

Does College Matter?
Episode 4: Bosse Tools

Introduction: In an age where tuition is on the rise, high school students are skipping out of college to start their own companies, and technology increasingly offers alternative ways to learn, we wanted to ask the question, does college still matter? Welcome to *Does College Matter?*, episode four.

Aaron: The potential is endless, you know. There's a cap on what you can make or what you can do at your job. This, you know, we might fall on our butts one day. We might have a nice exit one day, so it's really just—I think it's the unknown that, you know, we're working towards the unknown. Yeah, we have our five-year strategic plan with financial assumptions, but what if things go really well? What if things go really poor? What are we going to do to make it a success? I think it's just that daily grind that I look forward to of turning this into a real company that we started at ASU and now we have, you know, in five years we might have ten million in revenue and something good like that. So the opportunity is, I think, what's really opened my eyes.

Jody: Hi, this is Jody Hoff, and it's really great to have you back to this week's show. I'm excited because I want to make this slight shift in our focus to begin exploring how entrepreneurship is transforming the college experience. Now if you had a chance to listen back in episode one, you would have heard economist Mary Daly talk about how a college degree is absolutely one of the best investments that you can make in yourself. So then the question becomes, well, what's the focus of that investment? What should I major in? A potential solution has been emerging on college campuses across the United States. Positioned at this perfect intersection between studying what you love and studying what is useful, entrepreneurship is helping resolve that dilemma of what should I major in, and to that point, I'm out at Arizona State University to meet up with the cofounders of Bosse Tools, a shovel and tool company with an ergonomic twist. I'll introduce you to Aaron Gagleard and Stephen Walden, and I'll ask them where they got their idea, what the university is doing to support their startup, and the significant role that mentors have played in their success.

Jody: Thank you both so much for taking the time to join us today. So, let's talk a little bit about the idea, first. Stephen, I've read that you came up with this idea, following some strenuous yard work. Tell us a little bit more about how that pain sparked your imagination.

Stephen: Well, the rumors are true. I was doing yard work for my parents, specifically helping my dad dig some trenches and helping my mom start the beginning of a community garden, both of which required shovel work. And day in and day out in the summer heat in Phoenix, I was wielding a shovel, and at the end of the day, you know, you're sore and tired, but the next morning you wake up and your back hurts and your shoulders are kind of sore, but you think, that's normal. It's a shovel. I mean, I just hiked a mountain, and my legs are sore. It's kind of the same thing. You think, oh, I should be totally sore at the end of a day of working, so I thought, maybe there's a different way to do it. Maybe there's something more efficient, more effective, some way to decrease or eliminate that pain that you experience, and that was sort of the onset of the idea was how do you reduce the pain, and what positions of the body might be more allowing of that?

Jody: Right. So it's not just inevitable that shovel work has to be painful.

Stephen: Right. I can't say that we eliminate pain, but there are definitely ways to be more efficient when you're doing these jobs, and my goal was to figure it out, like, what other tools leave you less sore at the end of the day? How do we implement that into a shovel?

Jody: So, do you have a medical background?

Stephen: No. I have a background in business and theology.

Jody: Okay.

Stephen: Neither of which are engineering or medical, physical at all.

Jody: So, now Aaron, where do you enter the picture?

Aaron: Yeah, so a funny story: Stephen and I actually went to high school together in central Phoenix.

Jody: Okay.

Aaron: We weren't the greatest of friends. We knew each other through some mutual friends. You know, we'd see each other across campus, say hello, but I was actually developing a golf product. My background's from W.P. Carey and also the Professional Golf Management program here at ASU.

Jody: I see.

Aaron: I was working on a startup inventing a golf product, had just brought it to market in late 2013, so our high school both published Stephen Walden is doing this awesome thing with Bosse Tools; Aaron Gaglead's doing this cool thing called The Swing Setup. We both had won some awards, and that's how we actually saw each other's products and reconnected via Facebook, of course, and he kind of was in the stage of running a Kickstarter in beginning manufacturing. I had sourced and manufactured a product abroad. He was looking for a partner in the business, so we reconnected over lunch, and we kind of did a small round of financing together. I became a partner in the company, and ever since December of 2013 we've really been pushing forward together.

