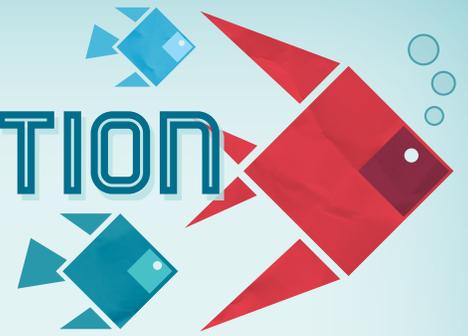


DRIVING PARTICIPATION

with Beth Brodovsky



SESSION 088

HOW PEOPLE ARE COLLABORATING ON BIG IDEAS WITH DENISE HAYMAN-LOA

Beth: Hello, this is Beth Brodovsky and welcome to Driving Participation. Today I have Denise Hayman-Loa on. Denise is the CEO of a company called Cari, which is a really interesting, collaborative platform for connecting people in organizations and across organizations together, and we're gonna have a great opportunity to talk about some of the interesting things that's really allowed Denise to discover and learn about. So, Denise, thanks for joining me today.

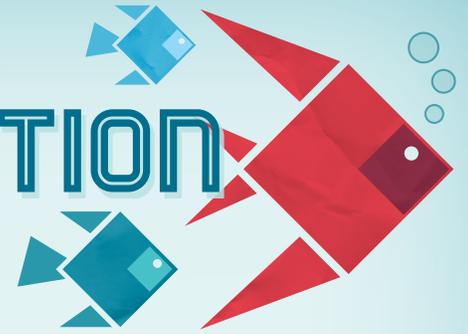
Denise: Beth, it's a pleasure. Happy to be here.

Beth: Denise, you have had a very, very interesting journey into this work. Why don't you talk a little bit to start about how you wandered into this world.

Denise: Sure, that would be fun actually. I spent almost 30 years, Beth, on Wall Street, which I know sounds kind of surprising given where I am now, but most of my work on Wall Street was in the technology world for the first 15 years or so and then I built a business at Goldman Sachs actually for internet B2B solution delivery of the firm's risk management technology. So I was like an internet B2B pioneer back in the late 90s before anyone was really doing that as a business. Then I moved on to do some front office work and run a few businesses there at other related firms and finally after about 30 years of that, I decided, you know what? I think I need to do some other things, so I ended up moving on and building our horse farm and doing some artwork and becoming the president of the board of a local nonprofit and sort of essentially retiring, moving on to my second career so to speak. So I did that for awhile and I really enjoyed it at many levels, but I found intellectually I wasn't stimulated as I had been used to being and when my husband, our chief technology officer, came up with this idea for communities across the world to be able to improve their collaboration and communication and link to each other. It kind of captured my imagination so I started working with them to become more of a strategic advisory role and gradually became more and more involved and ultimately he ultimately asked me to be CEO, which of course I said no to multiple times.

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Beth: Probably smart.

Denise: Yes, it was smart and I still look back and think what was I thinking, but it's been a great journey since. We've done an enormous amount of things in terms of adding to the platform and meeting some fabulous people and just confirming the need for what we're doing so that's where we are today.

Beth: I'm sure people would want to know, which is easier—working with Wall Street bankers or your spouse?

Denise: Oh, wow!

Beth: You don't have to answer that.

Denise: That's a good question. You know we've been married for 33 years so I think at this point we've got a pretty good, we've figured each other out and we have a good way of working together, and I actually enjoyed working with all the Wall Street bankers. I know that sounds kind of crazy to most people, but let me put it this way. There was never a dull moment.

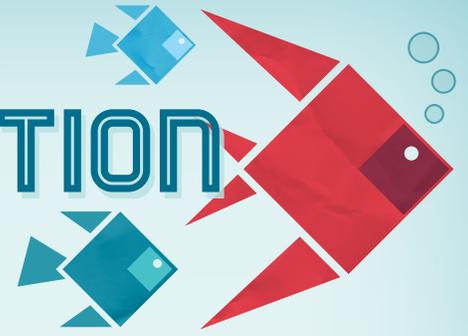
Beth: I am sure. I always find people stories really interesting because you get to work with so many different types of people, especially in the work that you've done, really completely different things and what a great opportunity to do such different things that you get surprised where that ends up leading you.

