RICHARD TUBB'S
TUBBTALK
THE PODCAST FOR I.T. CONSULTANTS

Joined by
GEORGE BARDISSI

George Bardissi is the CEO of an MSP in Pennsylvania and also of BVoIP, a cloud communications company which works with MSPs around the world. He started his MSP in 2000, and since then has experienced the IT and managed service space all the way from break/fix to pure-play MSP.

His journey over the last 17 years has provided both hard lessons and successes, and second company BVoIP is leading the way in solving the pains that so many MSPs experience with unified communication.

RT: Tell me about your first business, Bardissi Enterprises, which I think you founded in 2000?

GB: Yes, I started that when I was still in school, and it was a fully-operative business with eight staff by the time I got to university. The company worked on a large range of projects, which resulted in break/fix, because breaks in technology are guaranteed to happen – it's not if, it's when.

This led to us offering service and maintenance plans, which came with challenges too – some things were covered and some weren't, but the main one was scalability. It came to

the point where we spent more time arguing with customers over what we could reasonably invoice for, versus how long the work took us. When you spend more time chasing money than you do on the work, it gets counter-intuitive.

We grew the hard way within the industry, and I'd admit that's not the best way to do it. We realised we needed to come up with a more long-term strategy, and started offering different tiers of our support plans (bronze, silver, gold), where everyone chooses the cheapest option, but this had many of the same challenges we'd been facing. Customers were motivated by price, and then complained when the lower package didn't fix all of their problems.

Finally, we concluded that not every customer is the *right* customer, and we needed to find the people who understood the value of not simply fire-fighting but actually working to grow their business. They don't want excuses or have to wait for something, and they want a cost-effective and efficient service.

We got rid of the three-tier system, and replaced it with an 'all-in' option. We found that whenever we made a change to our business model, some customers left us. It can be hard to find the right mix of services, especially because the needs of customers change as technology evolves.

Security, even until two or three years ago, wasn't really concentrated on. It was just 'best effort', and it's a great example of how the package needs to evolve. In the past, it would have been stable services such as anti-virus, firewalls and backup, and now it could include up to 30 different services, giving people options of packages of all sizes.

Today, we manage around 150 accounts in the tri-state area from our base in Philadelphia. We target companies with between 50 to 100 employees, and we average $6,000 in recurring fees, with $5m turnover, and provide 100 different services. We're not trying to grow too quickly, but I think we're growing at a sensible rate. There are a lot of businesses in our area, so there's plenty of work to go around.

RT: What compelled you to start the company?

GB: Technology is something that I enjoyed, and I loved solving tech problems – maybe I watched too much Knight Rider! I was self-taught, and over time I learned what worked and what doesn't, and built my business accordingly. The IT services industry is not somewhere you're going to get rich overnight and there's a lot of hard work, which I think puts a lot of people off. But if you enjoy technology, it makes sense to get your hands dirty and show people what's possible.

RT: If you weren't working in technology, what do you think you'd be doing right now?

GB: Great question! The people that know me well say I love to argue with people, and it's probably a family trait! So I'd likely be a solicitor or attorney, someone who goes into courtrooms to fight the good fight. I have considered going back to university to study law,

and even looked up which states you can work in as an apprentice and take the bar exam without having a law degree.

RT: Let's now talk about BVoIP – after you grew Bardissi Enterprises, how did you make the move to setting up another company and why?

GB: The challenge early on in our MSP journey was standardisation – everyone had a different mix of tools available and managing these across different accounts was difficult, and not scalable. Our initial, immature response was that we'd cover all of these, and provide a flat price to do so. This meant that we were dealing with telephony, photocopiers and so on, and this was time-consuming.

We identified early on that telephony was a real challenge, and after a few years, we decided to evaluate where we were wasting time on things that weren't bringing in much revenue. The first one was on-premises exchange servers, and the other was phone system vendor management.

We were one of the original adopters of Microsoft Productivity Service, which eventually morphed into Office 365. We ripped out every exchange server we could get our hands on, because we were tired of making emergency calls to Microsoft and sitting for several hours trying to solve a problem.

We had 38 different phone system solutions or manufacturers that we were managing, and it was hard to keep track of all of these, as well as time-consuming dealing with the engineers, who didn't always turn up. In one year, we spent around 38% of our time on phone system vendor management, most of which was wasted.

