KG - Kami Guildner
KBC - Kate Bradley Chernis

KG - This is episode 48 of extraordinary women radio. Welcome to extraordinary women radio. I am your host Kami Guildner. Women are being called to live with voice, vitality and vigor. Each month join me for wisdom filled interviews with extraordinary women living out loud and making a difference in our world. Their stories will uplift and inspire and spark your own purpose driven journey.

Hello my extraordinary women friends, I love today's interview with Kate Bradley Chernis. Kate is the founder and CEO of Lately. Kate's a former RocknRoll DJ tourned tech CEO, and she is as real as they come. We belong to a marketing group together and I have a huge affinity for what Kate is putting out into the world. Her product Lately is my favorite tool that I am using in my business right now.

It's an all in marketing dashboard that gives me a quick one stop place to see all of my marketing activities and social efforts and the metrics and results of all of those efforts. And it gives me a simple way to create and schedule new social content.The dashboard allows me to see what's working, who's engaging, and it helps me get better with delivering social media content that people really engage with. It's a great tool and at the end of the interview, I actually share how the Lately product really helped my business keep going this past month. And it enabled me to turn my focus to some really important family matters.

I am forever grateful to have the ability to make these important choices, which enabled me to put my focus on what was most important to me at the time - my family. When I turned all of my focus to my family, my business kept running, and I am forever a Lately fan. As an entrepreneur, as the CEO of my own company, as a coach to many it feels so important to me to model being able to make solid life choices like these on what's most important in our lives. Ya know to slow down and think about what is most important on any given day, and be able to make those good choices. I was able to make that kind of a choice, and happy that my company really didn't skip a beat in the midst of those right choices. That is what living a good life is about, and for me that's the kind of business that's it really important for me to be able to grow and develop and to lead. And to model that and share that with my clients, and my listeners even today. So always be asking yourself what's most important in life and what do you need to make space for. And ya know if you have good tools around you and I had a good support team around me that was able to things that kept everything going. Those are such good choices that you can make.

In our interview today, Kate shares what it is like to raise 2.2 million in the tech world as a woman, and she gives some great advice to my listeners who are out there raising capital right now. We talk about marketing and creating real relationships and real connections. Kate shares how she listens to her intuition, and how important it is to just show up as ourselves. It's a fun interview and I know you are going to love this. Let's meet Kate Bradley Chernis of Lately.

INTERVIEW:

KG: Well welcome Kate, I am thrilled to have you here on extraordinary women radio.

KBC: Hey Kami! How are you? It's so great to be here. Thank you so much for this opportunity I am so happy to be doing this with you.

KG: Yes I am a fan of Lately, of your company, and of your product, so its really fun to feature you here. I am a big user of your tools and I just love your tools. So thank you for developing those, they make my life easier!

KBC: Oh my gosh, I am blushing through the phone here so that's awesome, thank you so much!

KG: And so you started a number of companies. Tell us about the very first company you started. How did you start that very first company?

KBC: Ya, so in another life I was in radio, which we can talk about in a little bit, but the shortest story I can tell you is that when I was at XM, and I was broadcasting to 20 million listeners a day (YAY), it was a lot of fun.

KG: Wow

KBC: Yeah and I had been in radio for a long time. There was some stuff that wasn't lots of fun and that was it was a pretty male dominated environment and I had ideas and I was really squashed a lot ya know and I'm kind of a wild horse so it wasn't a lot of room for that. So I was really frustrated and it was the point where my body, like I was actually getting sick and I was getting panic attacks and rashes and I tore a ligament in my ankle and it was this constant thing where everything in my whole body was saying get out of this.

So I actually made a lateral move to another company, a music company, not radio but something similar, and actually the same stuff was happening there. I was really uncomfortable, I wasnt feeling like I was being listened to and I was crying all the time and I was saying: "I hate my job, I hate my job," and so my Dad shook me by the shoulders lovingly and he's like: "You can't work for other people, there's no shame in that."

And I had an epiphany. I was like: "Oh! Oh I dont have to work for other people."

KG: What a gift he gave you.

