



Jake 00:10

Thank you so much crystal for coming on the show today. I really appreciate you taking the time. I've been looking forward to the conversation your company, Cody is one that I found about a year ago. You're obviously in the remote work space, and have been there well before the whole world kind of suddenly went remote as a result of COVID, of course. But I think what you're doing is really interesting. And I'm excited to kind of hear your entrepreneurial story and talk a bit about Cody. So first and foremost, just appreciate you coming on the show.

Christelle Rohaut 00:42

Yeah, thanks for having me, Jake. I'm very excited as well.

Jake 00:46

Great. So I think a good place to start for for those who don't know you would be to talk first kind of about your own story, just starting as kind of early as you're willing to go. I love hearing, you know, especially with entrepreneurs, like I consider myself one, how they kind of got that bug in the first place, or like whether they were kind of born with it, and how that kind of showed up over the course of their life story. And then, you know, later in the conversation, we can introduce Codik, but for those tuning in, it's basically Airbnb meets, we work I think, and so it's, you know, provides opportunities for people to work outside of their home and other's homes. And with that context, you know, obviously get talking way more about the company. But I would love to kind of start and talk about your story.

Christelle Rohaut 01:36

Thank you. Yes, my story. I guess my my background, my background is in urban planning and Environmental Engineering. And I've always been obsessed with making cities a better place to live, especially neighborhoods, or local neighborhoods being more sustainable. And being a better place to work and live. And so back in 2018, I was doing a message in city planning at UC Berkeley. And I couldn't wrap my head around the fact that there was a huge housing crisis inside Cisco. But our homes are just sitting empty all day long. So we're paying so much money for that asset that is just completely underutilized for a long amount of time, every day. And I didn't, you know, go into co working until I actually had the experience myself, I struggle working from home a was mainly the isolation was a big challenge. For me, I tried coffee shops, and they were just so noisy and unreliable. And I realized, you know, from a city planning standpoint, all the CO working spaces and offices are typically outside of residential area, they are downtown. And so they forced you to commute there, which kills the whole



point of remote work. So quickly, my favorite workspace became my friends homes, and I felt just much more productive and happier overall. And I could literally just walk down the street and knock on my neighbor's house and feel more inspired and productive there. So that I have a physical kind of separation from my home and, and my workplace and be surrounded with other people. And so I started to imagine this, this platform where you can basically unlock the doors of your neighbors during the day and get work there. So that anyone can literally walk to work in their own neighborhoods, and it doesn't need to be downtown. Because the reality is that 99% of Americans live in a residential neighborhood. And don't leave within three miles of a downtown office or co working space.

Jake 03:40

Yeah, so and that all makes sense, and certainly serves as like a bit of an origin story for Cody. But if it's alright, with you, I'd love to hear like, you know, earlier on before you even went into urban planning, what were like the seeds of, you know, elements that made you interested in kind of looking at cities in this light and going and studying that before you kind of had these insights and decided that like Codi was the right way to kind of apply your interest.

Christelle Rohaut 04:09

Yeah, I guess very early on. I am an only child and I was always very sad not to know my neighbors. And every time we were moving apartments or building like, I would try to connect my neighbors but it was very difficult. And so in that regard, like I, I kind of had that that, that in the back of my mind, like how can I better connect with my people from my neighborhood and felt like he was kind of broken. I was born and raised in France, by the way so I'm talking about my experience over there. Maybe it's a bit different here. And from there, I I became more and more interested in architecture actually early on so the houses and you know how people live failing, sometimes generations living in that one space, I found beautiful. He has a lot of like soul. So I'm definitely in love with like residential spaces very from very early on. But I was very good in math and physics. So I added an engineering school. And over there, I specialize in environmental sciences. And climate change is a huge issue. And there's a lot of things to be done. But I always missed the social components and also feeling that you have an impact fast on people's life, it can see the results of what you working on pretty pretty quickly. And so I wanted to kind of approach that issue of sustainability from a city angle, because there's a lot of waste in our cities from even just looking at commute, and how we use cars. And that would trigger you know, kind of a big change. And that makes more sense to me, with my