On reflection, we should have charged more for this, and made it clear what the responsibilities were when we took on new customers. We realised that we needed to standardise the system we used, and so we adopted one system and installed that everywhere, which reduced our 'time burn' by about half.

Annually, this percentage was still high, and continuing to provide and maintain phone services meant that employees wasted a lot of time sitting in traffic to get to and from jobs. When we moved into a hosted model and scaled things a bit, we were able to bring down time burn to 10%.

We started asking others in the industry about how they dealt with these challenges, and decided to work together to find a solution to solve them. Being a reseller wasn't financially rewarding enough, so we wanted to develop something for MSPs that would be profitable, scalable and would eliminate time burn.

We set up BVoIP to meet this need and separated it from the rest of the company, offering channel only. We don't sell directly, we're here for the MSP, and the product is designed to be a solution that they can feel confident will allow them to build and make a profit on when they offer it to their customers.

RT: What does BVoIP do and how do you help MSPs?

GB: We offer a VoIP platform. Telephony is still very hardware-driven at the end-user level, and although many of our partners and customers are all soft phone and electronic, without a physical box on the desk, this is still not the norm.

When you put these solutions out for people, there is a challenge around how you can manage them at scale, so we built a platform to help companies manage all the devices. If you want to reboot or update them all, or have a device that's ready to use straight from the box without being configured, you can do that.

The other key element was that we didn't want to build a technology solution that created a survivability problem, because the more hardware that you put on-site, the more challenging it becomes when there's a failure.

There's an expectation that customers need something other than a router or firewall to make their phones connect to the other side. I would argue that if that needs to be a box on the desk, it doesn't make sense to have the phone system somewhere else – just have it onsite too. We believe that you should be able to plug your phone in and it should work, because your MSP has sorted the networking to allow this to happen.

We offer MSPs an easily deployable system which is easy to manage and system agnostic, so it doesn't matter who the provider is or what type of phone service you have. We want the MSPs to be able to standardise the offering themselves and build it out so that they make good money from it.

RT: Why has BVoIP been successful in such a crowded marketplace, when so many similar companies have failed?

GB: We're not a carrier, and don't have any involvement in dial tones or the PSTN, so you can use any partner you like. We don't want to be viewed as a telephony company, and see ourselves as a SaaS business: we concentrated our business model on working with IT and managed services companies because that's where we came from.

Everything we do is around the IT channel rather than the telco channel, and we've picked up something that was traditionally someone else's problem and made it profitable and manageable for IT services providers. A lot of our concentration is around integration, and take the basic concept of a phone and move it up a couple of notches.

How does customer interaction tie into this? Are your people efficient when they're making and receiving calls, or are you digging for data in a system and elongating customer interactions until you get to a point where you can solve a problem? That's the base challenge and it grows from there.

I think there's a high-level conversation around the integration factor and being able to take customers who have a sales force or a CRM and work to make their employees more efficient. We make sure they have all the information they need in front of them, so they're able to concentrate on solving the problem, rather than searching for customer details.

RT: VoIP has been around for a while, but I haven't found many MSPs or IT companies who offer it as a service, or not very well. What is the biggest mistake your MSP peers make when they try to bring VoIP into their business as an offering?

GB: There are many challenges. Firstly, the cheap, premise-based offering from China seems really attractive, until you have to manage it, and then it becomes frustrating. I got into this position, because you have on-premises boxes that can't be easily updated but you still have to supply the product, so that cheap solution becomes a costly mistake.

Another problem is scale, because unless you've only got one or two sites, trying to provide this service to multiple customers is going to be time-consuming. Also, MSPs try to be provide everything to everyone, and trying to manage ten or more vendors can become tricky, again it takes time and it's not scalable.

Finally, thinking you can do everything on your own is a mistake – trying to buy, finance and maintain goods as well as install them and create the service that each customer needs is time-consuming and hard to manage. People never factor in the man hours until they realise they've wasted engineer time they can't get back.

From a telephony standpoint, a mistake that we've seen is that the bigger companies throw a solution together and small businesses thing they can do the same, but there are regulatory obligations which they need to be aware of, and they can often get caught out by what's under the regulations.

In the United States, the Healthcare Act says that every person has the right to have their data protected, so no information is held about their treatments, medications and appointments. But, if a patient calls up for a repeat prescription and leaves their name and what they need, that data has been collected.