KBC: He did. Because I had it in my mind that I was disappointing my bosses, that's how I perceived myself, like I was at school and I wasn't getting an A, ya know? And so I just felt so bad all the time and so anyway that happened, which is great. And then because my Dad had owned his own company, and my had too, so I was like: "Oh yeah, people all the time start companies!"

And then, and I am getting to your question but this is important, and then I read *The Secret* at the time, which honestly I think sucks, frankly as a book. BUT! It did remind me of one important thing. I was thinking about softball and when I hit a line drive in softball I wasn't thinking I suck, I was thinking I rule, right? And I can tell that all I was thinking was how much I sucked at that time in my life, constantly, and then my husband handed me Guy Kawasaki's *The Art of the Start*, which is a typical entrepreneurs book, and I read it to page 6 or 9 or wherever it is that says: "dont make a plan, just do it!" So the next day, I met my first investors who gave me $50,000 to start my first company.

KG: Oh my gosh! So you just by happenstance happened to meet this person the very next day?

KBC: Yeah I actually had a meeting with them for another work related thing, and the conversation we had just took a totally different direction and they were like: "wow we really like you we would like to start a company with you."

And I was like: "What? That's crazy."

KG: Wow so you were getting all the signposts that something was supposed to shift, that something was supposed to change, and like you said you were getting sick and all of the things weren't working and you were feeling frustration, and you weren't really seeing that pathway open up until it people started dropping the idea in for you it sounds like?

KBC: Yeah, totally. I mean the universe was screaming at me and I wasn't listening and I needed to get hit over the head a little bit.

KG: You know that was my journey, we did a lot of the same thing and I just saw myself as some corporate person and that's what I'd always done and I kept having people tell me go start your own thing and I was like: "I'm a corporate person, I'm not an entrepreneur."

Finally it was my husband that said to me: “Why aren’t you doing this?”

KBC: Oh wow, those husbands, they are so good!

KG: I know it’s awesome to have husbands that push us out a little bit and say go do this! So that’s awesome. That’s totally awesome.

KBC: Yeah, I’m glad to know that about you, no wonder we like each other so much.

KG: Exactly, what was that first company?

KBC: So that was a music widget. Remember widgets?

KG: Yes…

KBC: So it was like a taste making thing where we paired two songs a day together, a new song and an old song, and that’s all it was, but I did a good job marketing it. As I was marketing it, somebody else said: “Hey you’re really good at marketing, how about you consult us on that, and we will pay you a lot more money and you wont have to listen to music anymore.”

I was like: “Yes. Please!” So that was cool. And then my first client was Walmart so that’s how I got into marketing.

KG: Well that was kind of a big deal?

KBC: That was a big deal! Haha

KG: I want to step back because, this totally fascinates me about you. I didnt know this until today that you were a RocknRoll DJ, so totally my kind of woman for sure so another reason why we like each other.

So that move from being a DJ to a tech startup CEO, how did that feel as you launched into that first company?

KBC: So I’ll jump right to Lately and how music has helped me here. In the beginning it was a lot of learning, we pivoted a bunch. I actually had a few companies before I got to the marketing agency, which was the actual impetus for Lately, which is marketing software. Over the years radio has stuck with me a lot and I always think about the lessons we learned there.

So for example at XM we weren’t live, so we would leave mistakes in the show to sound more human. I think a lot about that in the marketing I’ve done over the years, you know we are both friends of Bryan Kramer and Courtney Kramer and they talk a lot about being human in marketing. That is certainly something that I think about, you know my job in radio was to make you a fan, not just a listener, and to take you on a journey and get you to trust me. I was really lucky, I was in that kind of radio where I was programming the music and there weren’t drops between every song, there were actual segways and thoughtful programming, very lucky to be on that side of radio. So there was this conversation that I would have with my listeners and it was very much two way.

