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Ritu Narayan founded Zūm in 2014 to solve a problem that working parents (herself included) face every day: transporting and caring for children before and after school. She describes her journey from the Delhi Institute of Technology to Silicon Valley and unpacks three factors that catalyze sustained growth: passion, perseverance and people.



Transcript

- [Voice Over] Who you are defines how you're built.. - I'm the founder and CEO of Zum, a company I founded four years back.. Actually a quick walk from here, right there in GSP.. And the idea of the Zum was refined right here in engineering school as part of e245 Lean LaunchPad.. So excited to be back at engineering school and sharing my journey with you.. Zum is an idea.. We are solving a universal parenting challenge: how to take your kid safely and reliably from one place to another.. How to transport them and take care of them at the same time.. We have built a platform for schools and parents where we provide any size of the asset to them and certified and vetted drivers when they're needed and where they're needed.. Just to give you an idea of how big this problem is, there are 63 million families in the U.S who face this problem every single day..

And ten million women in the U.S have already left jobs to take care of their children.. Schools annually spend 35 billion dollars on very sub-optimal school transportation systems, where kids end up spending 60 to 90 minutes on a bus trip each time.. So it's a very large problem.. In the past 24 months we have grown ten times in terms of revenue.. We have grown our teams by 12 times, and we have been fortunate enough to raise over 71 million dollars from some of the very prestigious VCs in the Silicon Valley.. In this time we have also driven children five million miles and we have saved California schools over 15 million dollars, and parents 100+ years of their time that they would otherwise spend on the road driving their children around.. So Zum today is a late state start up with a pretty exciting growth projectory.. And that solve is actually still pretty amazing to me.. As a kid I aspired to be an astronaut.. At that time, growing up in India, in a country of one billion people, there was only one astronaut..

But that didn't stop me from dreaming.. My parents actually encouraged me to dream often and dream big.. While I did not become an astronaut, what had left my interest in science and technology actually led me to be the first person in my family to get accepted in a computer engineering program.. It was a top school in India.. There were 300 students, but only six women.. At that time in the Indian society, engineering was not supposed to be a very fit course for women.. While I was taking the course, I kept hearing about Silicon Valley, this magical place called Silicon Valley, which was a fantastic place for technology enthusiasts.. And people were launching their moon shots here, all the time.. After I finished my degree, I moved to Silicon Valley here, and I studied at Stanford, worked at several of the loan companies in the Silicon Valley, and finally eventually that led me to my moon shot Zum.. My journey has been one of breaking barriers, breaking stereotypes, hearing several no's, but in the process also many people taking a chance on me, and in turn me getting a chance of creating opportunities for others..

It has been a journey from dreaming about being an astronaut to actually reaching for the stars.. Today here, I'm going to share with you the three lessons that I learned in my lifelong journey.. The three lessons that mattered most to me in everything I did.. And these three things are: passion perseverance and people.. Actually one easy way to remember these three lessons is equate them with the tenants of physics: Inertia momentum and catalyst.. So let's start with the first principle, passion.. So your passion for something is when your love for something is greater than the fear of failure.. You love something so much that you really want to do it because you're not afraid to fail.. What I have come to learn is that one should only do a start up when one is very very passionate about the problem they are trying to solve.. Because building a start up, and especially building an enduring start up is seven to eight years of commitment..

For example, take example of Jeff Bezos.. It took him almost more than two decades to build Amazon into a company from just selling a box to selling everything or anything and delivering to your doorstep in less than an hour.. Same, if you take the example of Elon Musk, who wants to change every car on this Earth from a gas car to an electric car, these are hard problems to solve.. And they take years and years of enduring a fight.. That's why it's so important to be passionate about the problem you are trying to solve, so that you can sustain and be a winner.. In 2013 actually, I was working at Ebay, I was leading a platform where four million sellers used to sell anything and everything to 250 million customers.. This technology based platform actually worked like magic.. You could sell anything in a few minutes, but in my personal life I could not solve a very simple challenge of parenting; how to take my kids from one place to another? I wanted to do well in my career and grow in it, and at the same time be present for my kids.. And everyday I was challenged.. How do I drop my kids in the morning, and yet be there for the morning meetings with executives? And how to pick my kids up at 3:30 p.m..