Denise: Absolutely, and I was lucky because the last sort of 10-15 years of my career, my clients were all pension funds and foundations so I got a really good sense of what that part of the world is like. I spent most of my time on the road with them instead of being hammered in the office, and so it was a great experience.

Beth: I'm always fascinated by the different ways that people are exposed to the different aspects of what nonprofits actually do because still so many people say to me "Oh my gosh, you work all with nonprofits? How do you make any money?" People don't understand that they are organizations and businesses and need to make money and spend money just like

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anybody else.

Denise: They have budgets, they have special lawyers, they have staff, they have day to day financial requirements, cash flow in and out and yet hopefully they're achieving a good cause.

Beth: Right because there's both for profit and nonprofit businesses that if you don't run yourself like a business, it's hard to sustain and vice versa. Ones that figure it out and start to understand some of these things can really live to do great things in the world no matter how you structure yourself financially.

Denise: Yes, that's absolutely right. The nonprofit that I work with, Apple Farms Arts & Music Center, down here in South Jersey, the budget is typically between \$3-5 million a year. They educate at camp, there's 400 kids that sleep over during the summer and then they educate many of the art students in the region so it becomes an extension of the regional institutions here in the regions, so you have to meet your commitments.

Beth: Absolutely. If we can sort of promote that idea that actual amazing things that people can do. It's really great.

Denise: Yep, absolutely.

Beth: It sure helps to have volunteers like you!

Denise: I volunteer in so many ways.

Beth: The bonus is that with nonprofits we get to run like a business and get volunteers.

Denise: That's right and actually pay for the honor.

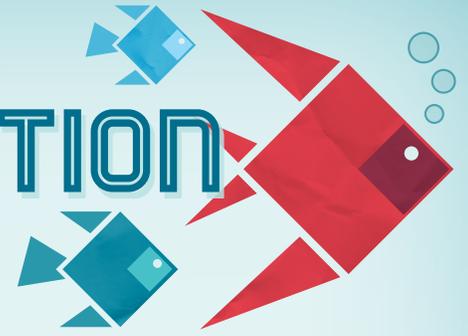
Beth: Exactly. Nobody is gonna volunteer to help my business.

Denise: That's right.

Beth: So you've done big corporate technical work. You've done your own horse farm.

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You volunteer with this nonprofit and now you're working on creating your own technology product. How does participation play into the world that you're working with now or the things that you've seen with your clients? I'm always curious about what that word means to you and how it's important in sustaining you in the work that you do.

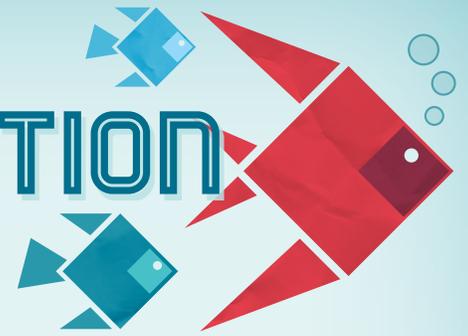
Denise: Oh it's so important on so many levels. We're very fortunate. We work with a lot of very prominent advisors and they all participate very actively, mentally as well as giving their time to helping us become better as an organization and helping us set our direction and execute on that direction and then we have our team that is all very engaged and all pulling in the same direction. They all have the vision of where we believe our platform can take us and take other organizations and then our clients. I mean our clients are very engaged and very involved in what we're doing. They contribute ideas and help us really make the platform better so it's participation on multiple levels is really key to helping us to get where we are today and hopefully get far into the future.

Beth: I think that's really, really interesting, especially this idea about how you have your clients, the people that purchase service from you that actually contribute to what you're actually creating. This is an idea that I think is so valuable in the world of having audience focused creation, whether you're a membership organization. Elizabeth Engel has been on my show. She works in the association world and she's constantly talking about building an association that's designed by the members. Amy Sample Ward is the CEO of N10. She talked about their organization, which is not an association. It's a network that is so incredibly structured and defined by what people want. How has that helped you figure out your product?