I think a lot about that all the time. There is that trust in the journey and when you are on the air, really similar to when you are public speaking I think, you have a persona and it is definitely me, but it’s a different me. You have to turn something on because you have to have a little bit of a barrier, it’s not like you’re acting, but I think about that. I think about that specifically in Lately, the way I market Lately, there is a voice, very specific voice, that voice is definitely a persona, it’s clearly me but we call, my team calls me Kately! And also that little blond chick all over the website, that’s me - Kately. I think about that, I think about how in radio the best lesson that one of my earlier mentors taught me was when there is silence on the radio, that is when people listen the most closely. That’s when people turn it up, and so I learned to use silence. I learned to pause, and do that thing and create that more interactive experience.

So I think about that in writing a lot, because I do a lot of writing for my marketing, and I'm getting ahead but I think the best marketers in the world are public radio. These are people who go back to our pockets every quarter and keep getting us to give them money, which is really hard to do. So what is it about them that makes us do that? So there is this huge emotional piece that something about the theater of the mind, audio only, and the emotional that makes me constantly think about everything I learned and how do I put all those pieces into what I am doing now.

KG: I love that, I love the analogy of the pause, the analogy of how that connection, that community that you are building and that relationship that you are building from the radio perspective ties into your work as a CEO and as a marketer. I even think about being a client of yours, I have so much respect for the connection and community that you create with your clients. Your clients do know you, and I think that's what makes it feel really special, and I feel really special as a client because I have that connection with you. I think that is really beautiful.

KBC: That's so awesome, thank you! You are special Kami, just so you know! And for so many reasons. One of the things I think about is smiling, that's another radio trick that you learn. I'm sure you know this from your podcasting but it sounds like a lot different if I say: "Your Extraordinary Women's Radio is tomorrow," vs "Your Extraordinary Women's Radio is tomorrow." All I changed is that I smiled, and it is a different sound. And so how do we do that through email or chat? How do I make you feel special in that way as a customer through the product? How do I smile at you?

KG: Yeah and even in social communications, so many of us are doing social communications, how do you bring that smile into social communications?

KBC: I think it's just the being yourself business, and I know it sounds so cliche and obvious but for me that was a changing point in the whole women tech kinda thing. One of my tech mentors just kept saying be yourself, just be yourself. I tossed it away because I just thought 'ya duh, I am myself'! But I wasn't being myself, and I realize so myself is super goofy and kind of embarrassing. I'm very chevy chasey, I really do humiliating things, and I swear like a sailor in real life also. It is what it is, I wear jeans and cowboy boots, and a t-shirt everyday and that's kind of it. I dont really have other clothes so who cares.

So instead of going to business meetings wearing a business suit, and putting on these manners that aren't really mine - I just stopped all that.

KG: I love it you just get to show up as you and then you can real connections and real communications because you are just showing up as you and it's so much easier.

KBC: Ya! I think also, and not to sound kinda like a jerk, but I feel like I am giving other people permission to be themselves at the same time.

KG: Right. So how did you come up with the idea for Lately? Tell us that story.

KBC: Yeah, so it was the National Disabilities Institute that was my client, and they put me on the Walmart project, who was funding this project. So it was Walmart and it was a collaboration between Walmart, the National Disabilities Institute and then United Way Worldwide and a tech company. They were promoting free tax prep software for people who live under the poverty line for the most part. They were working with about 20,000 local affiliates, so small businesses and other non-profits all over the country. These were two radically different groups of marketers - corporate and local let's say. So for my own sanity I built this insanely complicated yet very thorough spreadsheet that just organized EVERYTHING. It was milestones, contacts, social media content, press releases and all the analytics from radio campaigns to newspapers. You name it, it was in my spreadsheet for 20,000 contacts and everything else, it was just bananas.

So what it allowed me 100% visibility, and I saw crazy redundancies but I also saw super marketing 101 no-no's happening across the board, even at Walmart and United Way Worldwide. So through the spreadsheet and just being organized got us 130% ROI year over year the three years I did that.

KG: Because you were seeing it all in one view vs in a whole lot of different places?

KBC: Exactly! I was kind of crazy about it and I'm super into being organized so I was pulling in stats from every little location across the country so I could have this understanding.

KG: And these were stats of campaign results and touchpoints and that sort of thing, is that correct?