Jody: So, when did you guys realize you might need some help getting this thing going, and where does Arizona State University fit into this story?

Stephen: I realized I needed help when I was living in Los Angeles, and I would tell people I had a hardware startup, and they assumed tech hardware; they assumed computer hardware, and the startup community is flourishing in Southern California. I loved working in that environment, but it wasn't conducive to manufacturing and hard goods and big products, so being from Arizona, I knew there are tons of space here. There's more of a grasp of that industry, and I decided I want to move back and find a shared workspace, and I checked a couple of the private ones and then I noticed ASU has a shared workspace at the SkySong facility, but you needed a student on your team. I had talked to Aaron; I knew he was a student, and I was, like, bang, bang, student, ASU workspace, move back home to Phoenix, and that's kind of where it all happened was all these things kind of lined up, and ASU had definitely the most professional-looking workspace that we can get our hands on, and then we got admitted into the program.

Jody: Stephen, I want to hear a little bit more about the business plan competition, and how critical was that in the journey that you've been on?

Stephen: It was very critical from an academic perspective. At the time I had an academic business plan. It had your marketing section, your finance section, all very pro forma. This was an A paper I wrote, and it happened to be a business plan, and so I pitched it in California, I pitched it at Harvard, I pitched it in Canada, and it was very well

received in the academic field, but it wasn't until I pitched it in front of someone who's currently on the board of our company now who was at the San Diego State University business plan competition, and he said, great business plan. I'm in this industry. This has a lot of applications to what I do. If you want to pursue this outside of academia, I'd be happy to at least start mentoring you. And that's the first time I realized there was practical and industry-relatable evidence that this is beyond academic, that this is something that could fit as a real product in the world, not just an A business plan, and so it was that one business plan competition at San Diego State when I finally stepped over the boundaries of academia and realized I need to pursue this in the real world, and that's when moving back here made us realize is I moved out of LA where I had gone to school. I kind of moved out of my academic bubble into a real-world, if you will, environment, where we were able to pursue this as a business model that spans beyond a piece of paper.

Jody: Right. So, we kind of talk about that as being experienced-based learning because there's still, obviously, a lot of learning going on, but it's different than that sort of academic-textbook model. Does it seem like ASU has found a really great mix between the academic kind of training that you, you know, in the content with that more hands-on experience based?

Aaron: Absolutely. So, you know, one of the, like I said, the lean startup that no matter which program you enter, you go through a three- or four-day workshop of eight hours a day you're going the lean-model canvas, and by the end of that period, the last two days they want you to go take your minimum viable product that you have out into the marketplace. One girl was working on new antennas for cell phones, so she set up, she sat outside the Verizon store at this fashion square mall, and today, you know, any customers, would you use this antenna; this is the use for it; these are the pros and the cons, so they get you in front of perspective customers and real-world people. Yeah, they can teach you how to be an entrepreneur on paper or through a book or, you know, there are tons of books out there that you can read, but it's really that experience of getting in front of who would be your customer, are they going to buy your product, or are you crazy to be pursuing it, is it something that's going to be well received, you know, so they get you in front of that real-world feedback data at that stage of your development, which is far more valuable for us than going through a lean-model canvas on paper. We kind of know what needs to happen for the business to be successful, but we need to go out and talk to customers, who is our customer, are they willing to pay this price for the product, is the product even

viable, is it something that will be accepted. So, we've learned much more through experience, good or bad, talking to people in the real world rather than sitting in a classroom and kind of learning, but, obviously, you need to go through the stages of learning and how to approach people, so ASU has a good mix through their mentors of, here, do this by the book, and then the next mentor might say, you need to go talk to this construction company about your tools, would they use it, are you crazy. So it kind of validates your idea early on where a book can't really tell you if you have a good idea.