in the afternoon, take them to extracurriculars, when I am supposed to be at work at 5 p.m.? When I looked around I found that it's not just me, every single parent in Ebay was facing the same challenge.. And upon reflection I realized, 30 years back my mother had faced the same challenge in a small town in India, and eventually she left her job to take care of her four kids.. What I realized was nothing had changed.. This problems spanned geographies, it spanned generations, the same disconnect had been solved in other areas with the platforms like Amazon and Ebay, but when it comes to parenting, this had not changed.. It felt like I was failing as a mother, and also as a business leader.. So I started Zum to solve this problem.. At Zum what we are trying to do is provide parents with freedom choice and opportunity.. What we feel is that no parent should have to make a choice between their career and caring for their children.. This is a problem I'm so passionate about, that I'm willing to do anything and everything to solve it in an enduring way.. Today many people, especially the early stage entrepreneurs, they admire us for our success..

Specifically they admire us for raising a large amount of money, for growing three times year over year, for growing a team to over 100 people in just two years, but one misses the point.. For two years we did not have any money to run Facebook or Google ads.. We were completely self-funded with no money from outside.. There were two other companies that had already raised Series A before us, and there were many times we were very close to closing the company.. The only reason we kept on going was just one: a passion to solve this problem at its core.. So a passion can not only help you kickstart in your start up, but it also gives you unique insights into the area that you're trying to solve.. Our passion to solve this problem has led us to ask deeper questions.. To get one step deeper into the whole problem, and see how we can solve it at its core.. For example, at the very beginning stage we realized that doing digital marketing and getting customers, or acquiring customers, was a very cost prohibitive thing.. If we had treated it as a wall that we cannot surmount, I would not be standing here today..

Instead we started asking who else would be willing to pay for these rides? How can we subsidize these rides and acquire customers for cheaper? And in that discussion we realized that kids go to school every single day, and they commute from school at least twice every day.. So they need at least two rides from school every single day.. So we thought why don't we go to school and find out if school would be willing to promote us? I still remember the cold call I had made to the assistant dean of Harker, it's a large private school in San Jose.. I asked him "Hey would you be willing" to promote Zum to your parents?" He said "Sorry I can't do that because we are a non-profit." I said "Okay then." "How do you promote other services to the parents?" He said "Because school is using those services," "and they are paying for those services," "so I'm allowed to do that." I said "Okay so how do you do your school transportation?" That one question led us to an amazing 35 million dollar market, which nobody was attacking using technology.. It was an antiquated market, which was stuck in 70 year old infrastructure, and nobody was addressing it.. So what we started doing was, we pivoted our business model, and started serving schools as part of our business model, and signed multi-year multi-million dollar contract.. That unique insight actually led us to grow three times year over year, and led to us access that we have today.. So your passion for something is one thing that can blow away the inertia that we have.. The fear of failure that we have, it can actually take you away from the obstacles that you may think you face, and help you reach towards a goal.. But passion can only take you so far, so that brings us to our next principle, perseverance..

Perseverance is actually, to me, is not giving up.. Even when the success is delayed, or even when the success is... You don't see any part of the success.. It's just continuing on your path until you get to the end.. So perseverance is actually one of the quality for entrepreneurs which is highly underrated, but it's one of the most important qualities I would say.. I have practiced perseverance since I was a kid.. When I was in middle school, ever since I was in middle school, I started getting up very early in the morning, like 4:00 a.m., to basically get ahead in the class from everybody, and this habit of perseverance, of not giving up even when it's very uncomfortable, just became part of my life, and it became my secret superpower.. So every day in the morning, what this habit enables me to do, is make sure that I'm prepared, and I'm ready to lead a well, very smart, hungry team.. This habit of perseverance is something I have also applied to other facets of my life.. For example, I was never ever a runner..

In high school actually, I hated the short sprints that were there, and I never wanted to run.. But then in 2016, to overcome my fear of running, and also to raise money for the cause Leukemia that I deeply care about, I decided to basically run for a full marathon.. Anybody who knew me would say I'm kidding.. But then I started coaching with a coach, and for three months I coached with them.. Every week one mile at a time, I made progress, slowly but steadily.. Unfortunately at the 18 mile mark, I got a stress fracture, and my doctor said that I could not run anymore, I was barred from running.. It was very

disappointing for me, because I had raised money from hundreds of friends, and had committed basically to raise money for the Leukemia and Lymphoma Society, and complete the Nike Women's Marathon.. After a couple of days of reflecting through it, I had an alternate plan.. I basically started swimming and started visualizing how it would be like running again.. I missed the 20 mile run, I missed the 22 mile run, which is the last run before the 26.2 mile run..