KBC: Yeah you name it. Not only the stats but the content itself, the to-do lists of everybody. I saw that about 20 people were making the same press release. So I said how about we just make a template and let people customize it locally. So we saw stuff like that and I did this crazy thing, which is now what Lately's Omni-Analytics is. I took Google Analytics year over year, and showed the second year with higher bumps, and then I made it a powerpoint and I made these clickable links down to each part of the graph that show what we did. So it would say Satelite media, radio tour, press release, etc. and you could click through and go to a google doc, get a bigger picture of the stats and see a comp of what happened and all these different things.
Walmart said: "Oh my gosh! Now we understand what marketing does!" Which was huge because nobody understands what marketing does!

KG: Exactly when I was in the corporate world I was a VP of marketing so I totally get the challenge of trying to share what marketing does within organizations. So you saw this as you started creating a spreadsheet and with google docs, you saw an opportunity to create something that was really an application?

KBC: Yeah so I was doing the same thing for all of my clients, smaller companies too and I saw similar results. And then my friend Steve, who is a serial entrepreneur, and an investor and a former tech guy, and we were friends. He had heard about my Walmart story and he kept asking about my spreadsheet and all my customers over the years. So actually it was his idea because he was the one who said, 'hey, why dont we automate your spreadsheets and we will make some wireframes' and then he said all this language that I just didnt know what it meant. He said 'we just need $25,000 dollars' and I was just saying seriously just leave me alone, I just spent 40 years of my life saving up $25,000 dollars to buy my first house, which is what I was doing at that point, so get away from me.

So he took the money out of his own pocket and brought together Jason DeBacco, who you know from Lately, because they had been working together for a number of years, and they built the wireframes and delivered them to me at 8:00pm on a Sunday night after Christmas. Which was really irritating to me because I could only take vacations when my clients were taking vacations. And so he [Steve] says that after that night I was a lot nicer to him.

KG: [laughing] oh that is so funny! So they are there, and you are almost being pushed down this path with them saying you need to do this, you need to do this, and then you go and you raise 2.2 million dollars. How did that happen and it is difficult for women to raise capital, is what I have heard, so was it different as a woman raising capital? Tell us a little about the journey of raising your 2.2 million?

KBC: I am going to write such a great book someday, but it's definitely harder, and I hate to say it's harder because I have always been the only woman in the room in a million places before and it didn't occur to me that I was. The spotlight is really on you, certainly in the tech world. Before the Me Too stuff, nothing could have prepared me for Venture Capitalists generally speaking better than radio, because it is really a lot of the same Men stuff, ya know Boys' clubby to the nth degree. I'm pretty lucky because our investors are actually super wonderful, but we made sure that was the case. We actually said no to, at this point, over $1 million bucks of people who didn't want to work with. I just thought that for whatever reason sucked.

And certainly there was sexual harassment, and it wasn't so direct in my case but what I have noticed is harder is that you just get treated different, which I just find annoying. The time wasting is higher, because people dont want to say no to a woman, which is also frustrating.

KG: So they drag you on for another while longer?

KBC: They will drag you on. So you learn that, and you learn it the hard way basically. The general rule is you just expect to do everything twice as good as the guys. So it's 2%, I think the number was 2% of all venture capital goes to females.

KG: Ya that number is just crazy to me, and I have a couple clients who are in the space of raising money for their companies right now. What advice would you give them? Both of them are starting out fairly early in this journey of raising capital. What advice would you offer to them?

KBC: They can totally call me, I'm happy to give them custom advice. The best advice that I can say is own the room. So when I walk into a room I do own the room physically and then also vocally. It's everything from always talking louder, even if there is a microphone and only two people in the room, you are projecting your voice louder because you are always competing with people's cell phones, other entrepreneurs, etc. You want to be the one that's the best, that they remember the most.

Especially early, it's all emotion base investing so you are the company. I find, generally speaking with male investors, you have to extra own them! You have to be commanding. There is no 'I think", it's always 'I know'. You know what I mean?

KG: Yeah the language that you use has to be really strong and confident and nothing soft.

KBC: Ya not soft. You can still be friendly and I smile a lot and I crack jokes but I dont know how to say other than to say you own it, you are the star! Make sure that they know that you are the one driving that ship.