Jody: Right. That's a great summary. Tell me a little bit more about this Edson Student Entrepreneur Initiative that you all are in here at Arizona State.

Stephen: The premise of Edson is ASU has received this endowment, and they are using it to foster an opportunity to experience entrepreneurship and give you sort of your very first Kickstart is go try your idea. It doesn't have to be proven. It doesn't have to have revenue. It doesn't have to have traction, just has to have a dedicated team of people who want to try to be an entrepreneur. It's sort of the, is it learned or are you born an entrepreneur, and ASU kind of allows you to pursue that. I'm a born entrepreneur. I don't need to go do a textbook. I don't need to show you that I've done this. I'm presenting to you my passionate idea that I want to try to pursue, and the Edson program allows you the opportunity to go try it, to go see if it works, to go take a little bit of money and go apply for a patent or go make a prototype or go get a website made. It's not going to be enough money to make you a billion-dollar company, but it's enough money to at least let you operate up here with a professional present at an office space and experience first hand what it's like to be an entrepreneur. So that's what Edson allows you to do. It definitely lets you try to see if this is meant for you, if you're an entrepreneur, if you have that flowing blood of entrepreneurial spirit that allows you to get up early and stay at work late and try to pursue your business idea.

Jody: Yeah. That's a great summary. How are you applying this with Bosse Tools, in this Edson program right now?

Stephen: For the Edson program, it was the first opportunity where we had a space that allowed us to work beyond the coffee shop or work beyond our desk at home. It allowed us to really have our first experience at we come here, we do our work, we promote the goals that we've set for ourselves, but we feel we are in a more professional environment, supported by mentorship and entrepreneurship, so it

really kind of gave us that kick, that someone saying, look, we're investing in you because we believe in your idea. Now go prove it. And that's what Edson has done for us, and what we do with the program now is use it as motivation to say, these people believed our story. Let's go make it happen.

Jody: Yeah. This facility that we're in, the SkySong, am I saying that correctly?

Aaron: Yes.

Jody: I read someplace they call this a maker space, which I love the way that sounded. So are you literally making things here?

Aaron: So, yeah. All of our R&D's been done in this building, and also we'll show you some of the—there's a 3D printing area where we printed some of our early prototypes, and definitely there you'll see some of the desks over there are cluttered with wood, steel, you know, there are a couple of companies that are working on medical devices, so they're finagling with their materials every day, trying to build a better solution for jaundice. So there are all kinds of stuff being made here, whether it's ideas, whether it's the engineering files on the computer. There's not a ton of manufacturing space here in the facility, but all the ideas are born here, the research is done here, the prototyping is done here, which is, you know, it's a big step to get to a prototype, and we've gone through twenty stages of prototypes, and you learn something new every time you build a different design or use a different material or process, so there are definitely things that are being made, you know, not manufactured here but they're being born here, researched, and designed. So it's a cool space where you never know what you're going to see that day. We know where we're going to see the certain companies that work next to us, but it's an open workspace so you never know, you know, you don't have to live in Arizona to be in the program. There are certain companies that they lived here at one point, they were ASU undergrads, and now they're working on an idea in San Diego or New York, so they'll always stop in and you can see what their progress is, you know, a physical product, so tons of making going on here, not manufacturing but prototyping has been absolutely crucial for us, and we did that here in the building.

Jody: I see. I want to talk a little bit about some of the teachers that you had along the way. Have there been some faculty members that really inspired you to sort of take the leap to begin this company?