personality than then doing math, and physics on climate change. And so from engineering school, I'd say to apply to this master's program in city planning, and that's how I got to the United States. And when I came here, I think I had kind of a cultural shock. Cities are very different. between the US and Europe, at least France, there's a term that says that CDs in in Europe are more kind of mixed use, where you have a mix of residential and commercial spaces. And he has by zones, like you have a huge residential zone, and then a huge commercial zone. And everyone's commuting from one to the other day. And one is completely underutilized during the day, and the other one's completely underutilized during the night. And I think my engineering brain, like started to feel very frustrated by that and didn't seem to be to make sense. And that's that's kind of how I started to think about those issues of like, and utilize spaces, and how can we unlock the right space at the right place? For people instead of forcing them to go far for, you know, a desk and Wi Fi?

Jake 07:22

Yeah, and that's interesting, comparing Europe, to the US in terms of the cities with the more mixed version in Europe, it sounds like of commercial versus residential. That's not something that I'd really realized or explicitly thought about in the past. But it's definitely interesting. When you picked up and came to the US for, you know, for your studies, was that something where you had always kind of had your eyes set on coming to the US? Or it kind of came up somewhat serendipitously and you decided to pursue it? I'm curious what, what drove you to come to the States, and then after your degree to stay here and start a company here, rather than then going back to France?

Christelle Rohaut 08:07

Yes, it's really, serendipity. I go to a lot of different master programs into depending. Initially, I actually wanted to go to, to Netherlands, they are really good programmers. But Berkeley accepted me. And so I went to Berkeley. And that definitely changed my life. And if you know, at this age, it changes the life of anyone, right? But a Berkeley has a fascinating way of looking at CDs and tackling issues from a very social standpoint. And so that really, kind of made a big difference with my engineering background. And that was very helpful for me to be able to see CDs and that with that social angle. And, and Berkeley is also an amazing place for entrepreneurs. There's so many startups coming out of Berkeley and entrepreneurship programs. But during my time, over there in city planning, I signed up for a program that was a fellowship with the Ellen MacArthur Foundation, which is basically a think tank on circular economies. And that's that's actually how kind of like



the gist of Cody was born. I did that fellowship four years during my master's metody planning program. And circle economies is that whole concept that you can create virtuous loop within a certain place. And they look at that typically for products, you know, like, clothes and, and plastic and things like that. And it was the very beginning of looking at circular economies for CDs. And that's, that's how I kind of like from the very theoretical standpoint, came to looking at land uses and zoning as a dynamic way thinking You know, it doesn't make a lot of sense for zoning to be in stone, like people have different needs every day, right? Every every hour almost of the day, they sleep, they have food, and then they work and then they have food again and then asleep. So why one space could have only one purpose. He can be more dynamic. And so I looked at like circle economies in that regard, like how can we make Len UCS more circular. And that was like the very kind of the theoretical layer of Cudi. And from there, I met an entrepreneur who told me, Look, don't do research, like, go try it out. And so for my second year at Berkeley, I changed all my classes, and it just went towards the entrepreneurship road, and wanting to really try out to repurpose it home into a local hub for for professionals from the neighborhood.

Jake 10:55

Yeah, I think it's interesting because it it kind of combines your your interest in city planning and making cities generally better with the environmental aspect, you know, people, if they're walking to a local Cody, it's better for the environment, obviously, then all the traffic we deal with, with commute times, and everything like that. And then lastly, the community aspect that you mentioned from like, when you were a kid, with, you know, not being able to interact with your neighbors, as much as you might have liked, I think a lot of people can certainly sympathize with that, these days, especially being locked down with COVID, or at the very least, dialing down a lot of their, their physical, you know, social interactions in the real world and moving a lot towards kind of digital mediums and interacting with people on on text or Twitter or zoom or whatever it might be. So it's, it sounded like a great match, once you kind of formed the idea from your own working remotely experienced to be able to go and start a company like this, it seems like it checked a lot of boxes off off of your list of interests, and then made sense to go pursue it. I think that one thing that's, that's interesting in particular is, is you talk about how like, you know, you're paying these really high prices for for rent for, you know, a small apartment in the Bay Area, or whatever it is. And it's kind of just sitting there all day while you go to the office and work. And, you know, you saw an opportunity to actually make your kind of living space make you some money, while you know, you're not using it by being able to, you know, have people