KG: And showing up, one of the things I want to explore with you and you said this earlier on is that showing up as you, showing up as Kate, or Kately if you will, if that face is authentically you but still being in that really strong space, how do you balance all of that?

KBC: It's hard. I have panic attacks, I have a lot of physical ailments that definitely scream at me, but now I listen. Before I didn't use to listen and that's an affliction of many women that I know. We have amazing guts, like gut checks, but we often ignore them.

KG: So before did you try to push through it vs stepping back and knowing when you need to listen?

KBC: 100%, that's exactly what I did, because that's what I thought you were supposed to do is be tough and honestly being tough is knowing when to cancel the rest of the appointments that day. You know what I mean?

KG: Mmmmhmm, that gave me goosebumps.

KBC: Ya and so like you I have a husband who supports me and I think that is super important and family and friends and mentors, and I'm pretty selfish Kami. I really take a lot of time for myself because I learned that I have to. Sleep is the most important thing, so whatever it is I need to make sure I sleep, is happening. A lot of time it's not going out to dinner with my friends or leaving their house at 9:00 when the meal just started. They will just say what's up jerk? And for me, I'm sorry but I might wake up at 3am, I'm not sure!

KG: So taking care of yourself is really important as part of the mix of how you show up as a powerful female CEO?

KBC: Ya and partly because I'm a really transparent person which serves me well. But I'm also trying to learn that this right now, is to be less so, because as a leader, as the CEO you just cant show everybody things all the time. I get uncomfortable when I cant do that, and it's just a weird place to navigate but it's also dangerous and it can be really exhausting. That's a thing that I grapple with a lot. How do I be authentic and be myself in a way that is good for me, obviously, but also good for the company.

KG: Well if it is good for you and you are taking care of you then it can be good for the company. Because if you dont take care of you, and a couple other CEO's that I have interviewed in the last year have said the most important thing that I can do is take care of myself, take care of my mindset, take care of making sure that I'm making space for me, and then I can really show up full for my company.

KBC: Ya because when I have a bad day, everybody does. [laughter]

KG: Right everybody does [laughing].

KBC: and we dont want that.

KG: I see what you're saying [laughing]

KBC: As we are sitting here I have my diffuser putting some ginger in the air and I have my talisman qeue link necklace on that is supposed to protect me from computer rage or god knows what. I have my little sticky notes here that say 'have a great day' and 'you are in control' and all my little notes to myself. And these are just some of the things that I do to maintain that sanity.

KG: That's totally awesome. So what sort of advice would you pass on to other tech startup CEO's that you could really help them?

KBC: You are awesome Kami! Let's see. I think that for anybody - focus is something that I am learning about as well. I find that there are so many things that are grabbing my attention every second of every day. It is interesting because there is definitely a time for multi-tasking, whatever the science says, and there is definitely a time for focus and it's choosing what to focus on. Sometimes what I choose to focus on may not be the most important thing. I just choose to focus on what I feel like I can accomplish or do or is going to make me feel good.

I remember reading something a while ago that said if you are an entrepreneur and the headline said: 'do your work, not your laundry.' I thought BS on that! I need to take a break and do my laundry when I'm working. It gives me that headspace to do that. I think you should do that. So that's one thing, and then it's funny as a female CEO in my world, everyone wants you to know everything when I can pay someone else to know it for me. So I have a working knowledge of tech, enough to be dangerous, but I also have a CTO who specializes in that and lives and breathes it - so just let him do it. I dont feel embarrassed about that and then when I dont know it I just say this is not specialty - it's his, which is fine.

KG: and then that lifts him up in what he is able to do as well right? Because you are putting trust and faith into him as well?

KBC: Yeah for sure and there is this pressure for us to know everything about everything and I just think that is crazy. You know there is a guy that changes my oil, I dont know how to!

KG: [laughing] Yep! So let's talk about marketing. Let's talk about the world of marketing because you are so entrenched into the world of marketing, and I know that myself as a marketer for more than 25 years, there has been so much shitf in the world of marketing in the past 10 years, and even in the last 5 years and past couple years, and there is so much noise and so much information out there, and so for our listeners tuning in today, how do they stay relevant in their marketing with so much noise out there and how do you envision the world of marketing is going to be shifting in the world in front of us?