Stephen: Yeah, I credit—I even list him as an advisor of Bosse Tools still, is Dr. Fred Kiesner from Loyola Marymount. He founded the entrepreneurship program at LMU, and he was the first person who really invested in this idea. He used the entrepreneurship program to send me to these business plan competitions. He used their resources and his time and energy to send me to Harvard, to send me to Chapman, to send me to Canada and let me pitch this business idea, and there was nothing proven. I had no prototypes. I had no business partners, no financing, and he was the first one that said, use my office if you need to make a phone call to a business professional. Use some of the school's resources to go travel to San Diego to pitch the product or go travel to Massachusetts to pitch, and I definitely credit—that was the most important, crucial faculty member. I won his class' business competition. If he didn't teach that class, I would have never pitched this idea, and I would have never partnered up with Aaron and done any of this.

Jody: Yeah, that's a great story. How about for you, Aaron?

Aaron: Yeah, you know, one of the key—unfortunately, he has just left ASU—but one of the key players that brought us into this space was Fred von Graf. He was in charge of the ASA and also kind of facilitating the Edson program, so we met with him, like I said, in August of 2013. We said, hey, we have this cool idea. I'm still a student. We know the programs aren't really open right now for applications, but is there any way we can get a workspace here, kind of start bringing our stuff in and see if we fit into any of the programs. And he said, yep, not a problem, so we started pitching in October, November of '13. You know, you have to pitch to be in the program. You have to prove you have a prototype and all those types of things. He really opened the door. We've met tons of our mentors and advisors through the program, but he was really that welcoming hand, so to speak, to get us into the program and show us that we can actually move up. If we can prove some success and bring something back to the program, we'll happily move up to Edson program, which we've done, but he was really instrumental in bringing us in here and kind of welcoming us with open arms.

Jody: I see. And even the application is experiential, it sounds like.

Aaron: Absolutely.

Jody: It's not just filling out on paper, writing out what your qualifications are, but you actually had to show up with a prototype and make a pitch?

Aaron: Yeah, so all the companies that were up for that program are sitting in the conference room, right down the hallway here, and you get up and do a fifteen-minute pitch, and everyone has a completely different idea. They didn't give you any guidelines on the deck to present, what to present, financials, ideas, customers, so we just kind of took a stab at it and, luckily, we seemed to nail it on the head in what they were looking for, and they were trying to get some more companies that weren't software or application based, so physical manufacturing companies that we can sit back there in our little corner and show off our shovel, the prototype that we've gone through rather than try to explain the next application, but there's a good mix of people here that it was interesting to pitch. We learned a ton about ourselves, about the program, about the other companies, so it's a fun experience, and now that's one of our strong points is the pitch we give and how we approach the deck. So we've definitely learned a lot.

Jody: Yes. We've talked a lot about the education piece, which, of course, I was really interested, but I want to hear a little bit more about the product, and I'm sure anybody listening to this interview is like, well, what does this product have that makes it so different and unique, so what's going on with Bosse Tools?

Aaron: I guess at the thirty-thousand-foot view, it's an ergonomic approach to hardware tools. It's taking your traditional shovels, rakes, pitchforks, brooms and applying proper body mechanics, proper technique to these tools. So, getting a little bit more granular, we've instituted a rotating handle onto the center of the shaft, right now, of shovels is what we're manufacturing. So picture a shovel with a big circle in the middle of the handle, and in that circle is a handle that rotates, and every twenty or so degrees it locks into a different spot. So traditionally you are panned in at one point. Your wrist had to be on the straight shaft of the tool. Now with this handle in the middle, you're pitching snow out of your driveway or you're moving dirt into a wheelbarrow, you angle the handle at wherever your destination is for whatever you're moving and you can dig and pitch dirt all in one fell swoop rather than having to dig and pivot and move. It's facilitating proper body mechanics, facilitating easier movement, allowing the tool to work with you rather than you having to adjust to the tool.

Jody: Can I buy one of these shovels or snow shovels or pitchforks or brooms?

Stephen: You can. You can. Exciting news for Bosse Tools is our first shipment arrived to our distribution center end of last week.

Jody: Oh, wow!

Stephen: So despite all the hang ups in the port, our shovels snuck through, and we got our products quicker than we thought, and now we have some inventory that we're starting to distribute to—we have about eight hundred customers lined up, waiting for their shovels.