If you record the phone call as part of your business, that's considered capturing patient data unnecessarily, and this can happen in all different industries. There are fines and taxations on telephony companies for collecting personal information in this way, even if it's for the customer's benefit. We didn't know about the complexity of all of this when we started BVoIP, but we learned the hard way when we received an expensive bill.

RT: What's interesting about VoIP is that telephones are something that the end user expects will always work – they pick up the receiver, get a dial tone and call somebody. As there's increasing complexity, there's a risk of more problems.

When I was running an MSP, we started dabbling with VoIP, and found that if people picked up their phone and there wasn't a dial tone, they'd be furious and make a complaint – the expectation was high. Is that still the case in the industry?

GB: To a large degree, it is. MSPs need to understand that if customer's emails are running a bit slow, that's ok, but if the phone doesn't work, the sky's falling. The increase in mobile (cell) phones have helped people to understand that things aren't going to be perfect every time, but MSPs need to be aware of the potential problems and the issues they cause.

In the States, most people will use their cell phone for data backup if there's a problem with the internet connection, and MSPs need to be able to explain to customer that their 'insurance policy' for the internet going down is another internet provider, rather than losing productivity time in the office.

What's increasingly common is that there is an increase in remote working, and it's really taking hold. It's critical that those homeworkers have access to the same resources as they would if they were in an office, and to the same standards of quality and service, regardless of where they actually are.

If you follow best practises and you have the networking system right, you can effectively deliver a solution to fix the problem. Cutting corners and installing cheap software is not the answer, and will always come back to bite you, no matter what you do.

RT: Why do MSPs work with BVoIP?

GB: Nobody wants to feel like they're competing with their vendor. We don't sell directly and always give the opportunities to our MSP partners. We've even put on a partner's uniform and attended meetings as if we were from the MSP, and help them close deals. We will never compete with our customers, which in this case is our partners.

We feel that our channel experience is what makes us different, and we want to make sure that it's our partners rather than the sales reps who profit from what we do. We've also made the technology consumable and easy to understand, so anyone who knows their way around Office 365 can also install and maintain the telephony system.

Most companies don't make the software MSP-centric; they build with the end user in mind and the partners come later. We've done it the other way round, and the end users are only there because of the MSP.

RT: What type of MSPs do you work with at BVoIP?

GB: MSP is a label that people apply to themselves, and it's evolved from just saying 'IT Guy' – I'm not sure that everyone who uses it is quite there yet! When we first started, we targeted mature companies that were concentrating on pure-play or the majority of their income came from managed services – 10 headcount, with 30-50 customers or $10m turnover. This was our US metric.

We avoided the smaller businesses, because we didn't feel we had things in place for them to use our services. This year, we finally got to the stage where we were happy with our offerings and had a price point to suit micro businesses, so they could benefit from us too.

The European model tends to work through the distributor, but SaaS doesn't work like that. We wanted to allow people to subscribe and deploy our services to their clients easily, and that's what we've worked to do.

RT: Where are your clients based geographically? You said that your MSP operates in the tri-state area, but what about BVoIP?

GB: We operate globally, and leverage the relationship we have with Rackspace and have rolled out BVoIP to North America (US and Canada) and into parts of South America.

In the UK, we use Rackspace, and we're also in Australia and New Zealand – we have personnel in most English-speaking countries. We're working on extending into other countries, and we'll deal with the language barriers as we go.

We have just over 500 MSP partners globally at the moment, and those are all different sizes. We're approaching 5,000 end users, which I think is a cool number! We're starting to see recognition from the industry now, and we were awarded the "Disruptor" tag this year from Frost and Sullivan, who are business consultants and analysts.

RT: You mentioned Rackspace – are you based at the Gatwick data centre?

GB: that's right. Rackspace have five UK data centres, and we're in the Gatwick centre. We also work in their partner centre in Amsterdam.

RT: So, do you have staff in the UK?

GB: We've always had technical support in the UK, because our team is split up from an on-boarding and training standpoint between the US and Europe. We've added to that, and we now have sales staff in the UK as well – in Wales, Reading and London. This year is the first time we've had 'boots on the ground' for customer-facing roles.

RT: I like to put myself in the mindsets of the MSPs when I do these interviews, and I'd guess there's a lot of MSPs reading this or listening to the interview and thinking: "This sounds really cool, why haven't I heard of it before? They have staff in the UK and they're making VoIP easier, but their service doesn't integrate with the tools I use."

