, yeah, that was it.

Matt: Wow, that's incredible. Talk to me a little bit more about that transition, because I imagine you're not only having to deal with handing off things from a sales side and recruiting someone in, but you're also needing to learn a little bit of the leadership side. Obviously, you've been shadowing or paying attention to how these cofounders were running the business previously. But, what needed to shift with you? Again, yet another identity change for you. Talk to me about what helped make that shift and that transition that, clearly, you're probably still making, considering the news was just announced less than a week ago.

Michael: [laughing] I think what made it real was sitting down with the board and starting to have a real discussion around where we could go as a company, and actually having holes poked in some of the assumptions that I already had and some of the initial ideas that I had for where we needed to go. I think that really made it real, and having that sounding board is really crucial. With Crew, we already had a lot of that infrastructure set up, so we have people who have been with the business and invested in the business for the last couple years. So, they know us really well. Sitting down with them made it real. For me, personally, we're a distributed team, and one of the biggest struggles that I have is leading, from the inspirational side, a team that is not in the same room. I've always led teams that sat down together, and I always found it easy to have those discussions. With a distributed team, it's hard to have those deeper planning sessions and also kind of build rapport with each other. That's something I'm still figuring out. Something that I really want to get better at is actually being able to inspire people through a video chat, which is a lot harder than I thought it would be.

Matt: Absolutely. What are some of the things that the cofounders did to run that distributed team effectively?

Michael: They gave a lot of autonomy to everybody, which I think is good. They set up team leads that then handled a lot of the day-to-day. They set up some great infrastructure. We used Trello. With the new move, we switched over to Basecamp. A lot of good processes with Trello for communication, and using Slack only for very specific types of messages. And they've

always been very keen on people's time, and distraction. Using Trello or Basecamp to make requests not feel so urgent is really the important part, so people can do that focused work. They've done a great job at that, because people are in all different times of their day when they get in. Some people get in in the morning, and they want to get all those tasks in, but maybe someone that they're talking to is at the end of the day and is trying to do the focused work so they can wrap up. Being very cognizant of that is a message that they've continually reiterated and really tried to master. I think we're at a pretty good point now where people can collaborate well. Mikael is a phenomenal leader, and trying to step into that role...he can really inspire and bring that kind of inspiration out of people. Filling that role has been the hardest part. When you step in, you have someone who—everyone works at the company because of him, and he's not in our day-to-day now. I have to be that. That is something that I've really been trying to work on.

Matt: I imagine all of your interviews that you've done with Rocketship.fm over the years have been immensely helpful with some of the roles you've taken on. What are some of the lessons that you've learned in those conversations that you're looking forward to implementing in this new role as president?

Michael: The biggest thing I've learned from interviewing so many people is that no one really knows what they're doing in this role, which I think kind of gives me some resolve, and that a lot of us are still figuring this stuff out. Not everyone who we see, who we read, has all the answers. They're still struggling with things in their own business. They still have problems inside of their own business that they don't necessarily know how to solve, but they're trying to. It kind of sounds like a cop-out, but that has been probably the most reassuring thing. That it's OK to not be perfect, and that I can make mistakes as long as I'm trying to better them. And being able to take a step back, and acknowledge those mistakes, and work on those specific skills. But you don't have to have every skill all the time. I think we kind of miss that. We try to be perfect in every way, but it's OK to be good at what we're good at and lack in some of the things that we're not as good at.

Matt: That's really good advice for any entrepreneur and for me. I really enjoyed, Michael, following your entrepreneurial journey on Medium and through Rocketship.fm, and I'm sure you'll continue to do that. Maybe even more now that you're in the president role and need to do a little more of that vision casting. Where can people find you? Obviously, Rocketship.fm is a good place for the podcast.

Michael: Yeah. You can hear me at Rocketship.fm. I'll be blogging at Crew.co and on Medium @michaelsacca. Follow me on Twitter @michaelsacca. If you have anything specifically you want to talk about, shoot me an email. Michael.Sacca@gmail.com.

Matt: Well, you have so much experience playing so many different roles in so many different kinds of businesses at various stages, I hope a lot of our listeners take you up on that. Before

we close, I always like to learn a little bit about where our guests are calling in from. I would love to learn a little bit more about the tech and entrepreneurial scene in Montreal.

Michael: Yeah, absolutely. I've been in San Diego. I've been in Vegas when the downtown scene was rising and falling. In Montreal, it's an interesting tech scene, because we do have some very stable companies in Frank + Oak and Shopify that are nationally recognized. There's a lot of momentum behind the startup scene, and we're also very close to New York. There isn't a ton of investment, necessarily, at the larger stage, at the series A, in Montreal. It's accessible. It's an hour flight into New York. So, you see a lot of U.S. investments in these Canadian companies. At least it seems. I've only been here a month, but it seems like there's a lot of cross-border involvement, especially with the Canadian dollar being a little bit low right now. U.S. investors—your money goes a little bit farther when you invest in Canada. The Canadian government also gives—they match up to \$250,000 of your initial raise. They have the BDC, which is basically a venture arm of the government which helps to work with a lot of these local companies and give some infrastructure to the community. It's just something you don't necessarily see in cities outside of San Francisco, in the States. I think it's pretty exciting right now. There's a lot of talent, and the fact that we have companies that are succeeding—and hopefully those founders will exit and come back, and invest in Montreal again—it seems very hopeful, and a little bit more hopeful than some of the other cities I've been in.

Matt: That's actually really, really good to hear. I knew of a few of those companies that you mentioned. Obviously, we'll be paying attention to how that tech and startup community continues to evolve. I'm excited for that, but I'm even more excited for you, Michael, as you're stepping into this new role, and the huge opportunity you have at Crew. I'm sure a lot of our listeners will be following your journey as well. Thank you so much for taking time to be on the show.

Michael: Thank you. I really appreciate it.