

Chief Executive Officer, Richard J. Goossen
MakeGood.com



Your company is doing good things. It's time to share them.

HQ Region: Vancouver, Canada
Industry: Internet
Type: Privately Held
Status: Operating
Company Size: 7 employees
Founded: 2007
Website: <http://www.makegood.com>
Twitter: [@make_good](#)
Blog: www.makegood.com/blog
YouTube: [The MakeGood Team](#)



For more information about Makegood, go to: www.makegood.com

For more information about IIMA, go to: www.iimaonline.org

"The internet has dramatically increased the ability to use crowdsourcing given the fact we can all communicate within networks. Whereas hundreds of years ago this notion of crowdsourcing existed, however, it wasn't as easy to implement as it is today."

Richard J. Goossen, CEO, Makegood.com

MakeGood acts as the bridge between the customers and businesses, enabling companies to display the positive things they are doing while publicly stating their commitment to social responsibility. Which is great for customers, because they can see what each company cares about and supports.

Q: What is Crowdsourcing?

RG: To understand crowdsourcing you have to go to the fellow who coined the term, [Jeff Howe](#) of [Wired Magazine](#). He wrote a well known article back in June 2006 titled "[The Rise of Crowdsourcing](#)." He defined crowdsourcing as taking a job that was once performed by a single person and then throwing it out to a large undefined group of people. In his mind, the key phrase was undefined. You are just throwing it out to the crowd. This is similar to the open source concept with respect to software, but applying that principle to other types of problems and getting many people to contribute their answers. What I tried to do in my book [E-Preneur](#) is to look at the broader concept of online crowd

power and how it can be applied in a practical, entrepreneurial fashion, therefore, turning an amorphous notion into something beneficial to entrepreneurs. My approach is quite different than Jeff Howe's. He is a journalist and he identified an interesting trend, but he didn't necessarily view it from the perspective of determining its commercial value. As an entrepreneur, I'm interested in the commercial value of web trends.

It's interesting in terms of defining a term. Jeff Howe mentioned that as soon as you define a term you spend a lot of time establishing the boundaries surrounding that term. As soon as the term was coined by him, there were

many offshoots of that term like crowd power, crowdsourcing, crowd clout and so on. That's why I focused on the specific notion of being a "crowdpreneur" - crowd power applied in an entrepreneurial way.

Q: What was your inspiration behind the book E-Preneur: From Wall Street to Wiki: Succeeding As A Crowdpreneur In The New Virtual Marketplace?

RG: My main impetus to write the book was looking at this trend and addressing it from an entrepreneurial perspective. In other words, an entrepreneur is always pursuing innovation and specifically looking at how innovation can be successfully commercialized. So when you look at this really intriguing concept of crowdsourcing or crowd power, it's interesting, but is it a societal fad or is it something that is beneficial to anyone out there who is an entrepreneur? Could we harness this really interesting trend and see whether it can be applied successfully for commercial purposes?

That was the specific impetus, but the more general reason for writing the book is my whole career has been focused on entrepreneurship. At the heart of entrepreneurship is innovation. I was looking at how innovation occurs in companies and how innovators can tap into current trends and changing technologies.



Q: How did crowdsourcing take place without the internet?

RG: That's a really interesting question. It's really fascinating, [John Harrison](#) is a fellow who lived from 1693 to 1776 and he participated in an original form of crowdsourcing. In 1714, the British Parliament came up with something called "[The Longitude Prize](#)" and offered £20,000 to anyone who could figure out how to measure longitudes. They tried getting an answer by throwing it out to the entire country saying anybody who could figure out how to measure longitudes would get a big prize. The prize money in today's terms is equal to \$4.5 million. It was really important for Britain to find the answer because they were a sea-faring nation. After they threw this question out to the entire country, an obscure Yorkshire carpenter figured out that he could measure longitudes by building a really complicated clock. He ended up getting the prize and that was the origin of crowdsourcing.

Throwing out a problem to a large undefined group of people and hoping for a good response.