Jody: Are these the folks that ordered via the Kickstarter campaign?

Stephen: Kickstarter and then subsequently they've ordered online. So they'll get the first products, but you can place a preorder, and within the next few weeks our next shipment's coming over, and those will be distributed to brand-new customers, as well.

Jody: Yeah, I was looking on your website, of course, and I saw that you have a few giveaways for those intrepid people that order the products, so you also have some..

Aaron: Yeah, so, you know, we understand that people want the product right now, and, unfortunately, with manufacturing and some of the lead times, we're very transparent about the product is on it's way, we're manufacturing it, but if you want to get in line to get it, we're offering free shipping and also a free little gift, so a holiday mug or a t-shirt, just to say thank you for getting in line for these tools and showing your support. You know, obviously, twelve to fifteen weeks' lead time on the website is not ideal, but it's more of a preorder phase and just to get people to line up and to get the ball rolling, so then when we say shipping in five to seven days instead of twelve weeks, we have a list of people and subscribers that are interested. We know it's detracted a bunch of people from actually following through with the order. We can kind of see on the back end who's adding what to the cart, what time are they spending on pages, and some of the metrics have been great, assuming that they're going to get in twelve to fifteen weeks. So it's just a little token of our appreciation to make customers feel appreciated.

Jody: I love that.

Stephen: I think another thing is, that ties back to the education piece, is they really instill in you here that you need to test the product with the customer not just test it with yourself, and so we took a risk and said, we're going to test this with the consumer and show it to them months before it's available. We're going to show them the product and gauge their reaction. If we had sat on our website and

received no sales, that would have proven to us, stop, don't manufacture it. You're not selling the product. Instead, we took that risk. We said, we're going to build the website. We're going to build the campaigns. We're going to promote the product, see if people buy it, and then we're going to start the manufacturing process and risk the fact that people are going to be complaining about waiting so long, but it's better than the alternative which is hiding it, not showing anyone the product, waiting until, hey, we have ten thousand in a warehouse, and everyone's moved on to the next coolest product. So this was sort of the risk we took. It goes in line with what entrepreneurship promotes, which is validate your idea with your consumer before you end up spending all the money to make it.

Jody: And that's kind of a new way of thinking about product development and getting the product out in front of the customers, right? Instead of waiting until, as you said, until it's already sitting in the warehouse and then hoping people will buy it, you're sort of preselling people. Is that the way you validate the idea?

Stephen: Absolutely. The traditional model, you build the business plan around your financials, around all of your financial assumptions: these are my costs, these are my projected sales. Based on capturing the elusive one percent of the market, I can sell eighty-five thousand products a year. Therefore, I need five million dollars. I better go raise it before I go manufacture a thing.

Jody: Mm-hmm.

Stephen: Traditionally, that made sense: the complete business plan, projections, analysis assumptions, this is the money I need to do it before I sold any. Today, with the availability of prototypes and quick turnaround times on manufacturing, it's kind of shifted. It's what can I bootstrap on my own, how can I go build that product as quickly as possible and show it to the consumer, and then get the traction I need to prove to an investor, prove to you, venture capitalists that this is taking off, this is what we've done with our resources, and this is the success we've already had, rather than doing it the traditional way.

Jody: That seems like a really smart way to do this. And so being in this workspace here at ASU has that kind of helped connect you with all those other resources?

Aaron: Yeah, you know, tons of our advisors that we still work with today, whether it's we're setting up a test with a couple construction companies here for them to test some of our first products and give us

feedback, and that all came through a mutual mentor, so to speak, here, and we still keep in touch with him. So, he would prep us for any meeting with Home Depot or Lowe's because he's been in those meetings before. He can kind of role play with us and sit on the other side of the table, and all of a sudden we're having an impromptu meeting with Home Depot, just while we're grabbing coffee with him. So it helped us prepare for what's to come in the meetings, what to present, and what to really harp on, what to kind of back off and let them bring up. So tons of people that have been in our shoes before that have won, they've lost, it's not all about winning. You learn a ton from losing, and we've done a good job of working with our advisors to minimize our losses. They've worked with this company before, and it didn't work out, so all of a sudden we know not to go work with that company.