Denise: Two things I would say. One is that our motto is really asking for feedback, being humble about where we are and where we can go, accepting that feedback and taking it on board and that is quite a different position than many of our competitors quite frankly in the market who don't listen to their clients or take two weeks to respond to an inquiry. So there's that aspect, the online space and then very much just all about creative ideas such as one of our clients is the National Foundation of Cancer Research and the senior guy there that we work with is a gentleman named David who is a cancer survivor and just a huge supporter of the cause and David came back to us with some really unique ideas for how he would like to

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do his fundraising campaigns because we have very robust fundraising capabilities built into the platform for nonprofits and for individual causes and David was instrumental in helping us figure out additional enhancements that would improve how that functionality worked, for example. So that's how we really leverage those kinds of conversations and that I like your word "audience participation."

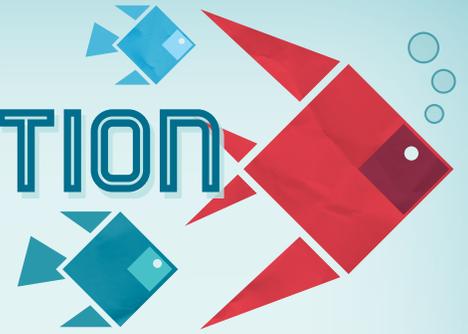
Beth: Yeah, and it's so key. I can't tell you how many times I've gone out and built something I thought was a brilliant idea. Everyone's gonna need this, but it turns out they might need it, but they don't want it. You could end up spending a lot of time and effort and what I found interesting is that you and I are both running for-profit companies and I've had a ton of guests on that are in nonprofits, you and I both work with nonprofits and I feel like this is the same concept. It doesn't matter which side your business model is on, but building something that's for the people and getting out of your own way and being willing to say "You know what? I'm gonna facilitate the creation of this, but I'm not necessarily the expert," which is a terrifying thing to say when you're trying to lead an organization. Have you seen a value of really being able to say "You know what? You guys might have a better idea than I do"?

Denise: Yeah, absolutely. What we try to do is establish sort of general principles, general frame work for how things can operate and then bring in feedback from the audience and typically what we'll do is we'll wait until we hear it independently from three or four people and then know this is definitely something that we need to build into the platform. A small example is saving articles or saving posts. We had a number of people independently say "I'd really like a place to save posts or articles that I think are particularly interesting so I can come back to them later or other people can." We heard that independently from an educator, from a social media expert, from a nonprofit and then we said "OK, great. We'll put that into the platform," and so we added that capability. So that's I think an interesting example of how to get that audience participation and how to make people feel that their contributions are impacting something.

Beth: Interestingly enough, you've seen this really work on this idea that I want to talk about, which is how bringing people together on big ideas can really play out. You're using this idea in your business to build something bigger than just you and your husband can kind of figure out and come up with on your own, so you're actually implementing this idea of collaborating

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with your community to make the idea of your service, your product even bigger than what you can even imagine it could be and that's one of the things I find really fascinating is that we all think "I've come up with this great idea," and I have a tendency to then put my head down, go into my house and work every weekend on trying to make something amazing, and when I come up for air at the end and say "tada," and I'm slowly learning that is not the best way to go about doing it.

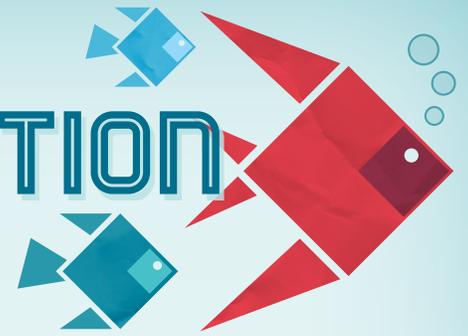
Denise: Well, it's very interesting that you bring that up because really we're in a crowd-sourcing world right now. That seems to be very much the theme. It's all about getting ideas from multiple sources and having those ideas feed on each other and I think as long as there is a framework for them to fit into then all the ideas hang off of that framework and can be implemented constructively, which kind of brings us to that whole idea of collaboration because that's really what it's all about. We have a relationship with a guy named Gary Sharp who is a very prominent social media individual, a real strategist and also a very good writer and very thoughtful guy who I reached out to at some risk because he's very forthright in his opinions, but we connected a year or year and a half ago and I asked him to take a look at our platform and give us feedback and he's been incredibly generous and insightful with his thoughts and ideas and has brought a lot of people to the platform and they continue as a community to give us additional ideas and feedback ways to make the platform better. So we've really put that to work in real life in terms of how we built this.