KBC: Yeah those are thoughtful questions. It's interesting because while all of this stuff has been changing and changing so quickly, what seems to change to me is the technology whereas the basics of marketing is the same since whoever invented the wheel, which is emotion is everything. That's what we buy and that's what we sell. And so I am constantly thinking about that, and it's hard especially when you are selling a product that no one has heard of and we get caught talking about features all the time. Even I get stuck talking about features and I have to tell myself: "Stop talking about the features, talk about how it makes people feel, and do you feel confident, do you feel sane." I think that hasn't changed, and it's interesting with something like Facebook for example, tech will always find a way to work around stuff and everyone wants to automate everything because we are busy and maybe we are lazy or whatever. I hope that it will force us to be more analog-y, because that is the human thing and the interesting thing. At the same time I also want to the automation because I'm busy. I feel as if there are two types of people out there, and I mean this super lovingly, as far as the business world you are either a broadcaster or a fan, metaphorically speaking. So you can afford to automate if you are a broadcaster but not if you are a fan.

This is sort of backwards in my mind, does that make any sense?

KG: It's making sense and to me keeping the human thread and the human conversations, and the marketing automation allows pieces to go out. But the rich conversations that take place amongst those marketing elements or those different posts or those different communications that go out, its what happens within that.

KBC: Yeah exactly! And for me as a CEO, I take time to try individually converse with our customers and I know who all 158 of them are at this moment. I wont soon, and I'm losing track as we speak because we are getting bigger. So how do I continue that? I wont be able to do it through an email or a conversation anymore, right?

KG: Right the scalability just doesn't work.

KBC: Yeah and so I want automation for that because I want to be able to communicate in a larger way but at the same time maintain some sort of personality through the conversation so that you feel like I'm talking to you directly which back to the radio thing.

One of my mentors, Jodi Peterson, used to say to put a picture of someone who you want to talk to in the studio with you. So you are looking at her or him when you're talking in the microphone and it helps because you are talking to one person rather than 20 million listeners, and wow does that work. I think abou that all the time. How do we do this?

It's interesting, I dont know what's going to happen, but I hope that people will be more thoughtful.

KG: I think that is really important. The thoughtfulness of how you develop content, how you put content out, and how your audience engages with that, and from your perspective larger in the scalability comes, it's your voice going out as one to many is the approach that it has to take. How do you create that environment where they really do feel you, they really do understand who you are as a person so that doesn't get lost above it. I think for all of us, how do we keep our personality of who our, the brand as who we are, authentic who we are, and how do we share that with the world? Whether it is one to many or one to one, how do engage with that in a meaningful way and a relevant way?

KBC: Ya for sure and I hope it compels people on the other end to be more thoughtful in the way they digest the content, even I am guilty of scrolling, swiping, and not really paying attention to something when I probably should have more.

KG: So with all the recent data security issues at Facebook and with Cambridge Analytica, how do you see social media adjusting in the next few years from a security perspective because of the fall out from that?

KBC: I mean we are grappling with this a little bit as a company trying to figure out it out ourselves. My gut says that with Facebook it will probably blow over, and people will forget about this pretty quickly and Facebook will find a way to make advertisers happy. That's honestly advertisers want, I want that, we use Facebook to advertise because it's helpful to us. I think that transparency thing has been interesting because I dont feel that Facebook hasn't been transparent. I personally every month I go in and delete all those interests that they are attaching to me, and I know why they did it, it's because I liked something. The weirdest things will show up but I am aware of that. We all checked the box saying "I agree" so I feel like it's pretty rich that all these people are saying 'oh I'm out of Facebook because I had no idea about this.' It's like really! You thought this was just a free and friendly thing, what planet are you on! Water isn't even free!

So again this goes back to thoughtfulness, I dont need more transparency in my tech, because I feel as if it is pretty damn transparent, frankly. I need more activity from people, and this goes from voting to anything, but what's the onus on the person to make this better ourselves. It seems really one sided to me.