The difference today is that the internet has dramatically increased

the ability to use crowdsourcing given the fact we can all communicate within networks. Whereas hundreds of years ago this notion of crowdsourcing existed, it wasn't as easy to implement as it is today. Crowdsourcing, even though that term has only originated since 2006, has existed for centuries. When I look at how people analyze current web technologies, often they don't use a proper analytical framework. For

example, innovation has occurred for thousands and thousands of years, it's just with the internet we can innovate more effectively in many ways.

Q: How do you define corporate social responsibility?

RG: In short, I define it as companies doing good. From there you can expand it and say it's really corporations trying to be positive contributors in various forms, which can be from giving money or in-kind donations, volunteering time, recycling, doing environmentally positive things or creating a positive work environment. There are a number of aspects to social responsibility. In the past, corporate social responsibility (CSR) was viewed as an optional add-on to what a company is doing. Whereas today, the leaders in the field such as [Michael Porter](#), who is probably the best known strategy thinker in the world, view CSR as an integral part of a competitive advantage for a corporation. This is really changing the dynamics between charities and businesses. In the past, it was a division of labour: charities do good and companies make money. Then, by companies giving money to charities they were vicariously doing good. By contrast, the modern approach, reflected in CSR, is a more proactive approach by companies. Companies now view their role as looking at doing good through their core expertise. For instance, [Cisco](#) does good by setting up networks for schools in the Third World. Companies pursue CSR objectives based on their core expertise; they are more proactive rather than reactive.

Q: What are the key principles of being a successful E-Preneur?

RG: When I think of [E-Preneur](#) I think of crowd power plus focused commercial application. I look at how an E-Preneur can be successful. I've identified six principles in order to be a successful E-Preneur:

1) Serve good drinks. Jeff Howe had this great line, "If you want to be the room where the conversation takes place, then serve good drinks." In other words, you need to have a way to get people to your website.

2) Vetting versus creating. You have to get people involved in the creative process and not just vetting. Most people are happy to do a little bit of work, but few people are willing to do a lot of work. So you have to figure out how to use the crowd properly.

3) Recognition systems. Not everybody has equally valid contributions, so you have to create a way to distinguish people. For example, in a company like [NowPublic](#), you get rated on how much experience and how many contributions you've made.

4) "Cheers!" Where everybody knows your name. You get people interested by giving them some face, giving them status and recognizing their contributions. For example, some people will tout the fact that they have made hundreds of entries on Wikipedia.

5) Rewards. This is one critical issue that is changing quite a bit. Previously people just contributed for a little bit of glory. This is changing, however, as people realize they are helping develop a lot of value for owners of sites. So, there will

need to be more ways to compensate contributors. NowPublic does pay people for stories. The reward system is critical.

6) Not an 18th century French court. The [Cluetrain Manifesto](#) talks about how previous corporation communications were similar to an 18th century French court. It was very stilted and hard to understand. Whereas today's web environment has to be very transparent in order to communicate. A lot of sites, like [Fluevog.com](#), use colloquial, almost slang, type of language. They are good at having their website sound like you are entering into a conversation as opposed to the world of corporate babble.



Q: What is creating the need for crowdsourcing?

RG: I think what has driven it in the last few years is certain companies have realized that crowdsourcing can be a hugely effective way to tap into problem solving. With the growth of the internet I think some companies have realized that there's a huge amount of latent innovative energy that they can tap into. When some companies are successful at it then other companies jump on board and want to tap into that too.

Q: With regard to crowdsourcing, how do you see enterprises today taking advantage of this principle?

RG: Both large and small companies can take advantage of it. There are large

companies like [InnoCentive](#) which pose more complicated questions. They can attract experienced engineers and scientists to work on complicated issues and provide some form of compensation. What I find really interesting is smaller companies can tap into the power of the crowd. For example, [Fluevog's website](#) generates more revenue than any one of their

stores. Fluevog is known as the home of the first crowd sourced shoe. Their website is highly engaging and they ask their fan base "What type of shoes do you think we should make?" It's really a no-brainer, you ask the crowd what they want you to make, the crowd tells you, then you make it and you sell it. It's also great because it reduces your inventory. That's something a lot of small companies should

do, try to use their community to get feedback on how to modify the product. Fluevog has even done things like ask their fans "Where should we advertise? Which magazines should we advertise?" There are lots of practical marketing things a company can do to tap into the power of the crowd in a very practical way.

