

Podcast With Andrew Dymski



Today's Podcast Highlights

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Podcast Transcript:

Paul: Hi there software entrepreneurs and welcome to the [Disruptware](#) podcast. This is the show for entrepreneurs who are either just starting out or those who already have a software company and looking for techniques and ideas for massively scaling their business. The way we do that is to interview experts in the market who are already running their software company. Whatever level they are at, they have great content to share and we dig deep to get factual experiences that you can put into action right now.

Today on our show I'm really excited to introduce someone called Andrew Dymski. Now, Andrew is the co-founder of a company called GuavaBox, which is an inbound marketing agency. What they've gone and done is actually start building a new SaaS app called DoInbound, which is all about automating the processes around marketing and managing their client's processes. Andrew, welcome to the show.

Andrew: Thank you Paul. It's great to be here.

Paul: Brilliant. Thanks for spending some time with us. First of all, I know who you are, but for my tribe listening just if you can take a few minutes and explain who you are and what you do.

Andrew: Yeah, sure. My name is Andrew Dymski. I'm the co-founder of two companies. First is GuavaBox. Like you said, we're an inbound marketing agency. We work primarily with companies that are in the B2B space and typically they seem to come from boring industries like industrial manufacturing. And they are companies that don't really have an active online presence, but when they partner with us, what we do is we help create a strategy for them that will allow them to begin to attract inbound leads through their website.

We do that by outlining buyer personas really crafting a buyer's journey to help them to build an automation sequence with email and really put a content calendar together to start blogging on a regular basis to begin to attract leads through their website.

[GuavaBox](#) is in its third year right now. It started out as a website design shop. I started it with the other two co-founders, Gray MacKenzie and Brandon Jones while we were still in college. We started it from our dorm room and really got up and going and found out what worked and what didn't work. And it didn't take us long to figure out that we wanted to shift towards a retainer model business. Instead of doing websites, which is just a project work, you spend more time selling it than you actually do servicing it. There was no forecast there from a cash flow side, so we shifted focus a little bit, went towards the inbound model where we're working with companies on an ongoing basis to really support and sustain a continuing inbound marketing strategy. That's been going really well for us so far.

Paul: Cool. How many customers have you got on board now?

Andrew: Between our retainers and on the retainers we have four or five depending on the different levels, and then, on our greater website hosting and development side we've got around 80 customers that are working regularly with us.

Paul: Brilliant. How do you approach them? How do you actually get these customers on board? What's your marketing philosophy around that?

Andrew: There's a lot that goes into it and just getting up and off the ground it's always friends and family that get us up and going. So that our first retainer was that upsell from a relationship we had before where we did some video work with them. We had done some website work, but we kind of introduced this idea of inbound marketing and what it can do for your lead generation. So that was kind of our foot in the door and that's where we got our first retainer.

From there it was referrals for a couple ... like businesses referring us to other folks. But then, during that whole process we really, we wanted to double down on inbound marketing for ourselves, for our agency so we started blogging at guavabox.com really intensely about a year ago. That is our primary source of leads at this point.

We attract a good number through there and we commit ourselves to creating blog posts, creating new content offers, putting together email courses, anything we can do to really help out the community. That's our primary source at this point, is actually inbound marketing.

Paul: Got it. You're almost walking the talk, right?

Andrew: Yeah. When we got started there's no example or case study that can showcase to anybody. Really, you can do it to yourselves and it doesn't matter what kind of business you are. If you have a computer obviously you can start blogging. And if you have a target customer base you can start researching and figuring out what the problems that they have are, and begin to write responses on how your product or service more rather your expertise can solve that problem.

Paul: How did you identify what the real customer problem is?

Andrew: Lots of ways that you can do that. If you have existing customers chat with them, interview them, talk with them. If you don't have customers yet and you're looking at say a target market that you want to target, what I do is when I'm building a buyer persona for an industry that I'm not incredibly familiar with I will go to LinkedIn and I'll just do a search for it and I'll find different people.