Beth: Yeah. So you learned a lot from building your own business, building out the platform and then there's people that use it that are doing some interesting things. Why don't you just briefly go over what this platform is so we're not sitting here talking about the platform, the platform. Of course, everyone knows I don't want this to be a commercial, but to talk about a thing without saying what the thing is can get really confusing.

Denise: Yes, that is very true, that is very true. Well, I'll just give a quick little tiny bit of history, which is the way that the platform was first conceived of was actually through my husband when he was over in Indonesia, and he was trying to coordinate things among the various chapters of the kung fu group that he is a senior member of and the chapters are in Germany and in California and in France and in Indonesia and all over the place, in New York and people were running their own organizations in those local places and also having trouble communicating with the broader set of the discipline itself, so he came

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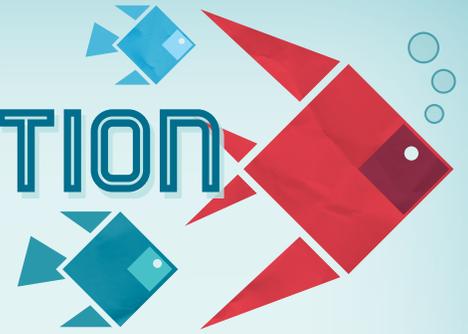
up with this idea that people really needed a way to communicate within their own local community, but also be affiliated with a global community and have that affiliation be loose, not have it be hierarchical. So you could have sort of a neuron like structure to connect to multiple other communities and then he also built in this concept that “if I’m connected to all these communities, I want to be able to share ideas with them and share access to my membership with them, but not have to be in their business every single day.” So that’s really the fundamental concept. It’s linking multiple communities together through the affiliation technology, giving them an environment to communicate locally, but also to communicate globally.

Beth: That is exactly why when we first talked I thought this was such a great person to bring onto the program because when you have technology that can do that, you learn some stuff and you start to see how people use it and for the year and a half now that I’ve been doing this podcast, the word that keeps coming up over and over again is this idea of collaborations and about organizations that are working together with other organizations to make their cause bigger than it could be if they were just working on it on their own and I’ve learned so much from everyone I’ve talked to and from watching what happens when they do this and trying to figure out how can I employ this idea of collaboration to make the things I think are important bigger. So what have you seen? When someone has a big idea like this, when someone in your community has a big idea and they want to work with others, what’s happening?

Denise: Well Beth, you bring up a good point because a lot of the people that come out of our platform are working around a big idea. I mentioned the National Foundation for Cancer Research before. Obviously that’s a big idea and they’re affiliating themselves with groups such as Play for the Cure, which is a group dedicated to teams that literally play to generate donations for cancer and then that’s how they’re using the platform is around this big idea, which is cancer research. We also have another group, very interesting. It’s more of a scientific orientation. There’s a lake in Siberia that I never had heard of before, but I’m learning a lot about called Lake Baikal, and it’s been funded to create an Imax movie about this lake. Now this lake is really an unusual piece of nature, all sorts of unique things about it and actually the Russian Academy of Science was founded from what I understand to study this lake so there

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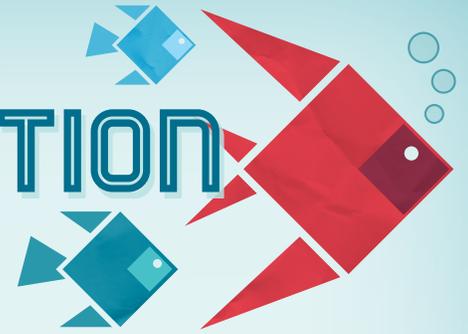
are a number of educational institutions that are also very involved in studying the lake, so as they're doing this documentary, which is gonna be a big deal, a very formal production with assets around it and a brand of its own, they're also enlisting all of these other organizations that they will be affiliated with to communicate and collaborate on this big idea, which is really opening the eyes of the world to this incredible lake that most people know nothing about and all the scientific studies that they've done. So that I think is a very interesting big idea and there's really so many more examples like that that can be put into that category.