On the day of the marathon, I showed up and I completed the marathon.. There were so many times on the day when I was running, my body wanted to just give up.. I wanted to give up.. But it was just one thing, the commitment I had made to my friends, that I would be running, and the commitment I had made to myself, to not let anybody down.. That kept me going.. Fast forward.. As a founder, perseverance has really paid us off, and has led to long term thinking.. A clear example of this would be, when we were raising Series A from Sequoia.. We were going through the process of due diligence, and the process was going pretty well, but we were not at the final step yet.. At that time, another investor had given us a term sheet, and we basically had one week to say yes or no..

To top it all, we only had one month of money left in the bank, and we had to figure out how to pay our five employees.. At that time, everybody said that a bird in hand is better than two in the bush.. Take it.. Take it now.. It was the perseverance that led us to long term thinking.. We wanted to build an enduring company by partnering with a VC that had actually invested in other enduring companies like Apple, Google, Dropbox, DoorDash, Airbnb.. We brought a team on board and basically decided to say no to the term sheet in hand, and we persisted through the process of Sequoia due diligence.. In two weeks we actually had a term sheet.. And that became a defining moment for Zum.. I would say an inflection point for Zum, because that made things rolling for us and helped us build the company in a very enduring way..

So perseverance is a quality that leads to a momentum, that builds momentum around you which is very hard to stop once it starts.. The momentum actually becomes a superpower, and it compounds into your unfair advantage as you build a company or in your life.. Now passion and perseverance can only take you so far because what you need is the third principle, people, who are actually going to capitalize your growth.. Now collaboration creativity and support are only possible when you surround yourself with people who have the same passion and perseverance as you.. People are important both tactically and strategically.. My professor in the organization behavior at GSP used to say "Your only good as" "five people you attract the most with." That makes it very important that the people that you interact with and have around you are smarter than you.. It becomes extremely important for you to surround yourself with people who are better than you.. I get often asked "How do you unlock the exponential growth" "in a start up?" The insight that I have is not new, but it's true.. By having the people, and the most talented people, in your team because great talent, or great people, actually attract the great talent.. And that momentum keeps building on you..

One example of this happened in the early stages of Zum.. Me and my co-founder, we used to sell the product, market the product, build the product, do operations, do everything.. And we just hired two salespeople.. By doing that we actually got to 20 30 school partnerships.. But what we really wanted to do was, grow exponentially nationwide.. This was very lofty goal, and we were not very good in the sales at all.. And that was not a cold skill.. What we wanted to do was actually get a sales leader from outside who could help us with this.. So we found a sales leader who was perfect for us.. But in the beginning we were not perfect for him at all..

But then we finally closed him, and if you ask him what made him join us, he would say our passion and perseverance.. And since he joined us, we have actually grown our revenue 10x and we have grown to 2000 schools to partnerships across five states.. And not only that, he has built a great team around that, that has built a very scalable process for us to keep growing the sales.. The right team can make a huge difference for you, and getting your team right is both a science and an art that you have to find for you, what works for your start up and hone that, as much as you can.. Now while people lead to the success of a start up, people can be actually number one reason that your start up will fail.. I don't know if you guys have watched Professor Greer's video recently, she said that the number one reason your start up will fail is people issues.. There's a book called Founder's Dilemma which says that nine out of ten start ups are going to fail.. And 2/3 of the failure happens because of the people issues.. These could be fights between the co-founders, this could be disagreement between what product do you want to build, who do you want to hire, where do you want to sell, who do you want to take investment from, any of these problems can actually kill your start up.. The speed, the quality of decision that you make, the commitment and consensus that you have for those decisions, will actually determine how inovative your start up is going to be and how fast can you scale your start up..

At Zum actually, we have learned from our mistakes.. In the beginning there was phase when we where hiring leadership team, we started going for very shiny objects.. Just because the resume looked good, or these people come with the credentials, even when they did not match in the culture or the values for the company.. These kind of mistakes can be very expensive for the company, especially at the leadership positions, because not only do these people impact their work, they actually impact the team's work and the hiring that happens in the start up.. Fortunately for us we corrected this problem pretty quickly.. Today we have built an amazing team.. Now another myth about people is that people think that to attract great talent you need a lot of money in the bank.. But the interesting thing is, what great people get attracted towards is your mission and your vision and with what passion and with what stories do you communicate this mission and vision to them.. So this is the kind of people you want to build your start up alongside, not the people who join you just for the exit or just for the IPO.. So the catalyzing effect of people can truly be the difference in your start up being amazing or mediocre..