Q: Why are large enterprises still building so much infrastructure? Wouldn't they be more nimble and improve profits by crowdsourcing more of their operations?

RG: That's a good question because it ties in with the overall theme of having an entrepreneurial perspective or lens in which to view crowdsourcing. A lot of large companies ossified and are no

longer nimble or quick; they likely were in their early development cycle, but now these young scrappy start-ups are the ones which recognize the changes and adapt. These large organizations simply aren't willing to change. A great example of that are online universities. There is no well-established, brand name university that has successfully established an online university. The only ones that have are generally online oriented.

Since new concepts are disruptive it is easier to implement them in a new company. For example, crowdsourcing would displace a number of marketing people. If you have a big firm with a bunch of marketing people, you have space for them and they are on the payroll. I think most companies aren't able to make those changes.

Q: Do you think the recession makes crowdsourcing more important for future business models?

RG: I think a recession, which puts pressure on a company's ability to generate profit, which would presumably then dwarf the more creative way to cut expenses, should look at crowdsourcing seriously. People say necessity is the mother of invention. If that's the case, presumably if you are strapped for resources you may think how can we tap into the crowd? Of course, there is some expense in attracting the crowd before you tap into them. A recessionary



environment might be one impetus, but at the same time, the company needs to have an entrepreneurial culture and especially a familiarity with web developments that would then make them receptive to this whole notion of crowd power.

Q: How do you mitigate your technological risk given that the market can change so rapidly in this new digital economy?

RG: I think the only thing to do is to just keep your finger on the pulse and monitor developments on a daily basis because what is trendy one day becomes passé very quickly. When you look at some of the recent developments in technology, to think that Facebook started in 2004 and Twitter is only 3 years old. People are already thinking what is the next Twitter? What is the next thing coming along? Even on someone's business card, it's evolved from telex to the fax to email; now

people often include their Skype name, blog page, YouTube channel and Twitter account. I think with every change it requires people to have the willingness or expertise to adapt. A lot of this is people learning as

they go. I think that it almost gets frightening for organizations to keep adapting to these rapid changes. A lot of these changes make previous ways of doing things very expensive and obsolete.

People have to keep learning how to adapt, but it is not just adapting to new

tools—it is also adapting to a new state of mind. For example, a company may think they are doing social media by posting a few videos on YouTube. However, what a lot of large organizations are doing is simply giving lip service to present technological changes, being a slow adopter and never utilizing it fully. Typically, the smaller, scrappier start-ups that are fully embracing the technology from the outset are ahead of the curve and are actually able to lead and set up businesses with interesting innovations. We've seen this in the last ten years or so. For instance, is Amazon a book seller or really a web based company that has a mode of distribution that can't be matched? What I see happening is two different paradigms. There's large companies stuck in the old paradigm and they are trying to grab onto some of these new developments and there's other companies coming along and saying this whole environment is really exciting. Let's make our company a reflection of this new environment and reflect the new paradigm.

There's an example of a company in my book called [Threadless](#). It's a brilliant idea. Basically people propose ideas for t-shirts, the crowd votes on the t-shirts, whichever t-shirts get the most votes, the company makes those t-shirts. Threadless makes as many t-shirts as people want to buy, sell them, make money and they have zero inventory. That's almost fool proof. You couldn't get an existing t-shirt company to think that way because they would think well we've been doing this for 20 - 30 years, we have a design team and they come up with the ideas. The design guys give them to our marketing guys and our marketing guys go out and present them to the t-shirt shops. We stock them and we try to sell them for 6 months, we pick

up the leftovers and give them away and that's our model. Then all of a sudden you have this other t-shirt company that says lets just make what people want and use the web to do that.

It's a whole different mindset so that's what I find really intriguing from an entrepreneurial context. There's always smaller, faster moving, nimble companies that grasp change as their competitive advantage and embrace the change. Then there are older companies that have established ways of doing things and they become ossified because they are run by people who are not innovative and forward thinking. They evolve into more of a management trustee situation in which they are trying to protect their turf as opposed to grow their company. And those are the ones who inevitably don't survive the changing technological environment.