If I wanted to target CEOs of industrial companies on the Eastern Coast, I can go to LinkedIn, I can type in that criteria and I can begin to look through profiles of those kind of folks. It really helps me to understand who they are. I can look at the type of education they have. I can look at the type of recommendations that they have, the types of groups that they spent time in. All of those different aspects help you to kind of build a picture of the prototypical buyer within a specific space. So if you don't have customers yet there's a ton and ton of tools, from LinkedIn, to Twitter, to Google that you can use and just go and start doing a little data digging.

Paul: You're trying to identify then the persona of the buyers for your customer, right?

Andrew: Yeah, that's correct.

Paul: How do you reach out to them? How do you actually get them into the funnel?

Andrew: A lot of it is just organic. We create a lot of content on our website and we just basically we optimize it well in terms of onsite keywords. We don't do a lot with linking or going out intentionally trying to build links to our website at all. We just trust that Google recognizes quality content so we create good content. We write guest posts on other blogs that are relevant to our industry.

I don't go to a blog and ask for a post exchange. I typically write an organic post that I think is going to add value to a specific community and then I'll approach the community manager and say, "Would you consider posting this blog?" A lot of times it's either yes or you don't hear back at all. If you don't hear back at all, you just take the post and you either post it on your blog or take it to someone else who it's going to be useful for. And then overtime you're beginning to build up that organic authority. Now most of our leads come through Google or come through guest posts that we've posted on Social Media Today or HubSpot or any of these other marketing oriented blogs where folks are doing research and gathering information.

Paul: So guest posting is probably the core or strategy now.

Andrew: It's a core element I would say. It augments the ... because you want to build your base first. Your website needs to be the hub for your content and needs to be a library for your niche. Specifically I think in the SaaS space, if you're creating a product that is specifically for a niche audience and especially if there's no authority out there yet, make your blog the authority, the go-to place for that type of content. And just invest the time there to answer questions.

A lot of times folks have the knowledge in their head, they just don't take the time to pull it out and communicate it through either written word or video in a way that can be accessed by the world. Share your expertise so that folks can come and learn from you and then begin to build trust in the authority that you have.

Paul: Cool. You've built this new app called DoInbound?

Andrew: Mh-hmm (affirmative).

Paul: What got you into that? What made you, what pain did you identify that motivated you to create this product?

Andrew: When GuavaBox started the transition from being a website design shop and we started pivoting to a value based inbound marketing agency model where we weren't working hourly, we were charging for packages and just really positioning ourselves as a marketing team that would partner with a company. We were

really struggling through how to price this new model, what services we would include at each level, because we were beginning to think of ourselves now as products instead of just services in this transition.

We wanted to put a system in place that would allow us to scale our business effectively, because there's only three partners and we don't outsource a ton. We will outsource our writing and some design work, but the majority of it it's done by us. We wanted to create a system that would establish processes by which we could then repeat. For each new client we bring in we have processes set up to handle each aspect of the relationship.

We went around and we looked at all these different tools that are out there. We've tried Basecamp, we tried Podio, Teamwork PM, all these different tools that are built for the masses. And we found that none of them really scratched the itch that we had as an inbound agency where we've got to manage client communication, we've got to manage internal delegation within our team, we've got to handle communication with contractors that we bring in, we want to do it all in a way that's repeatable and scalable.

Paul: It's interesting you mention Basecamp though. 37Signals created Basecamp because they were a web design company and they have basically the same itch and created Basecamp out of that, to try and create a replicable project management approach to their customers.

Andrew: Yeah it is interesting to think about it. They've positioned themselves to be the project management tool for everybody. It's hard to talk to anyone who hasn't at least experienced some project inside Basecamp. That's what they've done if you read Rework. They are completely focused on keeping it simple, keeping it broad and not being specific. I want to flip that model on its head and I want attack a laser focus niche with [DoInbound](#). We are focused on helping inbound marketing agencies like GuavaBox to put processes and systems in place to run their agency. It's not going to work for a two-men web design shop or a class project that's collaborating on something. It's not designed for that.