I feel blessed everyday coming to the work with the team that we have built here.. I hope all of you will find the people that you can connect with and work with in your endeavors and in your life.. So to summarize, the power of passion perseverance and people can actually help you get to your moon shot.. In my work I have seen how passion can actually blow away the inertia.. Perseverance can help you build the momentum, and people can capitalize growth.. I hope the stories and the insights that I have shared with you actually help you in your activities and your endeavors.. I hope the tools and the insights I've shared today with you help you reach your journey to the stars.. I'll take your questions now.. (applause) - [Audience Member] Working inside for a ride-sharing industry, how do you feel about, are you afraid of the giants coming in and taking away the market? Have they approached you to buy the company? - Yes interesting.. So the differentiation that we have built is with the school go to market..

The giants, Uber and Lyft, are primarily in direct to parent model, where they basically have very on demand up to the minute rides.. In our case the difference is we sign a year long multi-million dollar contract, so demand is very visible, and we solve over a period of time for a very specific population everything in the system and platform is actually designed ground up for the children's trust and safety and that contract's in mind.. So that's the differentiation we have.. - [Audience Member] Do you have any special techniques for attracting people better than your group? - Better than our group already? - [Audience Member] Better than your group.. - [Audience Member] Can you repeat the question? - So the question that was asked is do you have any special techniques to attract the people who are better than you? So the first thing is that we all are actually in a way, always looking out for great talent wherever we go, whether it's informally, informally the lead generation process of it, but the other side of this process is in the interview process we make sure that there is a wide variety of people that are actually rating people on different attributes that we would want for a specific job, that way we make sure that it's not just one or two people making decisions, we have the opinion of the group, and that's pulling us.. And the second thing we also do is actually an Amazon technique similar to, We call it bar-raiser, so I don't know if you've heard about it or not.. In every interview what we do is we see is this person better than the 50% of the people doing the same job? For example if we are hiring somebody for finance we would say "Oh is this person better than" "the 50% of the people who would be doing" "that finance job?" And that's very important for us, again to raise the bar and continue to hire great people on our team.. - [Audience Member] What was your biggest challenge and inflection point in the company that was kind of a make or break moment, and how did you overcome that? - So in a way two inflection points I pointed out here.. One was taking money from Sequoia, was a pretty important inflection point.. And to give you more details than I gave in the talk was, the other people who were giving us money at that time, there was a "Take this money" "and go to five cities immediately." And they didn't have a context of what would it mean to spread out a small team in five cities..

Whereas Sequoia was asking us master your play book, make it right.. Get your economics right, get your business model right, and then scale to more cities.. That became actually an inflection point for us that also led us to find more and more profitable and differentiated business models, like the school model that I described to you, instead of running very quickly in the early stages to a large part of geography, we started finding out what is the profitable model that we can scale up to more cities? - [Audience Member] What kind of set backs did you face with school or parents? - What kind of set backs? - [Audience Member] About the challenges you faced with the school and parents? - Yes.. So in this solution, trust is the foundation for the solution.. And actually as part of the Lean LaunchPad class, we used to do interviews, every week 20 interviews, and follow through the parents, over the course we actually interviewed hundreds of parents, and trust was the number one thing that would prevent, or that would make people actually put their children in a stranger's car.. So watching that early on, we designed our entire solution about what would make parents trust their kid in our car.. And that meant our driver population is very different from Uber and Lyft.. All our drivers are actually child care providers.. They come from child care backgrounds.. They go through finger printed background check..

And everything in the technology, in terms of tracking, in terms of how we hand off the kids, it's not like a drive where we just drop the kid and run away, it's like handing it off properly or checking them inside the school, checking them out of the school.. Every process and tracking was designed with that trust in mind for us.. - [Audience Member] Does your company provide the actual vehicles for the transportation, or do they use their own? I'm just curious.. - In our case all the drivers own their vehicles.. And these vehicles actually go through 22 point inspection before they are certified on the platform.. Now since we started serving schools we also have fleets of vehicles.. But these fleets of vehicles are again owned by the vendors.. And they go through the certification on the platform and they have their own drivers who go through certification.. So in a sense we don't own any asset and the revelation, to give you more detail, fundamentally the reason we are saving schools money is schools don't need to own assets.. We are using the underutilized assets that are available in the market and highly certifying them and making it available for them..