Q: How do you build crowd power? For instance, you can't benefit from this ideology without building the crowd first.

RG: There are two types of companies:

One would be an existing company which already has clients, customers, loyal following, people understand their brand name and you tap into that crowd by asking what can engage them or get them interested, participating and contributing to what we are doing?



Fluevog is a small scale example of establishing a crowd. Fluevog has been around a long time, developing a website is a way for their customers to channel their ideas. [John Fluevog](#), the founder, went to trade shows for years and people would give him scraps of paper and asking him if he can make a certain kind of shoe. They were getting all these ideas for years, the web just gave them a better means to gather people to participate.

On the other side, if you are a brand new start-up, to get a crowd together you really need a compelling idea to generate interest. I think that's really the big challenge.

Jeff Howe has called this the [Sturgeon's Law](#), 90% of everything is crap which is awfully profound, but in a crude way. Ninety percent of everything is garbage. Sturgeon was this science fiction writer who came up with this phrase. So, if you are trying to build crowd power, 90% of everything is not even worth looking at. One of the key things is how do you get the right crowd? If you are looking at going in a new marketing direction and getting some input on designing something, you will likely get people with experience or knowledge as opposed to people who are just spouting off. It takes a lot of work to vet the contributions.

Q: How do you mitigate your risk from a crowd turning against you?

RG: I think there are some similarities to a franchise set-up. A company sets up a franchise network and then all the franchisees may turn against the company if they are not treated well. I

think it's the same thing with the crowd. If you get the crowd engaged then they take some sort of ownership. So if you mess with the crowd then they would get really upset. I think the key thing is to maintain 100% transparency about what you're doing. By being online, it seems that people have the high capacity to smell a rat.

Q: How do you empower crowdsourcing from within an organization?

RG: I think it would be hard to do within an existing organization. I think you need someone like a champion or subject matter expert who, if they can show the value, might get a hearing. When I look at it in an entrepreneurial context there are always people in organizations who are innovative and creative, and when they help with an idea. Then you need somebody in the organization to buy in and cut them a little bit of slack to see how it works.

One of the challenges with crowdsourcing is that it may not always generate an immediate payback. This is one of the challenges in an existing organization because if they say we'll let you focus on this, the questions following would be how long will it take, how many resources are needed and what's the payback? And depending on the crowdsourcing model there may not be an easy way to explain the direct payback.

Q: In regard to social dynamics, what makes the crowd so powerful? How can they be right?

RG: When you look at the history of crowd power, there's this well known

book by Charles Mackay called [Extraordinary Popular Delusions & The Madness of Crowds](#) published in 1841 which says the crowd is basically stupid. Then there is another book that came out more recently by [James Surowiecki](#) called [The Wisdom of Crowds](#) showing that the crowds can be smarter than any single individual. That in a sense is what makes a crowd powerful. He looks at all these different examples where the crowd is actually smarter than any single person. If that's true, then you want to figure out how to tap into the crowd.

For instance, let's say we're all trying to give an estimate of how many pennies are in a massive bucket. When they averaged out all the answers, it was almost exactly the number of pennies in that massive bucket. His book was quite a break through because people are not acting in concert. The key thing is that you're acting independently of one another. That's why the internet is powerful because you get a whole bunch of people contributing, and all these independently formed ideas, when you average them out, can actually be a much more accurate answer than any single individual.

Q: If you could change one thing in the world what would it be?

RG: I don't want to give a [Miss Universe](#) answer like world peace because I don't look like Miss Universe and that's been done before (laughing). However, since we are getting close to Christmas, peace on earth and good will towards men and women I think would be a good start. Especially when you see what's happening in Iran and so on. Actually I side with Miss Universe on this one!

Q: Why is Vancouver home base for you?

RG: I think it's because it is my home town and it's also a really good place to be based. A lot of people in the world would rank it as one of the top cities in the world. In today's world you can be based in one place but do business internationally. The weather is another matter. It's like Seattle, it's either raining or about to rain for like 10 months of the year, but we have to remind ourselves it's not a bad day, it's just bad weather.