KG: Yeah be more aware of what you're putting out there and be more real with what you're putting out there, I mean I think my own privacy settings are pretty wide open, but that is were part of my business is. You know I engage with a lot of people in the community so it's on purpose and the onus is on us about what we are putting out into the world and what we are sharing in that venue. It will be interesting to see how that all balances out though, I believe.

KBC: Ya we are noticing, as a super small little company, we dont have a lot of the benefits that bigger companies get and with Facebook API's, or whatever it is, we are always clawing and fighting to give customers the same things they expect from another company that has been around longer that us. It's interesting to me to watch that because the more these restrictions happen, the less as a company we get access to that stuff, which is annoying to me. So that's the one thing I would like to see, more of a democratic availability of what they are offering to big giant companies to people like us.

KG: That totally makes sense. So Kate, what legacy do you want to be known for?

KBC: I didn't write anything down on this question, even though you were nice enough to give it to me before.

KG: Well that's because it will come from your heart right?

KBC: This one I really thought about this, I thought legacy. You know this is so funny, and this isn't answering your question, but there is a gift store that I go to buy my cards, and...I'll just tell you this story and avoid the question...they have lots of cards and they sympathy cards. I buy sympathy cards a lot, we have had a lot of deaths in the family, and I know it's important to acknowledge the death of other humans and sending a card is an important part of that, among other things. So I bought two cards for two friends who both lost their moms around the same time, and so I bought the same card, or it was a husband and a mom.

And I sent the card, put it in the mail, and was about the send the second, and they were nice cards they had little footprints going by the ocean and it said something about memories and there was a cute letter press and it was a nice card. I was writing my message and I realized 'Oh my God' those are not footprints, those are dog prints!

So I had sent my friend the death of a dog card, and the reason I am telling you this is because one of the cards they do have there is this hilarious card saying "she died doing what she loved best, which was swearing profusely." I was talking to the store owner about that the other day and I said, 'by the way if I ever kick the bucket, that's the card I want someone to give about me'. And he started laughing and just said, 'ok I'll make a note for your death registry.'

And so that's what I thought about when you said legacy, but my legacy is...I dont know it is such a hard question to answer because I am not talking about Kate the tech CEO right now, I am talking about Kate the person. So I hope my legacy is smile at something totally inappropriate would be appropriate for me. [laughing]

KG: Yeah so just showing up all as you all in, and being all you and people remembering that?

KBC: Ya I think thats the authenticity is essentially what we are getting to and I think that's the most important thing.

KG: I love it, I love it. So what's next for Lately?

KBC: Yes, we just changed from outbound marketing to inbound marketing which is sort of an internal change, but that's what is happening at this moment for us, which is a pretty big change. We are learning how to do this, we are learning how to use content marketing to drive traffic as opposed to leaning on paid advertising so much and so that's kind of big. But also we are really working on customer onboarding and user experience. It's something that we haven't excelled at, on purpose because that is what you do as a start up. You MacGyver everything and kinda of deal when the house is on fire, but there are 50 houses on fire everyday. So you wait until that specific one needs the water. So that is going to be a big important move for us as we move into the next few months for sure and that is making sure that new customers have a better understanding of what to do first and then next and then how current customers are able to take advantage of what's there for them that they probably dont know. We haven't done a good job of displaying it and just learning how to do a better job of educating. We are certainly doing a lot of listening.

KG: I would also just toss in there that you do an excellent job of training I mean the Wednesday sessions that you lead for clients where you teach a new section and say 'have you seen this tool?' I think that those are excellent!

KBC: Thank you I love those too, and we are trying to figure out how we do that for the people that dont want to hang and how do we make it more intuitive, because there will be those people. We are learning how to do different kinds of listening. They have these things called heat maps which show where people are clicking first and last and whatever which is kind of interesting. And I've never done this before, so we are constantly asking the questions of what is the most important thing to pay attention to first, and the answer is you!

You are the most important thing and I worked really hard to get you, and I dont want you to leave me. Which is hard because in the meantime my investors want me to scale really quickly and so I also have to be thinking about well how do I get thousands more of you and how do I get you right now.