We want to find a community, a niche community out there that has a common pain. Since we experienced it we knew it was there, and I just called up a couple of different inbound owners and said, "How do you guys manage your retainers? How do you manage your processes? Is this a pain for you?" And I verified that pain in other owners and we went about building the tool.

Paul: Got it. The core of it is really the process right? Have I got that right?

Andrew: Yeah, the core to any agency or any business is going to be your process. Whether you have it established inside a Google Drive file, or you have it jotted down in a notebook, or it's just in your head you have a pattern by which you go about doing your business. A core philosophy that Gray, Brandon and I all shared was that we wanted to be dispensable. We don't want this business to hinge upon our showing up to the office every morning. Not necessarily like a lifestyle oriented business, but just we would like to position the agency to sell at some point, to have that door open so we need to create processes that make this entire thing repeatable.

We want to take the strategies that we follow, the methodology that we walk out of our minds and place it onto a tool that makes it repeatable and break it down into a simple step-by-step checklists that allow say a marketing campaign that can last 12 weeks, break it down into steps so that it's daily assignments to get to your goal. That's what we wanted to become.

Paul: So you know to a certain extent that this is a problem in the market because you're experiencing that yourself, right?

Andrew: That's correct.

Paul: You've created this app, which you think is the right solution. Obviously it works for you. How do you know it's going to be working for other people in your niche?

Andrew: There's an element of risk that does go into it. Talking with people is the biggest ... I think a great way to validate an idea or validate a pain rather. Because once we can find a pain, then coming up with a solution to that pain becomes so much easier. We don't want to invest time and resources, blood, sweat, and tears into building a tool that is beautiful, that functions well, but solves no pain. We want to target pain first and then figure out a tool to solve that pain.

Paul: Which is exactly like the Lean philosophy.

Andrew: Essentially yeah. We knew, we felt the pain ourselves. All I needed to do was call five or ten fellow inbound marketing agency owners, and there's tight-knit community of inbound market agencies out there. I already had access to a community. I just reached out and said, "Hi, I'm the founder of GuavaBox. We're an inbound marketing agency. Maybe we've been following each other on Twitter, connected on LinkedIn, something like that. Do you have a few minutes to talk about how you manage your inbound retainers?"

I have found business owners to be incredibly open to that sort of a discussion. Some were tight lipped and said, “That’s proprietary. I’m not going to talk to you about it,” but the vast majority of folks were willing to talk about their current system, what frustrations they had, what they were looking for in an ideal tool, and a lot of the times it was just very validating for every pain that I’ve felt. It also gave me some new ideas on features that we should bring in to this tool to help other agencies succeed.

Paul: So you’re running a beta program or something like that at the moment with them?

Andrew: Yeah, we are wrapping up a founder’s program right now. We’ve called it the Grandfather’s Club. What we did is we’ve got our tool that we came out with our MVP in late October or early November and that’s when we brought in our first customer. The Grandfather’s Club it’s a lot of fun because I’m a marketer at the core and so I love creating things that don’t exist yet and then promoting them. But it was a really cool too, because I would demo the tool with two or three agencies and there’s no called action at the end, because the tool isn’t really strong enough to have them shift all their processes onto it, but I wanted to validate it by getting the customer in the door so that we knew that it was a pain that it worth solving.

So we’ve put together this Grandfather’s Club and just essentially had four legs where we would showcase the tool, show the capabilities, describe briefly the roadmap of where we wanted it to go. Then we included a price lock guarantee so that folks who got on board inside the Grandfather’s Club would be locked in at \$50 per month per client per life. As long as they were with us their price wouldn’t go up. We threw in complimentary in person walkthrough onboarding so we would take all the processes that were in our GuavaBox portal that we spent the last 18 months developing and put them right into their portals.

We would have a third leg that was complimentary coaching where we would spend time with the agency and analyze their processes and how they currently do businesses. And then worked to take those processes and put them inside of the tool so that they’re repeatable and scalable.

The fourth element is called the Round Table. This is going to be ... it’s a group, it’s all the members of the Grandfather’s Club coming together in a webinar once a month. And we’re going to talk about just being inbound marketing agencies and what the ownership is like, common problems that we’re facing. But then also how is the tool going, what features would you like to see in it, what direction would you like to see it go. These early adopters have invested money

with us, but they also get a hands on the wheel approach when it comes to the direction of the tool.