Jody: I see.

Aaron: So it helped us mitigate the risk of our capital, our time, our resources, so it's definitely been instrumental.

Jody: In terms of thinking about young people coming up and thinking about entrepreneurship, what advice would you give a young person about starting a new venture?

Stephen: I think, sort of tying this in to your last question about studying entrepreneurship as well, I'll give you some background. I studied entrepreneurship because there were no textbooks required to study it. There was no...

Jody: That's what attracted you to it?

Stephen: Yes. There was no Financial Analysis 355 that I had to go buy at the bookstore. There was no Marketing 101 textbook, and it was entrepreneurship is based on you write your plan, and you have to execute your plan, and if your goal, which mine was, at first, was to take the path of least resistance, you're probably going to hit the wall at some point, but if it's still attractive to you and you can climb over that wall, you can take this path of least resistance and build something out of it, it's probably going to end up being the most work of any field of study that you're going to do because you become your own supporter, your own person that you study with. You really aren't tested, do you understand financial analysis; it's no. Do you have what it takes to be an entrepreneur, and so that's when you graduate with that degree, you all of a sudden get thrown into the opposite world. You're not a market-analysis intern somewhere; you're running

your own business. So all of a sudden what went from the path of least resistance becomes a path of most resistance, and my advice is if that's the role you want to take and the role is promoting your own idea, promoting your own ideals, promoting your own path to become a successful influencer or a successful change maker, this is definitely a field you want to pursue, knowing that all of the downfalls and pitfalls are hard work, late nights, stress, and, on top of that, it's not knowing what's next. And so my advice would be be okay with ambiguity, be okay with uncertainty, be okay with doubt, and be okay being told no and that your idea's not going to work, because if you can be okay with that and if you can withstand people telling you those things and you believe in your idea and other people believe in your idea, you're going to go a long way, and you're going to appreciate the fact you put so much hard work into your idea. So that's my advice. Be okay with uncertainty and ambiguity, and know that if deep down you have the passion to pursue your idea, then don't let anyone stop you or tell you otherwise.

Jody: Bosse Tools looks like it has amazing potential, so I'm excited to see what the future looks like for your company. If, at some point, somebody buys you all out or you move on to some other, how do you think this experience would help you in terms of whatever the next phase of your life might be?

Aaron: You know, it's a funny question to ask and address. We try not to look into the future, five years are we going to be running the company, are we going to exit, are we going to go license it to one of the big players in the industry. It's something that both of us together, we like working together, and no matter how much we sold it for, how big or how little, we might take six months off and enjoy the time, but we're going to be back doing something, whether it's in the tool space or just some other product, so this is the most crucial time of our lives. We're never going to be younger to take a risk, start a business. You can always shut down—we have degrees, so we can go work in other fields or whatnot, but it kind of gives us that life experience that, you know, hey, we've done it before. We lost this, this, and this, but we won this, this, and this. We can take what we're good at and turn it into something else, so whether we're running Bosse Tools in fifteen, twenty years from now or whether Stephen and I are working on other things together, some of our partners, they've opened, operated, failed twenty-five, thirty businesses together, and every industry consumer good, software, green goods, so it's something that we see ourselves working together, whether we're venture capitalists working the other side of the table or we're inventing new products, our minds are always kind of going, and we

try not to let ourselves—you know, one of the faults of entrepreneurs, I have this big, shiny object in front of me but, oh, my buddy's working on this big, shiny object, and then they move on to that one. It's really you have to focus on one idea, one company, one product if you want it to be successful. It takes twenty-five hours a day to run a startup, so you need that focus, and, like I said, no matter what the exit strategy is for us, I feel like there's going to be something else that we're going to be inventing or tinkering or working on in the future, so it's really just an entrepreneur mindset of I'm never satisfied; I want to keep working on new things, take new leaps of faith, and I like to assume that this is my passion, and I want to invent new products and take a bigger look at things rather than just going to work for someone else. I'd rather do it my way and have fun doing it rather than not looking forward to work every day.

