

Interviewer: Thank you Jonathan for agreeing to speak with CAU. What made you decide to create technologies for companies to help them?

Jonathan Goulstine: I saw that businesses such as construction companies were using methods that hundreds of years old. These companies would simply use paper and pencil and old blueprints for their designs, payment strategies, plans and everything else. In a focus group survey of contractors, we found that over 90% of contractors are spending twice as much time as they need to go over business plans, payments, blueprints and other documents. I decided to help these business owners with 21st century technologies.

Interviewer: What are some of the biggest challenges that you feel companies have other than old methods of business documentation?

Jonathan Goulstine: Business owners are dealing with the most competitive global market we have ever seen. To say time is money is an understatement. Most CEOs and employees are working longer hours and having to deal with social media, huge competition, SEO, TV ads, brochures, email campaigns and you name it. Time is the most valuable commodity any business has. I love it when I hear from the businesses I work with that I have made them more money, but perhaps the best compliments I hear from business owners is that I have saved them time. They have more time to work on the business and not in it, and they also have more time with their families.

Interviewer: What is your advice to young business students and entrepreneurs?

Jonathan Goulstine: Without question it is to advise them to look at the latest solutions for a business in the key areas of success profit drivers including time management, documentation, advertising, marketing strategies and other pain points for a business. Most young business people do what they learned in business school only or simply do what is in their job description. When I look at Bill Gates, Steve Jobs, Oprah Winfrey and other great entrepreneurs, I notice they always went above and beyond the call of duty. They were always constantly trying to figure out new solutions and latest ways to do things. Young business people should insist on being better and trying new things. So many of them are doing the bare minimum. We can't afford to do that anymore.

Interviewer: Do you feel that young workers have changed over the years?

Jonathan Goulstine: I find that we are living in a time of extremes. We have a great deal of people who are working very, very hard but not always smart. So many young workers could work less hours and get much more done with the right mindset.

Interviewer: I notice that your business focuses a great deal on contractors. Why did you decide to help them so much in your career?

Jonathan Goulstine: Contractors build our buildings whether it be business buildings, infrastructure or the homes we live in. When the real estate market crashed, the global economy crashed as well. It is vital that we help contractors so that all businesses and the world economy wrong will stay strong.

Interviewer: If you were teaching a class in college, what would be the first things you would want to teach your students?

Jonathan Goulstine: First, I would ask the students to research other people in their industry. For instance, if someone wants to go into plumbing, then what are other plumbing businesses doing to be successful. I would then require this student to critically think how to be different from their competitors. Students need to ask themselves "what makes me different?" If you cannot articulate to yourself how you are better or different from your competitors, then you are not going to have the success you desire.

Interviewer: Can anybody be successful?

Jonathan Goulstine: Anybody can be successful if they desire it. If someone does not desire it, then it will not happen. What is interesting is that everyone says they want success, but they are not to critically think. So many people work hard, but we need to start working smart. For instance, some of my contracting owners try to manage everything in the company. The problem with that strategy is that one person cannot do everything. When a business owner learns the science of delegation, this allows a business to grow.

Interviewer: If someone could use your technologies and learn the science of delegation to work less hours and be more successful, then why don't they?

Jonathan Goulstine: The reason is comfort. So many contractors I have met and business owners work hard but are comfortable using the older methodologies because they are used to it. So many entrepreneurs do not want to use the latest and more advanced technologies because it is outside their comfort zone.

Interviewer: Can you give an example?

Jonathan Goulstine: A great example that I always come back to is a medium sized insulation contractor. On paper they were pretty successful and were working many long hours to achieve this success. They had heard of our systems before but were very comfortable working the way they had worked for many years so were reluctant to change. Eventually they realised that they cannot grow and achieve more success without changing the way they worked. I can recall the day I stepped into their office, paper everywhere, colour pens, take-off sheets, so much manual entering into spreadsheets – I felt their pain as we talked through their processes - all to get a price for a job they stood a 1 in 10 chance of winning! Together we looked at how by working together we could employ 21st century technologies and streamline their 6 bidding steps down to just 1. I can proudly say today that we have saved them over \$20,000 per year in printing costs alone and helped their bidding rate improve from 60 to over 200 a month, without requiring any additional resources. I know for a fact that the CEO also gets to utilise his golf membership more as a result.

Interviewer: Have you noticed anything else?

Jonathan Goulstine: It's always good practice to follow up with a client a little further down the road, to hear how they cannot live without these technologies, but more often than not they will

volunteer what other steps they have made to streamline their business. And that is when you realise that this isn't just about saving time, or making something more accurate it is about helping these companies to shift their mindset and the reevaluate everything they do. So often people just do because that is what they have always done, that is what they were taught to do. When you ask why and what they could do differently then you get some interesting results.

Interviewer: How do you do this yourself, what steps do you take, where is your inspiration from?

Jonathan Goulstine: To change your mindset is not as daunting as many think, the answers are often under your nose it's just a case of opening your eyes and ears. Firstly, when we look to develop the next technologies we listen to our market, we listen to our clients, and non- clients which can be hard to do. We look at the pain points and look to provide solutions to them. We throw the issue around internally, brainstorm and get some real blue sky thinking going. It's not that we expect the answers to fall from the sky – it's to stimulate debate and challenge convention. Then we look around. How do other industries tackle similar problems? with our software testing for example we work in a similar way to how the medical industry works – why? because you know that their margin or error is pretty slim, and in turn the medical industry gets its best practices from the aviation industry and so forth.

Interviewer: So what can we expect to see next from you?

Jonathan Goulstine: We are really excited about the next generation of technologies coming to market. We asked ourselves, how can we do what we do better, what could we do differently that would bring more value to the construction industry? The result, what if an ecosystem of easy to use systems was simple and flexible enough to work for different job roles in different trades even in different countries, a tool that anyone can get something from no matter the size of the task. RapidBid does exactly that, it is not just about being able to measure quickly, or even use autocounting to instantly count symbols or that it can calculate your labour and materials costs in an instant, its much more than that. It looks at document management, how can I get the information I require quickly when I'm looking for a needle in a haystack? How can I spot potential issues long before they arise, how can contractors make sure they are invoicing for things they would normally miss - and prove it without any effort. This is RapidBid and we believe it will empower construction companies to achieve their potential.