Paul: Andrew, did you actually get them to pay to come onboard initially or they're sort of using it as a free beta user?

Andrew: No, we adamantly believed, our developer, his name is Mike Hollis and I sketched it at the beginning that we don't want to give this away to anybody. Because when we give somebody something, especially a tool that is so in-depth as the processes you go about when you're completing a task, if you just give that to them there's no way they're going to use it. They have to have skin in the game and pay something. So we don't give out a free trial. We don't give a money back guarantee at all. We do say there's no contracts, so if you would like to try the tool out it's a \$50 investment. You can come in, you can see how it is, you can swipe all the processes that I've put in there, you can take all the templates that I included, but you need to pay \$50 to check it out.

I think that's been one of the best decisions that we've made, because it's validated our idea very quickly. It's given us cash in the door to begin to pay for some of our early expenses and it's also allowed each of our customers to have skin in the game when it comes to an investment into this platform.

Paul: When you say \$50, is like that \$50 per month per user or per company or what's your pricing strategy?

Andrew: The way nothing frustrates me more than user-based pricing. So we wanted to open this up to as many users as possible, because I don't care if you are a two-men agency or a ten-men agency, I want to give you a tool to help you grow your business. You can have a three-person agency. If they're crazy efficient they could have 30 customers. And so I didn't want our tool to lose out because you had a small team. So what we did is we created a pricing strategy that we call scale as you grow pricing.

We've structured it around the number of clients that you manage in the tool. You can have as many users as you want. You can bring in all the employees, all the contractors, all the point of contacts that are your clients into the tool, get everyone in there, and then you just pay for each client that you have. It's \$50 per month. Then, most of our customers are selling retainers. That's a fixed price each month that they charge their client and so it's scale as you grow by just adding an additional \$50 into that price that you're charging your client. So now your customers are actually paying for the tool that you use to manage and scale your agency. We've gotten a really good feedback from that pricing model.

Paul: Now that makes sense. Although it is kind of a pay-per-user model, right? It just depends how efficient your agency is?

Andrew: Yeah. If you have one user, if you have 100 users it's going to be the same price for you. You only begin to pay more when you start to grow your business.

Paul: When you have more clients, right?

Andrew: Exactly, yeah. As their revenue goes up our revenue goes up. It's a win-win situation. As they establish processes and do better business, DoInbound does better business. I really like win-win situations.

Paul: Brilliant. You went live with this beta version towards the end of last year, I think you said November, wasn't it?

Andrew: Yes, that's correct.

Paul: How long did it take you to build it from scratch? You had this idea. What process did you go through did you sort of wireframe it? Did you design it out? How do you actually get it from the idea in your head through to November?

Andrew: That's a great question. We were really blessed in that I've got a good friend from college. His name is Mike Hollis. He's our full-time developer at this point, but he came to me last summer and said, "I'd like to begin, I'd like to learn how to code on Ruby on Rails." I was like, "That's cool." He said, "Do you have any projects in mind that I can work on? I'd do it for free." And I said, "Well, yeah, I have this idea for this inbound marketing agency management platform. There's no tools out there that does it well." He said, "Okay" and he basically went back, began to learn. He has a development background, but had never developed on this platform before so he began to learn how to do it.

We went back and forth with, we wire framed on marker boards and notepads and took pictures. The whole time he's learning how to develop on Ruby during the night. He's still working a full-time job, but he's just crazy, crazy smart, picked it up super quick. And so we started building it in, he started learning in late July. We had our first customers on the tool in early November.

Paul: So like July through to November?

Andrew: Yeah.

Paul: That's pretty short.

Andrew: It is really short.

Paul: But then Ruby is a language that's geared for fast implementation.

Andrew: Exactly.

