



Bob's Story: Creating a Compelling Culture

As the internet in the nineties started to grow, one of the challenges that large enterprise businesses had is how were they going to build out the infrastructure of their switches and routers and at the same time make sure the network was performing at the speed that it should? So we wanted to build a product that would solve this need, and as a result, we would make money.

We never raised any funds. What we made, we invested back into the business. As a result, we created a culture our employees love to be a part of. I wanted to make sure when people came into the parking lot they were excited with the job they were doing. I came up with this idea of a rumor jar. People could throw a rumor in there, and I'd answer them because we were very transparent and it was one of the keys to our success.

We were growing at about thirty five percent a year, which is pretty much unheard of for a private company. We had some public companies that were poking around, and then at one point we got an unsolicited offer. So from first meeting to transition of the company was six months, which was pretty fast.

Most acquiring companies struggle with what to do with the owner because they don't want to put them in a position that's of any lesser. But helping create something where you can use those gifts and skills creates a real win-win.