Jody: Yeah, well, both of you, obviously, seem to be having a lot of fun, a lot of enthusiasm. How would you say starting Bosse Tools has changed your lives?

Aaron: You know, it's opened my eyes to the possibility of living your own life. It's something that, you know, we have plenty of friends that go work nine to five in their cubicle, and they're somewhat content, but they can't wait until that clock hits five, and then they can't wait until the clock hits nine the next morning, so we kind of hear the horror stories of, you know, I'm a number cruncher in a cubicle. This is not what I went to school for. I want to have more freedom, more flexibility, you know, enjoy the workspace, so this has just given us an opportunity to show what we love to do, and I think it's just that freedom that you have. If we're here until nine o'clock one night, that we're willing to do so. If we don't come in the next day and we're working on stuff mobile, that we can do that. It's something that there's nobody telling you what to do or how to do it. As long as things are getting done, we're happy working with each other, and we always know that the other guy's going to take care of his responsibilities. So it's just something that the freedom to express yourself and this is what we like to do, and there's more, like I said, more flexibility, and it's just more fun, I think, to—and, you know, the potential is endless, you know. There's a cap on what you can make or what you can do at your job. This, you know, we might fall on our butts one day. We might have a nice exit one day, so it's really just—I think it's the unknown that, you know, we're working towards the unknown. Yeah, we have our five-year strategic plan with financial assumptions, but what if things go really well? What if things go really poor? What are we going to do to make it a success? I think it's just that daily grind that I look forward to of turning this into a real

company that we started at ASU and now we have, you know, in five years we might have ten million in revenue and something good like that. So the opportunity is, I think, what's really opened my eyes.

Stephen: I think one other thing, though, is I call it the pursuit of self is you're able to wake up every morning and pursue your dream and your goal. What's really cool about business is that every business, every storefront, every operation, someone started it. Someone's dream was to be a coffee shop on the corner, to run a yoga studio, to have the largest consulting and financial institution in the world. Someone's dream was all of those different things, and some individual person had to pursue that first before that institution came to be, and so what we're doing at Bosse Tools is we're pursuing ourselves. We're pursuing this dream of creating twenty-first century tools, creating ergonomic innovations, and if we're not doing it, nobody else is, so it's really allowing us to pursue a dream that's going to grow into other people's goals and dreams and allow them to pursue these same things, too.

Jody: Wow, that's a great way to sum it up, and congratulations to you both. It's been terrific having an opportunity to talk to you, and we look forward, of course, to watching how Bosse Tools evolves in the future, so thank you both so much for speaking with me today.

Stephen: Thank you very much.

Closing: Okay, I have to admit. I feel a little guilty about this, but, wow. It was really fun meeting up with Aaron and Stephen on location in the incubator space at Arizona State University. It's kind of hard to describe the optimism and enthusiasm there, because, you know, Aaron and Stephen are not the only entrepreneurs in that building. As part of the incubator accelerator model, they're just surrounded by innovative young people and some of the people, actually, not so young, who are working on all these really wonderful ideas. I'd also really love it if you could go out and take a look at their innovative shovel design because I think you'll find that to be really fascinating, too. So, of course, I'll put some links in the show notes, out to the Bosse Tools site, and also to the University's entrepreneurship program. I really can't wait to see how far these guys can go with their idea, and I think the future looks pretty bright for the both of them. I hope you'll stay tuned next week, when I'll introduce you to one of the cofounders of Vivid Roots, an apparel startup with a social mission, as we discuss does college matter?