come in and use it as a workspace during the day. And I kind of compare it to, I think about like, what one of the most intriguing companies, to me overall, is Tesla. And the most intriguing concept I think of there's that I've been, it's made me like really bullish on the company for years. And it still hasn't really come to fruition yet. But the company's obviously realized a lot of appreciation, their value, the idea is that, you know, they can overnight kind of deploy via software, autonomous driving, and all of their kind of cars, or at least a lot of their cars that people already own in their garage. And it's like a similar thing where the cars that people have, you know, for most of the day parked either in their, in their garage, or in their office parking lot, could all of a sudden be turned on to go basically serve as like an autonomous self driving Uber during the day. And I think, you know, cars and houses are things that we use for a relatively small amount of time, and then they sit dormant for the rest of time and be able to kind of turn them on, I think, you know, Tesla's trying to do that for cars and, and a few guys can figure out a way to do that. For houses. That would certainly seem to, to represent a lot of value. So maybe it would be best at this point to kind of talk about just like your introduction to Cody. I've kind of hinted at aspects of it, but uh, for those listening and we'd love to hear kind of your, your initial introduction.

Christelle Rohaut 14:04

For sure, yeah, a lot of people describe it exactly the way you did. Airbnb meets, we work to put it in three words. But goodie is the first company to offer access to daytime workspaces in private homes, giving people the opportunity to walk to work in their own neighborhoods. And so the service is designed for people who find it difficult to work from home every day, but are interested in commuting to a faraway Office of working space that's typically downtown. And so on one hand, hosts make extra revenue during the day by just sharing and realized spaces in their homes, typically dining room living room. And on the other hand, the members are typically remote workers from their local neighborhood who want to get out of this space a couple of days a week. And now we've dependent make actually like we went, we started to have a lot of demand. On the company side, and we actually kind of work directly with companies so that they can offer an employee benefit that is like access to local workspaces in your neighborhood for their employees. And so we create kind of hubs for them company exclusive hubs in the neighborhoods of the employees.

Jake 15:20

So it sounds like there was a bit of a shift in like the kind of initial flywheel that you guys were going after where Initially, I think you probably



were just kind of going for regular consumers who who might want to host one of these Kodi communities versus, versus, you know, people who want to get out of their house and go, maybe they don't want to host but they want to go work in some of these places. And then with COVID, and the sudden shift to remote companies not really knowing what to do, it sounds like you had some demand from companies to kind of help them give their employees an alternative to working at home, where they could kind of go to places in their local communities. What was kind of the you know, what was if that's right, in terms of describing a little bit of a transition? What was that transition? Like? You know, how is it kind of changed because of COVID? And, you know, why do you think going through the companies is kind of the better model at this point?

Christelle Rohaut 16:19

Yeah, I think you pretty well. So long term, our vision hasn't changed, we want our mission is that anyone anywhere can have access to equity, can walk to work, whatever the neighborhood may be, whatever the company may be, even if they don't have Wi Fi, they may be a self employed person. So that that vision hasn't changed. But short term, co working is definitely more sensitive because of risk of exposure to the virus. And there's less of a concern and a high demand for co workers to work together to to one location, right. And so for the company, it's, it's really impactful to offer benefits, so that it's actually solving the struggles of working from home and the fact that this is not as inclusive to just let your employees work from home, some can't, because they don't have the right conditions at home. While you still have that flexibility of really placing the hubs in the neighborhoods of the employees, instead of forcing them to go to our downtown space. And so you have kind of the best of both worlds, like between remote work and, and having a physical space to go to. So I think that value prop of creating that workplace optionality is very strong. Right now for a lot of companies that are transitioning from office, first to remote first, to hybrid work models. And we kind of the only one who can really deliver that value prop, because the others are typically commercial spaces that are downtown. And so it would make people commute, which is the number one reason why people don't want to go back to the office. So I think that's, that's what created that shift both the, the difficulties with the risk of COVID for pure co working models. And second, the fact that the value prop for companies is much stronger now that they are actually shifting the whole remotes, the whole workforce towards hybrid or remote work models.