What tools does your platform integrate with? Such as Autotask, ConnectWise and so on?

GB: There's a long list of integration, and as an MSP, we centre on ConnectWise, which we fell into it a few years ago. We know that there's a range of solutions out there, such as MAXFocus and so on.

One of the issues we had to deal with was around alerts – your system, whatever you use, sends you a lot of alerts and notifications. Some of these don't mean anything, but others mean that your customer is down. We decided to focus on critical alerts and built in a solution for these, particularly if they came in outside of normal hours.

If a call comes in with an emergency, we wanted to have a system in place for this to be dealt with immediately, with a human interaction. There are different ways to do this, and when we looked into it, there are 50 different iterations that popped up.

From a VoIP standpoint, there are the following systems to integrate with: Salesforce, Zendesk, Freshdesk and Tigerpaw, as well as Autotask and ConnectWise. Many of these extrapolate down to the end user, but the MSP will buy them off-the-shelf and then customise them for their own use.

ServiceNow is something that's getting popular, although that was designed for HR?
For VoIP, there are no other services out there that integrates with as many systems as we do.

RT: I notice on your site that you've listed all of the systems you integrate with (www.bvoip.com/integrations) and there are hundreds! There are a few that I've not even heard of.

GB: Yes, we take it seriously. We know that more of our development dollars should go into integration with other systems, because it doesn't just help the MSP, it also gives them a spark with their existing or potential customer. That means they're now viewed as a subject expert in the system they use, rather than just providing them a commodity.

Anybody can put a box on the ground and say: "Your computer's here, have a nice day", or put a phone on a desk or say: "This will ring", but the strategic angle is where I think you really separate the guys who are going to grow from the guys who are just making do, and I think this is a tool that will help them get there.

RT: Which companies do you admire?

GB: I could name all the companies you'd expect – Apple, Microsoft and Dell, and I can talk about why I like them, but what I really like is the guy who came from nothing, with the odds stacked against him, and somehow ended up in a position that nobody expected him to be in, like Philadelphia icon Rocky Balboa.

There are many examples of that out there – the guys who didn't go to university and built their career from there, but those who disrupted something and created something on the fly that took off. That's what excites me.

Maybe that's because of my background, because my parents immigrated here and I had to work my way up from nothing. Nobody handed me a silver spoon and I've learned my lessons the hard way.

I love the Zuckerberg story, where he left Harvard, built something on the fly and created a social platform with two billion users worldwide. I love the Michael Dell story – he was building white boxes in his garage and created a massive company with some help from his father.

Even Donald Trump, who had a million-dollar loan from his father, built a real estate empire that came from making deals. It just goes to show that life is hard, but if you have enough tenacity, you can do anything.

RT: What hurdles have you faced, and how have you overcome them?

GB: The first generation of any family in any country is difficult – your family hasn't been around long enough to have a support system around them, they only have each other.

My parents came out of the Middle East as minority Christians, and moved to the States to live the American Dream, because that's where the money was. But life's not that easy.

My parents worked hard: my dad was a carpenter and my mom was a nurse. They worked double and triple shifts and lived cheque to cheque. I learned early on that nobody is going to give you a handout, which may sound counter-intuitive to the venture capitalists and private equity companies!

Nobody handed me anything, and my parents had me working probably earlier than I should have been. When I was 12 or 13 they said: "If you want stuff, go and work for it, otherwise you won't get it."

I had the option to follow my friends to the Catholic high school or go to the public school. Tuition was $4,500 per year, and I remember working up to 80 hours a week loading trucks and doing hard labour to earn enough money to pay for tuition and hang out with my friends.

I know how hard it is to make a buck, and I know I'm not going to get an inheritance or have someone give me a million-dollar check and tell me to 'go have at it'. Everything I've done has been the hard way, and it's made me more appreciative when I get positive feedback, especially as an MSP.
I loved getting praise from people who were of the 'outside the castle' mentality and took the time to talk to me about what was going well. I appreciated that coming up through the ranks, and even today there's advice that still resonates with me, from people that you've probably interviewed, who gave me support in the early days.

Money's not cheap! It may seem that there's funding out there, or you can offer a service and make money, but it's not that easy. If you do get funding, be aware that you're answerable to a lot more people than just yourself, and that's harder than you think.

Luckily, I'm at a point with BVoIP where I don't have partners, and I borrowed money from my own MSP (which I'm the only principle of) and I've raised no outside funds to get to where I am today.