Paul: So it is very good like that. The problem that I find with a lot of software entrepreneurs if they're starting out is if they need to outsource or find a developer then there's not a lot of Ruby people out there. That's normally the challenge they face. Often it's easy to go to something like PHP where there's like a good army of good people out there who can build an app. So you came at it the other way really. You had a really talented guy, who came to you and said, "I want to build this in Ruby," and that's how you got it up and running.

Andrew: Yeah, and with Ruby and Twitter bootstrapped out there there's tons of tools to really take an idea and make it function and look beautiful in a short amount of time. Our MVP was as I don't think we could've sold it any earlier. It really was minimum viable, but we got a customer so it validated the idea. We push out updates every week, still do a couple of times a week now that he has left his job and has come on full-time.

Paul: But was he developer to start with?

Andrew: No, he was doing something completely different.

Paul: Okay, so you've got someone completely different, but obviously a smart guy to come on and to start learning a program language and development in general and build your app from scratch. That's pretty good.

Andrew: It is very good. Like I said we are crazy blessed. We're already great friends, and to be able to work together now on a project like DoInbound is awesome. So yeah, we're thankful.

Paul: Cool. How are you going to scale that now? How are you going to get more customers onboard? Does the technology need to scale? Will it grow with the influx of customers you're getting on?

Andrew: Yeah. From a technology side we feel like we're in a good place, we're continuing to tighten up the code and refactor as we go. By we I mean Mike. On the software side, I really like where we are, I like where we're going. On the growth side, I think a key to growing fast is finding communities that are already established. Finding tribes out there that either you relate with already or you can begin to relate with and add value to, that are already your target market.

We are an inbound marketing agency. At GuavaBox we've created this tool DoInbound to help you manage, track, and scale your agency. I can now go and talk to anyone in a HubSpot user group, HubSpot list, all of their VAR agencies, which are Value Added Resellers. So there's a community out there that loves inbound marketing, that loves this idea of helping each other out, and then outside of that...I mean we're a HubSpot VAR. But outside of HubSpot there are tons and tons of different automation platforms that have these similar communities out there. Really there's a community built out there ready to go. We just needed to find a way to add value to each of those communities.

We plan...we do a lot on Google+ right now, we do a lot on Twitter, just reaching out, sharing people's content, building relationships. Once people see what we're up to, there's always this light bulb that's like "that is so awesome." I manage that in a spreadsheet right now and it'd be great to have it in a tool like this. We've got a community already built that we're just telling our story to essentially.

Paul: Cool. Basically you're going into the communities for people who're doing the business, who're doing inbound marketing as an agency, you're adding value to that conversation, and then introducing how you're doing it and automating it, and that's how you're getting your lead, right?

Andrew: That's correct. We've created an inbound marketing agency resources Google+ community, and Gray MacKenzie, another co-founder, is responsible for this effort. He spends a lot of time sharing content on there, in that community, from different inbound agencies who share about best practices and tactics, inviting people in, building up that community, so that now it's beginning to bud as a thriving place to come and learn about how to manage an inbound marketing agency.

A lot of folks are coming into this space. They're transitioning from a traditional PR agency perhaps or a project-based website design shop and coming in, or maybe they did a lot of SEO work and now they're realizing that the game's changed and they need to tweak that. You've got some full service agencies that want to branch out and offer online efforts.

You've got a lot of different light bulbs that are beginning to click, that notice that the game has changed, that Google is looking for organic content now and people are spending more time on social media than ever. What are you going to share on that, if you don't have content of your own? So they are looking for resources to help them structure this new product offering that they need to

offer this inbound marketing idea. So it's really a good time in the market to be providing a resource that helps them build their business.

Paul: Cool. What's your growth plan? How are you going to build on that? Obviously you're going into communities and you're taking on customers one by one. Are you planning to sell out? Are you planning to just keep that as a good profit center? What's your strategy?

Andrew: Yeah, in the short term we want to continue to build out our product and make it a solid product, continue to build and nurture and add value to the relationships that we already have. Leads are coming in now just based on that. We hadn't even started blogging on our website yet, so we want to keep doing what we're doing in that sense.