Jake 18:29



And it's actually a bit safer than any other kind of out of home option, right? Like the office with, you know, 100 or 1000 people probably is less safe generally. And then these kind of corporate centers within, you know, in downtown and everything like that, it sounds like having small communities in people's homes where you can kind of, you know, keep people honest with different review systems and whatever else, you know, you guys might have in place, it sounds like that's probably actually kind of the safest first step and getting back to working kind of together, rather than just kind of by yourself at home.

Christelle Rohaut 19:03

Definitely, definitely safer, because also you're not using public transportation, typically, to walk or bike to that location. So you remove that risk of like the transportation to go to that space. And second, as you said, like no, no elevator, no lobbies, and or very few people is like a small group of five, six people, typically instead of hundreds in an office. But something else that is, I think important to emphasize is that it's also about attracting and retaining talent. There's a huge shift right now towards remote work. And there's going to be split between the companies going back full time to the office and the ones that embrace flexible work like Twitter, Microsoft. And do I believe that the best companies will offer the best workplace benefits possible, and so that it's pretty clear in the data, more than 60% of people want to stay fully remote than 72 percent, according to slack, future farm, Wonder hybrid model where they spend a couple of days at home and a couple of days somewhere else. So if you want to retain those talents, which tend to be millennials, or like, younger generations, you have to kind of like let them be flexible and choose where they work and live while supporting them. And that's exactly where could he fits for those companies.

Jake 20:28

Yeah, I think, you know, I mentioned before we started recording that the reason I, you know, reached out to have you on was that this was an idea that I discovered you guys like a year ago. And this was an idea that I had thought of pre COVID as the best solution in my mind to giving a large and growing population of remote workers, which at the time, was already large and growing very quickly at an accelerated rate. But now, it's just like, you know, overnight, the whole world seems to be remote. And maybe it'll, you know, go back a little bit from where it is now. But, you know, I think like, once people have learned to kind of see with the lights off, you know, people don't necessarily want to turn them back on right away. People actually have realized that like working remote, while challenging, in some ways is



actually really nice. You can like go take a walk at launch or like workout or, you know, you just have a lot more control over your time, I think, and you're not wasting time with commutes. So I'm curious. You know, I my own reasoning, why I arrived at this kind of Airbnb model being the most exciting solution to me. But I'm curious, when you kind of looked at the problem in the first place, how you decided specifically that like, people opening up their homes for other people to come work in, was the best solution among you know, other options such as, like we works and, and things like that.

Christelle Rohaut 21:52

I think it's very similar to your conclusion and how you came to this a similar concept. When you found Cody a year ago, I was working from home and I struggle with the isolation, I couldn't see myself spending five days a week by my alone in my home every day, that sounds just in very sad and depressing. And it does create a lot of mental health issues. So working from home full time can work for some people, but for majority of people, it's actually a struggle. So that's like the kind of the first option by default to staying by yourself at home. And I don't think that's sustainable. The second is the coffee shops, and I tried them. But it's it's noisy, it's unreliable, you have to fight for every single thing, like the Wi Fi, the seats, you can't even go to the restrooms. Without your computer, then you lose your CD, it's just a nightmare. And then he closes very early. I couldn't see myself doing that on a regular basis neither. And the third option, as you said, Yes, is a we work or an office or shared or private office. And the issue with that is that they are all clustered downtown, they're not in a residential neighborhood because of zoning. And so it does create that commute that you trying to avoid when you're remote. So the main value of remote work is is in existence with a commercial co working space or office space. Plus is expensive actually. So for a company when they use goodie, you know, they can save up to 60 70% of their real estate costs. And that's not negligible. And that's part of our business model is because we use underutilized supply and it helps dramatically the hosts also cover rental mortgages. So from those free options, working from home coffee shops or co working spaces, none of them were perfect. Or an each of them had a big, big drawback. And I kind of had to create a way for my for me to like, be happy working remotely because I love my neighborhood, I want to be able to work here, I don't want to commute and, and have the same life than anyone else. Right and even then you become an office worker. And for that, like that's why I search for my friend's place. And I realized I estimate first session that that home I realized we surround it with beautiful houses that are just sitting empty, they have Wi Fi to have sofa or they have a work table. it's it's a it's just a matter of like kind of standardizing them a