- [Audience Member] What was your next goal after making your first cold call? - What was the next-- - [Audience Member] After making your first sales, what was your next goal? Like where did you go from there? - The sales call was very insightful.. We never expected, we went there to just make sure that this assistant dean could actually send out emails to all the parents telling them about Zum.. When he got so intrigued about our solution and started asking us, and we started having conversation about school transportation, it became... And Harkers, if you know about this area, is a very well known private school.. Anybody you tell Harker is using you, it becomes very easy for you to get the next school.. So it was basically replicating the model.. Would somebody else bite it? Would somebody else give us the similar kind of transportation? And that's how we did first ten 15 20 schools, by just replicating the same model.. And that's actually an insight, like once you find a customer that you can solve in the right way, can you replicate it to more customers? - [Audience Member] Can you give us

a number of trips per driver, number of pick ups per kid, and also more importantly, what did you displace, or what did you offer in its place? - So we had done around a million rides in the last three years.. An average driver earns 2400 dollars per month on our platform.. And they may be doing anywhere from three to four trips a day..

Basically it's completely flexible.. They give their availability, and they can determine the times.. But in our case a unique thing is that, these people actually like predictability, they like flexibility but they like predictability.. And that's what our platform is able to provide them.. Most over 90% of our rides are predictable, it's given to you well in advance.. So they know where they're going, they've built a relationship with the children that they are transporting.. We try to assign them the same group of children, and that brings a very high level of satisfaction to them.. The second part of your question is what is actually we are displacing? So on the parents' side, it is status quo.. Are the parents doing themselves in all the hiring expensive nannies on an hourly basis to do it by themselves.. Basically in our case you can just order a ride, and order a ride for your multiple children..

You don't have to worry about being in different places.. On the school side, our goal is to be the one-stop shop for any student transportation.. So essentially these are vans, these are school buses who are, surprising insight that we had was, school bus, 80% of the time only five kids are traveling in a school bus.. They're very unutilized, but that's the mode of transportation.. Because the routes are so long and kids have to spend so much time anytime parents end up doing those routes.. So what we are doing is we are building this micro infrastructure where we can actually do smaller routes for three kids at a time, four kids at a time, and make sure the experience is very high for everybody in the process.. And the money that the schools spend is much lower.. - [Audience Member] And then the built in repeat situation.. The kids go to soccer every Wednesday-- - That's right.. - [Audience Member] The same driver goes to pick up the same kid every Wednesday? - That's right..

And it's not the same, but it's the pool of driver, but same driver, similar driver.. So that builds a lot of certainty, that was actually part of the trust also that we learned earlier on, because the errors are less if the people know the child, they know the routine, even though everything is there on the app, but there's a familiarity aspect to it.. - [Audience Member] On a policy a similar (speech drowned out by microphone noise) - So in the beginning we are one of those start ups who try out everything.. We tried, part of the story that I didn't cover here is, we went to corporations, we said "Hey your productivity is getting lost" "because the parents are leaving" "at four o'clock in the afternoon." "Would you want to tell your employees about us?" The same thing we thought about, how can we provide more work to these drivers? Should we do seniors in the afternoon? The interesting thing that we found was seniors had a lot of things which were very different in a way, like many of them don't have phones, it's a similar situation where somebody would have to book on their behalf, and it was a different cohort in terms of partnerships.. Though it's there in the plan, like when we scale up and we want to do adjacent services, but at this point our focus is very sharp with the resources that we have on children only.. - [Audience Member] This is amazing, but I have a question.. So when you were in the initial phases trying to map out the idea, did you ever think of partnering with already existing ride-hailing services like Uber or Lyft or did you second doubt yourself on that? And then how did you... What do you think is your competent advantage and how would you differentiate... Like how did you get that internal conviction of knowing that we have a substantially different product that can't already be done with the driving-- - Yes.. So interesting question..