Beth: Yeah, because what's kind of cool about it is it's a big idea and also a really niche-y specific idea at the same time. I love a good niche. I love anything that's sort of weird and quirky and specific. I tell people my father made coin wrappers so I was raised in a world where people said, "He does what?" I love that and especially with the internet and the way the world it is right now, there's so much opportunity for a really specific big idea to really bloom when you have an opportunity to connect people to it and I see so much going on with things like Kickstarter and Indiegogo. We had Michael Anderson on the show awhile back. He's the CEO of the Canadian ASAE organization, Association of Association Executives, and they did a Kickstarter campaign where they got all the other associations in Canada to all contribute to creating a resource that could then help them all and you think, "Wow, if that group could be brought together around raising money, how cool if they could be brought together around figuring out what it is we want to raise money for or once the money is raised, figuring out how that could be executed or played out or spent or all kinds of different things."

Denise: That's right and in fact it's interesting that you bring that up. Back to my example of the National Foundation for Cancer Research. One of the things that we're adding into the platform to really feed into the idea that David had is the ability to communicate about the fundraising campaign was before and after so that you're not just raising money on a platform and then thanks I'll catch you again next year. It's more about engaging people in the work that's being done, the research or the ideas or whatever the work might be, raise the money and then keep them in the loop. Communicate with them, give them a place to communicate about the work that's being done because they are funding it for a reason. They believe in it so you reward them by keeping them engaged and sharing knowledge with them and that's

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what our platform does, is that ability to keep that communication going in a very seamless way because they're all part of an active community. So that pretty much plays into what you're talking about because the association had an ability to then keep the conversation going, we're raising this money. We're raising it do to this. How would you like to see us put the money to work? Oh yes, great idea. Here's what we're doing. Keep that conversation alive.

Beth: Are you seeing like some of these collaborations around this idea of moving a big idea forward. Are they informal or more formal? Are these official organizations that have signed agreements to work together or is it just "Wow, look who is interested in showing up"?

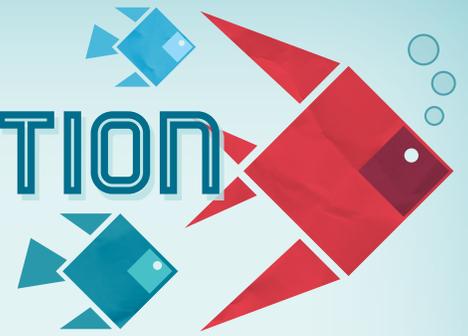
Denise: That's a very interesting question, and I mean we all know that to be successful, the community needs some champions. It has to have people who, to use your word which I really like, participating actively so it's not just about one person driving information. That's much more of a top-down approach. It's much more of a team of people that have agreed that they have a goal they want to reach together and that goal may shift over time depending on that team, but you know they kind of come into it with their eyes open expecting to have to work at it so that sort of lends itself to a somewhat more formal structure. I think in the case of Lake Baikal, that's a formal set of relationships. They're all coming into this together. They know that they want to work on it together and they know that they have a goal of both creating this documentary and then really propagating the knowledge of all the unique things about this lake to the rest of the world or to those that are interested. I think it's a good question. I hadn't really thought about it that way before, but I think having some formality just makes it something that takes on a life of its own and is more likely to continue.

Beth: Right, because the thing I hear from a lot of people a lot who have been online group managers is that sometimes it's like pulling teeth to get people to show up and participate. Are you finding that these collaborative idea based groups need a manager? Does somebody need to spark the conversations? What tends to happen?

Denise: Well, it's best if it's more than one person, if it's a team because then it's the team's voice, not just one person's voice and then the more people who chime in at least from what

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we've seen, the more likely other people are to chime in and get engaged.

Beth: So if there's a group of people that are managing it, do you see that the group ends up being people from the different organizations or does one organization tend to run it and invite people in?