little bit so that the experience is productive and consistent for all our members. But outside of that, like the opportunities and possibilities are massive, its massive. And you can just walk down the street and you can look around you and challenge anyone hearing this podcast like walk down the street and look around and you'll see all those empty homes and some of them look great and you would love to go There is just, it was not possible without our platform like Cody to open those doors. And once you open the first door, like then he becomes very frustrating not to be able to open more doors and have access to that possibility of working somewhere else in a different home, wherever you are. And so that really pushed me to like, just create it because I wanted it for myself.

Jake 25:28

Yeah, and I think that's often the reason why a lot of companies that end up being super successful start is because people want it for themselves. I really like Like I said, I, I enjoyed, you know, the concept and the idea and believed in it strongly A while ago, but I'm glad to have had you on on the podcast today to be able to hear your vision in response to some of these questions. And I think that it's, you know, we're aligned in a lot of ways in which we think about it. And, you know, I can't have a conversation like this with every founder, because I don't really understand. Exactly, you know, why they're doing what they're doing. And maybe I don't understand exactly why you're doing what you're doing either. But so far, it sounds like almost every point that you're saying, like resonates very clearly with me as well, and I can't help but be excited about the company, I think people listening definitely should go check it out and see if it's available, you know, near them, or if they can help, you know, start the flywheel in their local area, um, a couple a couple things that I, I would add, just because I did kind of spend some time thinking about these things and looking into some of the, the available data was that you know, to your point, or several points, which I think were really great, but um, you know, the, the issues with working from home by yourself, which I imagine more people are doing now than, than ever, even in just percentage terms of the total remote population. So like, when I looked at it, like a year ago is like 83%, I think we're working on remote workers were working, you know, from home. And then it was like, single digit percentage, and we works and other type, we work competitors, and then even, you know, 3%, or something even less in cafes, and then maybe like libraries, or like another category was a percent or two, but it's just like an overwhelming vast majority of people working at home. And then on the other side of that you have, like, the number one complaint of people who are working remotely overall is that they're lonely, and that they have distractions at home. And that, you know, that they struggle to unplug and



things like this. And these are all clearly, you know, symptoms of, of the issues of working by yourself at home all the time. And I think to your point, like people don't necessarily want to work out of their home all the time, but the flexibility to walk down the street, and be with some people who are also working, it's like a super intriguing proposition. And then the point you made about, like, you know, you can also pass on the cost savings to maybe it's the companies now maybe it's the people working later, but you don't have to pay for these big buildings and, you know, expensive cities to host we work so you can just, you know, utilize the value that's already existing,

Christelle Rohaut 28:23

exactly how you put it. And also by using a concept, like who do your platform like who is that you are contributing to the local economy, which is something is very close to my heart. By using your hosts place like a host place as a workspace for you during the day, you're helping them pay the rent and mortgage. Plus, you're actually helping local businesses get some income during the day, if you go to we work downtown, you can actually help like, downtown businesses that are typically brands, which is fine, but like you're not helping your neighborhood thrive. And what I love about this, this circular economy, you know, concept of later, Cody is that it's locals for locals by locals, and you bring the local local economy by at least 2.3 x according to what we estimated to for local residents, but also for local businesses who benefit from you saying that to to to work every day.

Jake 29:25

Yeah, so another interesting aspect of it, I think, is you know, people despite all of the all the reasons we've described, for which it makes a ton of sense, people may have some sort of hesitancy to like going and working in basically a stranger's home and over time, they can get to feel like they're part of community and neighbors and things like that. But at the start, they're a stranger. I know like when I tried to describe it to some friends, they were like, Nah, like not not really interested in that water. Some of the challenges I know, you know, we've talked a lot about all the reasons it makes great sense. But what are some of the challenges in the early phases of kind of, you know, convincing people that this is actually like a really great solution to whatever, you know, weaknesses, there may be of them having to work from home all the time.