In the beginning stage when we talked about two start ups who had raised Series A before us, one of them actually died within an 18 month period because they were just trying to be Uber for kids.. They hired a lot of Uber and Lyft drivers to serve the kids.. And the problem with that, what happened was in the last minute if there was a peak ride that was coming in or they were far away, they would cancel the kid's ride.. So the experience was very flaky for children.. Like it was just not bearable, and that became such a reputation issue that they had to close down the company.. In our case it was more about solving the problem.. What was the pattern that the children follow? What kind of drivers are needed? And we came up with very unique personas of driver.. In our case there are four different personas of driver, these are stay at home moms, or child care professionals, or graduate students, or part time professional like nurses, coaches, or people in the community.. And these people would actually not be on the road but for driving for children.. So it's a very unique cohort of people like everything, even as I start describing you the solution, is built in a very different way just for the children, instead of partnering..

The second insight that I want to give you is Uber and Lyft drivers are not fingerprinted background checked.. In fact the cannot do that, because they'll have to do it for millions of their drivers.. In the case of children, that's a requirement.. That's a legal requirement to do.. - [Audience Member] I was hoping to ask you a question about contingency planning.. As I'm sure you are aware, parents of children can be very protective and anything that goes wrong can be very devastating for a company like this, so I was wondering in case where, you know maybe a car accident happens or something like that, how do you mitigate the issue of parents all of a sudden no longer trusting the service? - So crisis management is a big part of any service like this, like airlines or hospitals or ride-hailing, specifically for us because this is precious cargo.. Absolutely like the highest form of trust and safety you would need.. So actually two forms of that.. First thing we do is a proactive.. And the proactive is the way we hire drivers, how we actually take feedback after every ride from the driver behavior from the kids and from the parents and based on that we decide who will stay on the platform or not stay on the platform..

What kind of feedback do we want to provide them? All of those things, we have a special insurance that's actually

applicable when the drivers are doing rides on behalf of us.. So that's the second... This is still the proactive part.. The reactive part of this is called crisis planning.. So we have a team which is a trust and safety team, we go through all the scenarios, we call it 69 ways that things can go wrong and what would you do? It could be as simple as an electricity outage, nobody can see on the app where the child is.. Where should I drop? Where's the navigation? To as complicated a situation as there can be an actual disaster.. And all of this is basically we have a script, checklist, what needs to happen, and we go on behalf of that.. - [Audience Member] According to (speech drowned out by background noise) by Uber Lyft and Pinterest and none of those three companies are profitable.. Do you have a goal of being top of that? - That's a great question.. That's actually a different thing about us..

The profitability metric.. So our metrics are very different from Uber and Lyft, the school business that we are in is highly profitable.. The San Francisco region for us will be profitable this year.. That's one of the reasons that investors get very attracted towards a model.. Like it's not only predictable but it's very highly profitable for us.. - [Audience Member] You mentioned that you probably shouldn't work with people who are just there for the exit or for the IPO.. What are your techniques for saying "Hey maybe this person is just here for that?" - Yeah great question.. If you actually I Invite you to come to Zum (laughs) and see our office.. Everybody who works at Zum, whether they are fresh out of college, whether they have a few years of work experience, whether they are a parent, they are not a parent, surprisingly they come to us because they are very attracted towards our mission..

And the stories that you would hear them in the interview process, I'm not selling them, usually these people are selling me and telling me "Oh I was the last one to be picked up" "from school because I was in South Bay" "and my mom used to work in East Bay." Or "My sister had this problem." So somehow they relate to the mission in such a way that they are 100% committed.. They want to provide the best possible service.. And those are the kind of people we look for, the passion for our mission, and the fit for the culture and our values.. And that goes so beyond because in that case, you don't have to tell people what to do, they are actually telling you the best possible way to serve your market.. - [Audience Member] What prevents the parents from hiring the driver? And them leaving the platform? - So interestingly at Ebay we call it leakage problem.. In this case the interesting part is the value that we provide for both the sides of the platform is way beyond just connecting the child to the driver.. From the driver's side the problem that we are solving, is if you're a part time care provider then continuously finding work for yourself is very hard.. You spend more time finding the work than doing the work.. And if you are on the parents side, if you want to hire a part time care provider and do it, you cannot keep the part time care provider because you have to provide them more and more hours of work and you should have those many hours of work.. So in the end, driver would not want to work with the parents because we provide them a set of rides, and we can provide them a more amount of work, as compared to just leaking out and going to a parent..

Same for the parent.. If this driver doesn't show up tomorrow then what happens? In our case it is guaranteed.. Somebody will show up no matter what.. (applause) (electronic music)..