As far as a little bit farther down the road I want to keep a laser focus on this niche, inbound marketing agencies, and create a tool that really adds value to their business, that makes a lot of sense for the processes that they go through on a daily basis, that continues to add value, because we'll be adding unique processes as we go. I want it to focus and dominate in this space.

We're a HubSpot VAR so we're working with a lot of other HubSpot VAR agencies. I'd like to expand that out and begin to work with InfusionSoft partners, Marketo partners, all the different automation platforms that have agencies that use their tool and really keep a focus on agencies that are doing inbound marketing.

Paul: Brilliant. As entrepreneurs we all suffer from things like ADD and loss of focus and things. Have you built-in any rituals or methods to keep yourself on track?

Andrew: Oh dear. Having business partners is really, really helpful for keeping you on track, keeping you accountable. Any entrepreneur knows that there are highs and there are lows to the journey. When you are high, partners can help bring you back down and keep you focused on track and when you are low they can pull you up and help you along in the journey.

So I am incredibly thankful for my Gray and Brandon in that sense, that we all work together and we lean on each other through the process. And really circling up and having goals in mind on what we want to get to from a development side, from a finance side, from a marketing side, from a sales side. How do we put all these pieces in place and then begin to work together to get to where we want to go. Having that honest open communication with each other has been really helpful in our situation to stay focused and really keep our eye on the prize.

Paul: Brilliant. Andrew any parting thoughts or words of inspiration that you could offer to my listeners who are looking to build their own SaaS business? So they're looking for ways to scale, ideas, and techniques to get traffic and more customers, but also to stay focused and build a solid piece of technology too?

Andrew: Sure. Yeah, I think my biggest piece of advice would be help out as many people as you can, practice inbound marketing on yourself, even as you're building your tool. If you don't have a working prototype up yet begin to build relationships whether it's through social media or you start blogging and really proving your concept out in the content that you create so that you can begin to attract folks in.

It takes a while to build up an organic base, but as you continue to invest in that, inbound marketing has proven its fruit in all sorts of industries, so it also positions you as thought leader. So even before your product comes out, if you have an arsenal or a library of content there that people can come back to and look to, that prove that you are an expert on your subject, I think you're positioned to succeed.

For us folks can come to the GuavaBox website, and they can see the volumes that we have written on inbound marketing strategy and how to build scalable, repeatable processes there, so that validates DoInbound. They understand that we know what we're talking about because they can look at what you said we practice what we preach in a sense.

Don't be overwhelmed by that aspect. Just go out, take it little by little, bite size pieces, begin to create content whether it's blogging, or video, or podcasting, whatever it is, unlimited tools out there. But create content that adds value to your community, that will help you begin to build relationships before your product is even ready.

Paul: Brilliant. The lesson I've got from that Andrew is really to find the communities as well. So you're a [HubSpot VAR](#) so you've kind of got a connection there with people who are in the same business. I guess you're building on that and contributing to those communities, either through forums or whatever, but also creating content and publishing it into those communities, and that's how you're establishing your authority and getting leads in the door.

Andrew: You are right on, whether it's on Google+, or it's in Facebook groups, or it's LinkedIn groups there are tribes out there already assembled that are talking about the pains that you're talking about, that are tackling the issues that you're tackling. You just need to go out there and find them. They're out there, but it

takes work to go and find them. And like any relationship in life, it takes an investment on our part to get a good result. So don't go and try to just sell to people, or just get links back to your website, but be adding value as you go.

Paul: Brilliant. Look Andrew, I really appreciate you coming on the show. Thanks for your valuable insights. It's really exciting and interesting to see how you're progressing this and the strategy that you're following to getting new customers on board and grow your SaaS business.

For anyone who wants to take a closer look then go to doInbound.com or contact Andrew directly, and I'm sure he'll be delighted to take you through his app.

Andrew: Would love to. Thank you so much Paul for the opportunity to be here and to just speak with your audience. That it's really a pleasure, and thank you for the work that you're doing and the value that you're adding through your content, through these podcasts, it's great stuff.

Paul: Brilliant. Thanks very much Andrew. Speak to you soon.

Andrew: All right. Bye-Bye.

Paul: Bye-bye.

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