That's probably why nobody in the UK has heard of us! We're doing this the old-school way and working hard. If I could have afforded to put staff in the UK earlier, I would have. But marketing and everything else costs money, and you have to spend wisely.

RT: I'm going to put you on the spot a bit. What are you not very good at?

GB: I'm not very good at the stuff that you'd think I'd be good at! I'm not good at accounting and bookkeeping, or putting technical forecasts down. I can give you a gut feeling, but I can't extrapolate to the point where I can give you exact ROI figures, so I rely on others for that.

I'm not good at always taking 'no' as an answer. I've been told that I'm sometimes too abrupt and forward. Maybe that's a Philadelphia characteristic, I don't know. I'll tell people that I have a problem with them and have it out, which is not intended negatively, I just prefer to get it over with. But not everybody appreciates that, and I'm not good at perceiving things from other people's point of view all the time.

I've learned that everybody thinks experiences things differently, and that messages are consumed in different ways by people. And not everybody likes everybody, but I don't lose sleep if someone doesn't like me, because that's how I rationalise things.

My wife calls it 'the softer side of George', and that's when I try to see things from the other person's point of view. I work on it, because it doesn't come easily to me.

RT: What's the biggest pain point that you've been dealing with, either with BVoIP or your MSP?

GB: In my MSP, one of the challenges I feel will never go away is trying to tell people that they could go to 10 MSP websites and they all say the same thing, and they all spout the same verbiage. But when you try to explain that there's a value proposition between the maturity of one company and the immaturity of another, that's not understood.

Certain companies are at such a size that they need everything granular and their processes need to be down pat, and sometimes that's problematic. It's no different to me shopping for data centre vendors – Rackspace's marketing looked the same as everyone else's.

There's a differentiation level, but there's no way for someone who doesn't understand technology to know that your company is better positioned to help him than the one down the street. The only way to assess MSPs is in trade magazines, where they're rated and ranked.

You have to educate your prospect so they know why you're better than the competition, and that gets harder as more MSPs are set up, and it's harder to show your value proposition. You have to invest time, and from a sales perspective that's challenging. You have to be unique in the way you market your business and deliver your message.

Another challenge is the specific verticals and how they are becoming regulated from a government or industry recognition standpoint. If you don't spend the time to become versed in the field you're trying to sell into and the regulations within it, you'll struggle to market yourself. You need to dig deep, because you can't be everything to everyone now. You need to have a game plan.

When you invest money, people often assume they'll get returns straight away, and that doesn't happen. Not everybody has vision, but you need to be aware of what might happen in the future and how you can prepare and adapt to that.

Thinking about BVoIP, I decided to show up to every event I could, and sponsor as much as I could. I spent around $200,000 in event sponsorship in the first 16 months of the business, and between 60 and 70% of that went into a black hole. I got nothing back from it, no ROI. That's a hard lesson to learn from, and I *did* learn from it.

There is a different way to approach this and to measure ROI, which clearly I didn't do. Strategically getting your name out there is important, but it's a challenge to do that without outside funding, the way I did.

Being able to explain why I'm better than other businesses in the VoIP field, many of whom are well-established and well-known, has also been a challenge. Finding the right people to help and support you is difficult, but it's good if you can pool knowledge from people around the world.

I believe there is a technology labour shortage, of good people, who know their stuff and are available for you to hire, and this has been a problem for both my MSP and BVoIP. With BVoIP, I'm able to find resources all over the world, whereas with the MSP I *can* hire people remotely, but sometimes I need people to come into the office and the right people aren't always available locally.

RT: What idea has worked so well in your company that you can't believe you didn't use it sooner? Would you say that was choosing a global workforce, or was it something else?
GB: In the MSP, we didn't adopt a global workforce model early on. We thought we had to hire people locally and put them in the same office, and grow it the old-fashioned way, and I think that hurt the business in the early stages.

We're in a major metropolitan area, so there's an assumption that there's plenty of people we can hire, but most of the major companies will hire the best people before they finish school, so there's not a lot of people out there.

With BVoIP, we learned from that immediately, and we went for a global workforce from day one. In fact, I probably wouldn't have found the right resources if I hadn't done that, because half of my technology team is based in Europe. This meant that I was able to build the business quickly, because it would have taken a long time to find those people locally.