Denise: I think it's best if it's from the different organizations.

Beth: That would make sense.

Denise: Several people potentially that are sort of the champions. I like that word, champion, because it's not a leader necessarily, but it's somebody who is really a motivated participant who is engaged and willing to put the effort in and the creative effort to keep it alive.

Beth: I often always tell people like you've really hit your branding stride when you're at the point that anybody that's in your organization is gonna run out, grab somebody's hand and drag them back. Like you need people in your organization to feel that way, that really believe this is the best thing and I know that you're the right person and you need to be here. Come over because that means that they both understand your organization well enough to know who it's good for and who should be there. So that's always wonderful when people are doing that.

Denise: Yeah, I think I mentioned early on that we have a number of advisors who help us on ideas and on strategy and on aspects of our business. They're all like that. They're all cheerleaders, champions. They get what we're doing. They're able to communicate it and they're able to propagate it and it's a great thing.

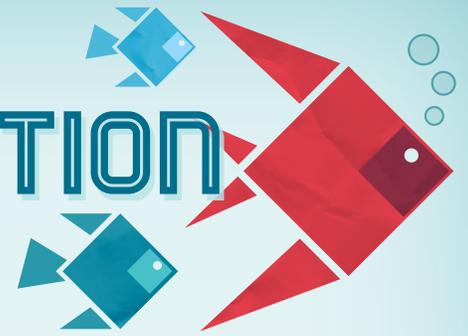
Beth: That is a great thing and it's kind of like they function, are they like board members or do they function differently than that?

Denise: It's more like advisory board members.

Beth: Advisory board members, right.

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Denise: Yeah, but they're people who help us set strategy. I mentioned Gary Sharp earlier. He's in that category. Jerry Purdy is another individual like that that's been very helpful to us. He's a mobile industry analyst and very insightful about communities and what communities need and he's written several white papers about us.

Beth: That is key that even you're the actual people that created the idea and the leaders, but even you guys are bringing in big idea people from outside to bring in and collaborate. I mean this happens all over the place and it's really interesting to see how with technology it's letting it happen at different levels. A lot of times it's sort of bring in outside people to weigh in and get involved in the organization happens at like this high level leadership CEO advisory level and it seems like technology today is bringing that influx of ideas and letting it perpetuate throughout an organization because sometimes people, I hate to say it, that are lower down and a different role in an organization, they never get that influx of energy that these outside people can sometimes bring. It's interesting that a technology can maybe help that go deeper.

Denise: Democratize.

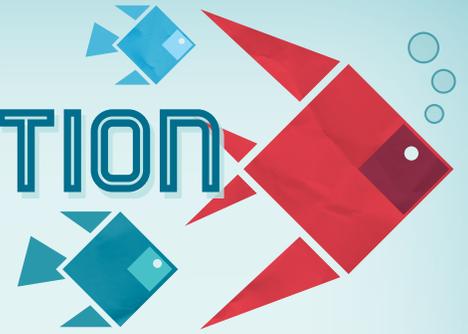
Beth: Yeah, democratize. That's a good word. Bring it throughout an organization and let everyone have access and really make the culture of an organization be more externally inclusive.

Denise: Yeah, no, I agree. I mean there's two different kinds of thinkers in the world. There are intrinsic thinkers who will go off and solve the problem in their own room so to speak and extrinsic thinkers who prefer to sort of get ideas, solve a problem with other people. I tend to be extrinsic, which has its strengths and weaknesses, but one of the advantages is bringing in other people, getting a cross fertilization of other ideas and the internet and this world we now live in really supports that. I can reach out to people all over the world that have expertise that can really contribute and think things through with us and that's something you couldn't have done 10 years ago.

Beth: I know. One of the other things you mentioned was about the productivity of a group. When you have decided that you're gonna be this kind of group and you are gonna

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collaborate when you create these online or even in person forums for inclusion and collaboration, how important is it for participation when you've seen what happens online and when a group is trying to be productive, where does participation play into that?