KG: So there's a big growth trajectory that will be going on and I came out of the software industry and so knowing the trajectory that companies take to go that next phase is always a fascinating time and an exciting time for companies to move through.

KBC: God willing!

KG: And balancing the close relationships with customers and giving them the learning tools to move through that. I think you guys do an excellent job of taking care of us, your philosophy of taking your customers shines through and I feel it as a customer.

KBC: That's so good to hear because I am having major imposter day so I really appreciate that!

[laughing]

KG: And doesnt that happen for all CEO's. That's one of the things that over the course of this first year of doing this podcast and talking to so many CEO's, they all say that. We all have those days where

imposter syndrome shows up and we keep moving through it and guess what - we feel better the next day.

KBC: You're a day away from it going away, that's what I always tell myself.

KG: Absolutely, I like that! So what three pearls of wisdom can you leave with our audience today?

KBC: Well on that note, something not serious which is what I was going to say is that I am only a few hours away from a shot of tequila [laughing]

KG: There ya go!

KBC: I did recently trade wine for tequila. For other people out there who watching their weight or dealing with it but WOW! What a miracle, it amazingly changed my life, I'm not sleepy and the calories are half. That was a tip from our friends Bryan and Courtney. Anyways one of the things that is important to me when I am dealing with investors is feeling good. I personally am pretty vain and I feel good when I look good, so food is something I think about, and wine and whatever.

I think on a serious note the listening to the gut, that we talked about earlier, how important that is. I dont know if I told you but I actually have a partial permanent disability, and so I dont type at all I use voice activated software full time and this is what happened to me when I was at XM. My body was literally screaming at me 'this is not a good situation for you, get out, how much more do you need to hear this!' So it took me a long enough time to where I listen now. The first sign of any pain I think 'oh, this has got to go'.

The third one, I think the smiling thing is so important, it sounds super silly but on a call, on a zoom meeting where you are sharing or skype. I've noticed what a different effect it has on people because we do demos a lot so we are screen sharing and actually looking at people. So if I am smiling, they are smiling ya know, it's contagious. That is helpful because emotion is the sale. So smiling plus it's good for you!

KG: Yes, so smiling. I'm smiling right now.

KBC: You're smiling, it sounds like it! You have a great voice!

KG: Well this has been so much fun Kate I really appreciate it.

KBC: Of course I love you.

KG: Love you too, what's your website? I forgot to announce that/

KBC: Oh look at me I forgot too, it's trylately.com. Thanks Kami.

KG: Yeah for all of my entrepreneurial friends and marketing friends go check it out, it's an amazing tool and it certainly makes my life easier. I dont know if I even mentioned this to you Kate but I took a lot of time off last month to spend time with my sister who I just lost to cancer. During that time the Lately software kept my stuff going and I was still able to engage but the product was a really useful product for me that helped me keep my business going while I went and spent some really valuable time with my sister. So know that not only from a day to day kinda basis that actually offered me and gave me space to go do something that was so important in my life. So anyway I wanted to share that with you.

KBC: Oh my god I can't believe you said that to me, and thank you so much and I'm actually crying. And I'm so sorry about your sister also.

KG: Thank you, well keep doing the wonderful things you are doing and putting out into the world and I really love having a connection and a community with you and being in a community with you and I really look forward to seeing where Lately goes.

KBC: Yeah me too, I'm hugging you from New York.

KG: Thanks Kate, bye.

KG: I hope you like this episode of Extraordinary Women Radio, if you did please share this podcast with your own special tribe of women. Help spread the love, the dreams, the inspiration. Are you thinking about making the next bold move in your life? I invite you to take the Next Bold Move quiz at KamiGuildner.com to find out how you can jumpstart a passionate and meaningful next chapter. You may also enjoy my book *Firedancer: Your Spiral Journey to a Life of Passion and Purpose* which is available on Amazon. In Firedancer, you will become intimately connected to heart's calling and build the courage and resiliency to unite your what's next. I'd love to hear from you on any of my social media channels. I'm on Facebook and Twitter and the links are available on my website. Until next time my friend, listen to your heart, follow your dreams, and be you.