It's not about cost, it's about time coverage, it's about having the skillset and it's finding people who can get on and work together. In my MSP, I even tried outsourcing the front lines, using an outside helpdesk, which looked good at first. The customer experience level went down fairly soon, to a point where I couldn't afford to keep using the service.

It can sound great to pay someone lots of money to run a company on your behalf, but it's not the best method. You need to think outside the box, and I know that's an overused cliché, but that's what gets people through and what's got me through.

I have had opportunities to bring in a partner or borrow money that would have been helpful, but I didn't take it because then I would have had someone I was expected to answer to, even if I could have grown faster.

Taking too much on too quickly creates a 'Walmart' effect, where you're trying to be too big too fast and all of a sudden, the experience is garbage! That will easily destroy you before you get to a point where you're successful.

RT: What challenges do you think companies like BVoIP will face in the next three years? And this question is equally applicable to your MSP.

GB: For the MSP, I think some of the vendors they've been working with for an eternity are starting to try to come down to our level, but doing it really badly. They're stepping over themselves, but at some point they'll figure out something that works. And then MSPs are competing with their vendors, which is a hard position to be in, especially when the vendor is a well-known brand such as Dell or HP. That's difficult because of the brand recognition of these companies.

My other concern is trying to take the cloud competencies that are still hard to manage and mesh them together. You need to make sure your staff is up to date with the current changes, and that means taking time which would normally be billable or revenue-building, and using it as training time.

There are only so many hours in the day, so a small MSP is going to have more of a challenge than a larger company who can let their personnel go for training.

From the point of view of BVoIP, new companies pop up all the time – we popped up one day! The ability to disrupt in the SaaS world is unprecedented, and some people compare it to the dot.com era of the early 90s. With internet access and a bit of coding skill, you can pop up on the scene at any time. Businesses already in the space need to concentrate on what they can control and not worry about what they can't.

My concern is to find a way to play nice with everyone. In public, it looks like everyone gets on, but behind the curtain, it's not always pretty. I didn't know this when I was an MSP, but I found out when I moved into the vendor space. There are people stepping on each other's toes and it's getting more difficult, and I imagine that's only going to get harder.

RT: If you were to start your MSP business again tomorrow, what do you think that would look like?

GB: Great question! If I was starting out as an MSP today, I would use the cloud straight away – as little hardware onsite as possible is the answer, because that's the bit you have to 'roll trucks' for. I'd partner with other companies in my area who are willing to team up, and I'd do that immediately.

I wouldn't try to build the business from scratch, where I'd need to put my staff together overnight in order to compete. I'd also think strategically with the vendors I partner with, because if you partner with someone based on recommendations from others but don't understand what that means: you might find that you make a mistake and they take your customers and send them to another partner. I've seen it happen, and that's crippling for a company starting out.

So, be selective with your vendors, and immediately go into an all-inclusive model. Do not do break/fix or a bronze, silver, gold tiered package model. Don't offer some things but not others. You want your customer to sign up to everything, because that's the only way you can scale.

Finally, don't be afraid to sign multi-year deals, so long as you can avoid borrowing money. I think borrowing was a finance mechanism that was needed in the early 2000s, when you had to put up a massive investment to put up servers or a data centre rack, or buy equipment, but a lot of that need is no longer necessary, because of cloud-based solutions.

It's not uncommon for an almost entirely cloud-based model, other than the user's end-point, with everything off-site - the ISP, the firewall, backup and so on, all off-site. This increasingly common in the United States and Canada, and I think the UK, Australia and mainland Europe are also adopting this.

The technology is readily available, affordable and more robust than ever, and I think this will help people scale much faster than they could before.

RT: What's next for BVoIP?

GB: We're continuing to put investment dollars into building out more automation. There's still some manual effort we have to put in, at least at the base level, such as inputting new orders, but we want to get to the point where a lot of that day to day activity is a button click.

We're getting close to that, although we've had to make some architectural changes as our company has grown, even though we've only been around three years. So we've adopted things like OpenStack, which is the major cloud platform and used by Amazon and Google.

We've worked on building our out-facing experiences to our partners into a centralised method, and I think we want to get to instant gratification as quickly as we can. Building out more integration is still a key objective for us. Lastly, we want to grow healthily. I'm happy to sponsor things, but I'm not going to drop $100,000 to be a 'Diamond Sponsor' at an event.

I want to grow because we're building the right relationships and putting in the hard work that we should.