Q: Who are some of your most important mentors?

RG: I don't know that I have personal mentors, which sounds a bit formal, but I have a handful of people in my life that I get good counsel from. These individuals are generally 10-20 years older than me, with a lot of business and life experience who are interested in helping me do well. I have benefited from their wise counsel. I like to read a lot so I probably get some indirect guidance in that way, too.

Q: Which books are you currently reading and why?

RG: That's a really good question. I always have a stack of books that I am reading through. I'm currently reading three books. They all reflect my different interests. The first one is called [God Is Back](#) and it's quite fascinating. The subtitle is "How the Global Revival of Faith Is Changing the World." It's written by two editors at The Economist, John Micklethwait and Adrian Wooldridge. They talk about how Christianity in many parts of the world is growing at a mind-boggling pace. For example, there are more practicing Christians in China than anywhere else in the world. China will be the world's most powerful Christian

country likely within one to two generations. The book has a really interesting theme because in Europe to be modern means you have to reject faith; by contrast, the US has integrated faith into a concept of being a modern person. Not everybody accepts it of course, but faith and modernity exist together. Throughout the world the US interpretation is becoming the predominant model. People in China view Christianity as something that can be a complement to success.

Another book I'm reading is [Managing](#) by [Henry Mintzberg](#). He's a professor at McGill University in Montreal and one of the most highly-ranked strategic thinkers in the world. The book is a provocative look at managing that goes counter to much conventional thinking. I am presently working with Henry Mintzberg and one of his colleagues, Karl Moore, on an advanced leadership programme for entrepreneurs.

The third book I'm reading is called [A Terrible Glory: Custer and the Little Big Horn](#). by James Donovan. This is likely the best book on the topic of Custer's Last Stand. I did my undergraduate degree in history and I still like a good historical book. Donovan's book is interesting because it historically reconstructs the battle and the events leading up to it in minute detail. He gives a good understanding of Custer, the army, the cavalry and how this battle was fought. He also provides great insights into the Native Indian perspective.

Q: What are some of your favorite things to do in Vancouver?

RG: With four kids and their related activities, I am limited in the things I can

actually do in Vancouver. Most of my activities over the years include visiting many baseball diamonds and football fields for miles around. When I do get out, however, there are some great, unique Vancouver experiences. I like the [Grouse Grind](#). I like being by the waterfront, such as at Garry Point in Steveston or along the seawall in Stanley Park. Going to restaurants along Robson Street or Denman Street is fun, too.

Q: How do you feel you make a difference in the world? What do you wish your legacy to be?

RG: I feel quite strongly about trying to impact people in a positive way, especially to have people think about how they can make a difference in society and even in a more micro basis in relationships and in family. I have been an Adjunct Professor at [Trinity Western University](#), which is a Christian University, for the past 8 years. I focus a lot on meaning, purpose in life and calling. I try to help students identify the right calling and maximize their God-given potential. To me, it's important that everyone identifies their unique set of gifts and abilities. I think people's lives should reflect their pursuit of maximizing their potential to make a difference in the world. The thing that gives me a lot of satisfaction is that I got an email the other day from one of my students. He mentioned what I said in class really got him thinking about his purpose and what he should be doing with his life. Not everyone thinks seriously about these things.

I also think it is important to be a reflective critic of our own Western culture. I think we should be "counter cultural." Our present society is oriented

towards consumerism and self indulgence; I think it's more important to focus on serving others especially in a global context where people in the West can have a huge impact in other parts of the world. And yet our entire society, whether it is advertising or marketing or other things, it's all about indulging yourself. Whereas if you travel anywhere outside the West there are people who are suffering in so many different ways and we're more concerned about how many lattes we can buy and buying more things that we don't need. Meanwhile that little bit of money could make a big difference elsewhere.



On a business scale, through [MakeGood](#) I want to have companies understand the importance of doing good. We have a unique online marketing system that helps companies communicate social responsibility and the focus on doing positive things. Hopefully what we're doing for our member companies will be a catalyst for positive change. Businesses with their resources can affect a lot of positive change and in a sense almost much more than individuals can. Businesses with their core expertise and all their resources can address these international problems which will lead to headway quickly.