Christelle Rohaut 30:18

Yeah, in a very early days, so let's say was two years ago, two years and a half ago, a lot of people thought I was crazy. And it really divided people.



So half of them would be like, this is genius. And the other half would be this is completely crazy, I would never do this, this is awkward. And the good news is that Airbnb did that before us and Uber as well. And a lot of it's very famous that a b&b founder, Ren chesky was called crazy for a long time for the first few years in the company. And then now it's like completely mainstream than normal. And, and I think it's, it's just about creating that habit. And having that first experience that completely breaks them, the blockers that you may have, psychologically, because at the end of the day, this is just another, it's just a space that has character and soul. And then we add Cody, we make sure that, you know, we have trust and safety as top of mine, to to create a really safe community. And always have a consistent experience. I think that's kind of the key for those type of marketplaces like Uber, Airbnb, like ours or get around, right, you want always to have a clean space, and then Wi Fi above 100 megabytes and Nespresso curry coffee machines. And so we standardize the experience so that you really create that consistency, and build that trust between the members and the hosts. And once you have that first experience, you realize it's actually a VIP experience, it's much much better than going to a commercial space, in my opinion, at least. You're welcome. As if you were a VIP person, and you can walk into work and you have your little work nook, and everything is ready for you. That experience once you have it, I think changes people's opinion about the the first awkwardness and there was Oh, there's always an awkward moment, the first time you do it, obviously, because it's new. And it's you need to think outside of the box. But now you know that literally everyone is working from home and half of us workers currently work from home. More and more people understand that homes can be workspaces. And there's there's nothing against kind of like going someone else home. And that's another workspace is just not your home. And so actually, it feels more professional than being in your own home, psychologically.

Jake 33:00

Yeah, I think there's something to be said for just like getting out of the house, it's a different mode. And you can kind of get home afterwards and shut down a little easier, more like you can do when you kind of get home from the office. I've been, you know, at home basically all year. And I'm just like, on all the time for the most part, for better or worse. But it's definitely a bit challenging. I think the point that you brought up about like Airbnb, having kind of broken maybe the poor psychology a little bit that people had some, you know, reservations about being in other people's homes. I thought about that being even extended to the concept that like with Airbnb, you're you're like sleeping in people's beds. With Cody you're just you're just sitting at a desk or sitting on a couch it's a much actually, you



know if you're if you're comfortable with an Airbnb and I'm in an Airbnb, as we speak, I'm very comfortable with Airbnb. And I think most people are a lot of people are. So if you're comfortable sleeping in someone else's houses in their bed, you should reasonably be pretty comfortable kind of working at a workstation in their house.

Christelle Rohaut 34:12

Yeah, definitely. And the fact that we have now more and more companies trusting us to provide spaces for their employees, prove that you know, if a company can trust us, like mainly anyone can can do it. And, and this is a cultural shift as well. But yes, even flower host at the end is much more of a hassle. And you have that psychological barrier of having someone sleeping in a bed that you don't have with goodie because it's literally a living room, a dining room during the day. And these are not tourists who can throw a party and in your home, it's local residents, like your neighbors who just want to spend a couple of hours in a quiet space to get work done. laptop, it's a very different experience.

Jake 35:04

Right? So you talked a bit about how it's actually a more kind of personalized and comfortable experience than even a we work or something like that. Certainly more than like an office setting. And it makes sense, I think, you know, on the one hand, homes are just more homey. And then on the other hand, you can provide way more optionality to people by opening up, you know, by serving as a marketplace for every home to open up rather than if you're we work, you have to kind of explicitly design, you know, different settings to appease different people and things like that. I'm curious, kind of, to that point, what some of the initial initial Cody's have kind of, you know, has their defining features, the ones that kind of, you know, how do they differentiate themselves. So you mentioned that, like, there's certain things they have in common, and you've kind of standardized certain aspects of like the comforts of things, you need to be able to work productively and things like that, but what are some of like the differentiating kind of special factors that have emerged, and some of the codes that have come up to date.