Denise: I think it's essential. I mean, without participation you have what we fondly call lurkers, and lurkers might be reading, but not contributing, and therefore we're missing all of their ideas, number one. There may be some things that they may have thought of that nobody else would have thought of and then also through participating you're part of the solution so you've contributed. You're engaged with it. You can point to it and say "Hey, I helped with that," so it also gives people that personal reward of feeling that they contributed and really helped make something happen and so I think we talked about this earlier when we were getting ready for our call. We talked about the idea of a tar baby project, something I learned very early in my career from a wise gentleman, and the idea is to bring everyone together. If you have a particularly gnarly problem to solve, bring everyone together and once they've participated all the way through, they sort of stuck their hands in the mix and they're connected to it and all the decisions that have been made have been made as a team and they can't disavow them later.

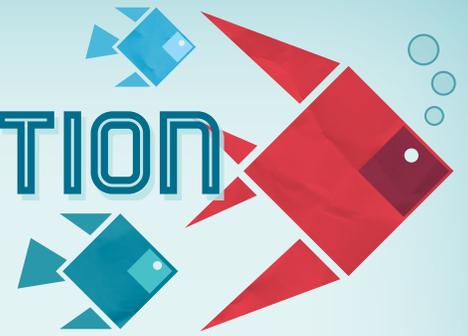
Beth: That's a key point that I want you to talk a little bit more about, is when people do participate, there's a little bit of the ownership, but also they have the chance to weigh in so tell me about how that plays out after.

Denise: So after when they've had the ability to participate and weigh in and have their, you have to respect their ideas and you have to let them truly contribute. You can't do it just as lip service. There has to really be some evidence that the contribution is being incorporated, but then they have something to turn around and point to and say, "Hey, I was part of that solution. I was part of fixing that," and it's not done. It continues. It has a life of its own now because all these people participated and it's not just a dictatorial, thou shalt on high. It's something that people have brought into and participated in in creating.

Beth: I love that because I feel like that's something I never really heard anybody say about participation before, that when you do, you have a little bit of that ownership, which may

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encourage you to say, “I want to shepherd this thing forward because I’m part of it,” and so much of the time we end up talking about things like “How do we get the lurkers to talk?” which is an important thing to talk about, too, because I’ve had many people on that will even say, “Well you know what? If we’re gonna be audience-focused, if people just want to listen, that’s OK,” and in certain situations that may very well be true. I mean spending all of your energy trying to get people to talk about the things you want them to talk about often is not really an audience focused way to approach participation.

Denise: Right. Yes it’s still a top-down way.

Beth: Exactly. So how can you get people that are lurking to participate without making it feel top-down, demanding them to do things the way you want to do it? It’s a complex question. How do you do that?

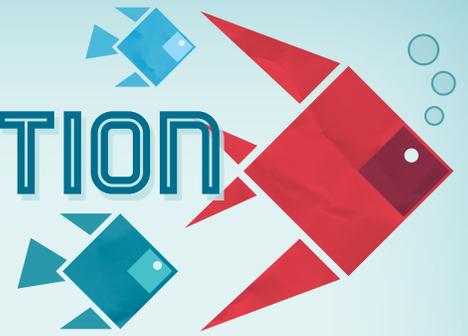
Denise: It is because I don’t think there’s any single answer, but I think it’s anything from polls and surveys to rewards and gamification techniques where they feel they’re rewarded by contributing to. Acknowledgment, I think acknowledgment is under-valued.

Beth: You’re so right. It’s often the simplest thing to do.

Denise: Yeah, yeah. I actually wrote a piece six or eight months ago. One of the communities that’s on our platform is some of the local Philadelphia-based Indian communities. There are actually 26 of them and they all have from the different nationalities and different causes and then the dance groups and the music groups. We went to an event actually around this time, I think it was February of last year in the middle of a snowstorm and we drove all the way over to sort of your neck of the woods in Pennsylvania and I think it was in Germantown and we didn’t expect anybody to be there because the weather. I mean there were two inches of ice on the parking lot. It was virtually impossible to get there. So we get there and there’s a room full of people, and they had all turned out. They had all come because there was a dance troupe, the kids were dancing. There was a young woman who was 16 years old who has already written a novel. There were all sorts of very talented young people that were performing that evening, and the whole community turned out to acknowledge them and recognize them. To me, that just was a very powerful moment in time and that’s why I actually

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wrote a leadership piece on sort of what community is all about based on sort of the motive side of what they were doing with that whole experience. They were just so supportive of each other and acknowledging the talents of these young people.