Christelle Rohaut 36:20

That's sometimes you can have adult food today or cat food today. You know, Cody, that was kind of like a fun fact, that became super popular in the early days of Cody, because it's, it's fun, like you can go to your neighbor's house or Cody and, and enjoy the company of of that dog, which for dog lovers, it was a great selling point that you would never have in a in a



traditional office or co working space. But more seriously, the way we treat our hosts is is very kind of hands on. So first is like a strict vetting and screening process, because this is not an Airbnb, again, this is really for work for purses. So the space needs to be comfortable and have kind of qualities for productivity. Typically, it needs to be bright and have big windows. And that's how like you can feel more inspired. As you said, We don't design the spaces, but we can pick them and select them based on those qualities, because there's a ton of hosts out there and tons of homes that have those qualities and can be Cudi host. And then once we we select the space and the host, we standardize the experiences, you said, we've a couple of kind of productivity standards to make sure it's a consistent experience. And it's a productive experience for anyone with the coffee, the the Wi Fi speed or power outlets access to the space. And every space has its character and its soul. And so members can can look on the platform and choose the one that they like the most. And typically, members tend to use two free spaces. And they kind of like change depending on where they want to go today. Right like some people like to just in the neighborhood. Others want to go to a new neighborhood and explore the cities of the city a bit more will close to their friends or close to the kids if they childcare and stuff like that. So they create like as you said, like a lot of optionality and flexibility for the worker. What makes goodie very different from an experience standpoint to a commercial space is the coziness element for sure. The uniqueness it's much more inspiring in the sense of like you're going to have amazing views and great design people spend so much time designing the homes, they are beautiful already. A lot of them are amazing. Our best hosts are typically designers, they have gorgeous homes, you would not change a thing in that space. And then and then this location is obviously always a big plus right so that the big difference is that you can actually walk down the street and find or space instead of going for for commercial space.

Jake 39:23

That's interesting that your your most popular hosts or your best hosts are our designers. That's like it strikes me that that's like a very specific You know, there's only so many designers out of like all people and it seems to me that this could kind of appeal to anyone who wants to make use of their home just like you know you said you would like to kind of put your home to use when you're paying high rent for it and I'd like to do the same. But how did kind of designers emerge as like the leading type of you know, category of hosts

Christelle Rohaut 39:55



I think they have a lot of aesthetic taste obviously and and Standing of like space qualities they have a lot of plants they are very hospitable and and they basically can have inspired us to create the guidelines that we created. And so I've seen amazing hosts and we created like best practices for our super hosts based on our experience with those hosts they can have taught us how to create an amazing cootie and then we we try to kind of communicate that experience and those tips to the rest of the hosting community so that you and me who are maybe not as great designers as the top hosts that we've encountered can have access to that knowledge and like better better design our home or the space that is dedicated to Cody so that members love it and you will be able to retain members better and have a great rating

Jake 40:59

so it sounds like designers are pretty popular on the host side for all the point for all the reasons you kind of mentioned but on the on the worker side the people who are you know visiting these Cody's and working in these Cody's if you had to like think about all the the people you've seen using Cody and all the stories you might have heard, what are some like defining characteristics of the people who are just like most absolutely loving the Cody experience versus people who are like trying it out and thinking like oh, this is like pretty good. But like the people who really love it, what do you think are some of the defining characteristics of them

Christelle Rohaut 41:38

I see him they are very tied to the to the neighborhood. They really appreciate this. Kind of like The Walking biking concept of like walking bike to work. And enjoy that time that commute time, which is short. But it's it's a short commute time in your neighborhood. And you can stop at your favorite coffee shop, get your coffee, and then you're writing the goodie, that piece of the day when you go to the goodie and come back from the Cody is is a really great moment. And I think that's kind of a consistent feedback we had from some members to love Cody. It's about feeling very ingrained in the community and in the neighborhood and being able to just stay locally and really enjoy the neighborhood. Second, for the b2c platform, the direct to consumer. Typically people are sociable. They like to be around other people and meet new people and what they love about goodies, it actually connects you with great professionals that you would never suspect live right next to you, either the host or the members. Now we have rules, obviously about like quiet workspaces. So during the day, nobody's like just chatting like this, but there's always like the coffee break and the lunch break, which are very precious moments for the critic community, because you can have a random chat with a great professional. And typically, you can see the LinkedIn profile



before you go, once you booked. And so it creates really, really cool connections that way.