Beth: Right, and that is sort of how you bring people together. Can we possibly get a copy of that and share it with everyone who is listening?

Denise: Oh yeah, sure!

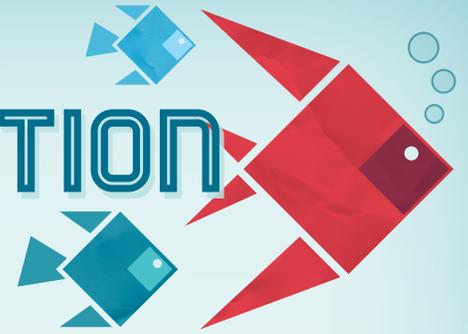
Beth: So I'll put a link to it in the Show Notes page and we will definitely get that. If somebody wanted to start thinking this way, start to take action on a big idea in a collaborative way and get people from outside their organization, maybe other organizations working together with them, what would you say the first thing someone should do to get started on something like that?

Denise: Well, I would assume if they have a big idea that they've already talked to some other people to validate the interest in that big idea and if so, those other people probably have other people that they're connected to so it's always best to have a core team that believes in the idea, that's willing to weigh in or contribute intellectually and to give of their time and their connections and then to really come up with sort of a high level explanation of the vision, very high level and then start engaging people. For example, if you were to use our platform just to bring it to life, you would set up a community around this idea, you would invite those people, those core people that you already had engaged with. You would start to collect ideas and thoughts and you would then invite other people to participate and then you would also set up sub-communities that would be connected based on different parts of the idea so that it could grow organically. So that's one way to do it if the idea is something that is being nurtured.

Beth: I love this and part of the reason I wanted to talk about this today is that everyone knows that I talk about branding on the show a lot. We've had the last couple of episodes about branding and that branding can really come to life when you're known for something, when people can attach an idea, a belief, some sort of powerful concept to you that you can really own and say, "We're the ones that are working on this thing," and to be able to be a

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leader in a community that's trying to take a big action, this idea of using technology and bringing people together around it can really help you if you're struggling a little bit with your brand and being clear about what's important to you and why you exist. Working through a big idea and getting your team to weigh in even on what that big idea should be that you should be advocating on, working on and helping them and letting them help you clarify your message. That whole process can be done this way and I think that that's, for me as somebody who does this type of work, I can see how valuable this could be for an organization that's trying to put their stake in the sand around something that's important to them.

Denise: Yeah, no, absolutely and it needs to be an environment where people feel comfortable and feel that the technology is supporting them, but also that it's a safe and trusted environment that's not gonna get opened up to the public sort of before it's time. So it needs to be nurtured privately and then have the ability to expand it publicly when the time is right.

Beth: Absolutely, that makes a lot of sense. Denise, this was so helpful and I always learn a lot when I talk to everyone, and this is just really, really cool stuff. If people are interested in learning more about how your platform works or just have questions for you on some of the ideas that you presented, how can they get in touch with you?

Denise: They can call me directly. My number is (610) 659-9734. They can email me at Denise.Hayman-Loa@Carii.com, or they can jump onto our platform, which they can do at www.carii.com and start to engage. One of the communities where we post a lot of knowledge and information about the platform and about communities in general is actually our community called LearnAboutCarii, and again Carii is spelled C-a-r-i-i and it means to seek or to look for in the Indonesian language and many of our users and our customers are based in Indonesia so that's where that name comes from. It sounds differently than it's spelled.

Beth: Exactly. There you go, you get known for something like that.

Denise: That's right. It's all about the brand.

Beth: Absolutely, it's all about the brand. So, thank you so much, Denise, for your time and for

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sharing what you know and what you're doing with both me and the nonprofit community. I truly appreciate it.

Denise: Well, it was a real pleasure. I really enjoyed it, and I felt like we could talk for hours.

Beth: Absolutely, but we're gonna stop here and share it with the world.

Denise: Thank you.

Beth: Thank you.