Jake 43:16

So last question here, and then I'll give you the chance to kind of point people to where they can go and learn more about Cody and things like that. But, um, you know, I think like I've said a few times, I think it's, it's a fascinating concept. And I'm really optimistic that, that you can make it succeed in a very large way. You know, and hopefully have a ton of Cody's in the future and a ton of people working and Cody's and maybe establish it as, you know, one of those leading, if not the leading alternatives that people have. And we'll find hopefully a lot more people working in each other's homes versus in, you know, their own homes by themselves or in CO working spaces or offices or whatever it might be. But I'm curious, you know, as a founder, obviously, like you're quite young and and started this kind of right after school. I'm curious to know what has been kind of one of the most most enjoyable aspects of being a founder, I know it can be a frustrating and difficult position to be in for sure. And there's certainly a ton of challenges. But what kind of keeps you going and has been like one of the highlights of your experience leading a company. And then kind of the second part of it is like what do you look forward to in the future as you can hopefully build this into a much larger thing?

Christelle Rohaut 44:32

That's a great question. I think the most exciting thing for me to be from my experience, being a founder so far, has been two things like one seeing the the impact of your company. And so when you meet a member or host who's super happy, I'm just so grateful that I'm being able to like have an impact on their lives and Positive obviously. That's extremely rewarding for any founder, I think to hear the stories of your members and your hosts and and how they, they, they love it. Every time that happens, I'm the host myself and I try to query as many times as possible, and meet as many hosts as possible, as well as love, just understanding why they are doing this and meeting them. So that's like, that's been amazing. I've met so many incredible people. And I've actually got to know someone Cisco way more, because I moved to San Cisco and launch Kodi. And so I explored all the neighborhoods that way and met so many locals that way. Second is my team, it's my first time starting a company. And I've been blessed with incredible people who, for some reason, join me in this adventure, and are building this very exciting business and platform community with me, and so every day, I just have a lot of fun working with them. And I think that's an amazing part of being a founder is build your own team and, and be surrounded by credible



people. So that's like to reply to your first question around what I enjoyed the most as a founder. What I'm looking forward to, in the future, is definitely seeing Cody accessible in many, many more places in the US and then abroad. We that's our vision, we want anyone to be able to walk to work, whatever the neighborhood is. So it's very inclusive. Basically, you don't need to live in a downtown area, you don't need to live, you know, even in a big city, you can be in random town in a random state in the US and have access to it. That's a dream. So I'm looking forward to expand as much as possible, and work more with I'm excited about the enterprise partnerships, because you can have more impact faster and really tailor it to locations where employees live and recreate a company culture. And that's very fascinating to me.

Jake 47:22

That's awesome. I think those are great, great highlights from your experience that that you love and it makes a lot of sense. And then the vision I can certainly see unfolding so we'll be we'll be curious to kind of watch the progress as you go and rooting for you guys all along the way. Thank you so much again, Christoph for coming on today and talking about your company and your story where can people you know in closing going and you know follow Cody as as it kind of grows and follow you and just kind of stay in the loop on all of this.

Christelle Rohaut 47:54

Yeah, thanks for asking. So people can just go to cody.com and if you want to have access to Cody, if you don't see Cody around you, you can fill out the form especially if you are with a team you want to come into your your co workers or your HR manager to give you access to Cody we can unlock a Cody anywhere because there are homes anywhere near any home. So we'll be happy to love vacations for you. So go to korea.com and fill out the form. If you don't find MySpace already in there, and then follow us like Twitter is a good place. And then Instagram. Could you work at could you work? Is that where you're headed? Oh