Q: How did MakeGood become the first website that lets any business display their social responsibility effectively to their community?

RG: We were the first to identify this opportunity in the marketplace. There are a couple of trends. On the one hand, there are companies that are

increasingly expected to disclose their socially responsible actions and more and more consumers and stakeholders want to know about them. And yet, most of the time when businesses try to communicate, it is through dry CSR reports that never get read. Meanwhile, the other trend is all about the changing web environment, social media and new social strategy tools. We sort of put the two together and said well we can come up with a way to help businesses communicate the good things they are doing through this online marketing system. The system starts with the MakeGood badge that goes on a company's website. A

click on the badge opens up a Facebook-like profile that is focused on the good things a company is doing. This MakeGood profile is on the member's website and it is also included at www.makegood.com in our directory, like a Yellow Pages for good companies. We also distribute information on our good members through various social media channels. It really became a unique offering and we got some really good traction among businesses. That's sort of how it evolved to be the only company we know of doing this and it's a reflection of a few key trends and then meeting that market need.

Q: How does a company become a certified green company through MakeGood?

RG: One of things we try to do through the MakeGood profile is we have different aspects of social responsibility that can be recorded there. Some of the things are posted by MakeGood and other things are posted directly by the company. We discovered that people

aren't that interested in a formal verification or certification. Instead, people are getting more familiar with the practices of the internet. We've got a system that is focused on transparency. We identify postings between what's been submitted by MakeGood and what's been voluntarily reported by businesses. Our model is a way for companies to communicate their socially responsible actions effectively. We have a philosophy that is similar to eBay, Amazon and the like, which is rate the buyer or seller. People in the community can give feedback if they have any issues about what a company is doing. Otherwise a company would undercut its own effectiveness if they distorted their own social responsibility record.

Another reference point would be LinkedIn. For example, on LinkedIn you can say on your profile that you have 20 honorary doctorates and it can be completely false, but LinkedIn will not go out and verify whether it's true or not. However, if you meet somebody and tell them that you were just joking about the 20 doctorates then you've lost all credibility. It's a little bit like that with our system. We wouldn't be able to make it affordable if we actually went out and certified each individual action.

Right now, what we're offering our clients is a MakeGood membership which costs only \$95 a year compared to a large consultancy firm which may charge up to \$10,000 - \$20,000 a year for certification. And on top of that they have to pay for an additional CSR audit.

Q: Which philanthropic causes do you currently support and why?

RG: On the MakeGood website we have a concept of crowdsourced giving which is quite unique. All the community members can vote on which charity to support that month through an open online survey. One month we donated to the [United Way](#), last month it was [Upwardly Global](#).

On a personal side, I have supported and raised money for educational institutions. I support Trinity Western University. I'm involved in the Western Committee for McGill University's \$750 million capital campaign; I'm a microscopic part of that. I have also gotten involved in my son's high school, which is Vancouver College.

Q: What do you hope people take away from your speaking engagement on March 10th?

RG: The gist of my presentation is that the notion of crowd power has real, tangible value for entrepreneurs. It is not just an interesting fad; instead, an entrepreneur should look at how they can tap into this interesting trend and apply it in a practical way. This can become a part of their competitive advantage or business model. In other words, I will talk about succeeding as a crowdpreneur in the current web environment.

About Makegood.com

MakeGood helps companies communicate all the good things that they do. We know that companies all over the world are doing great things, but only a few are effectively telling their story.

MakeGood acts as the bridge between the customers and businesses, enabling companies to display the positive things they are doing while publicly stating their commitment to social responsibility. Which is great for customers, because they can see what each company cares about and supports.

We believe businesses have a responsibility to make the world a better place, beyond just the balance sheet. But it's not only about a big corporate donation. Being responsible can be some employees donating their lunch hour to volunteer at a soup kitchen or making environmentally friendly choices; like going paperless.

With the MakeGood trustmark, businesses are able to communicate the causes they support simply and easily, without having customers leave their company page.

For more information about Makegood, go to: www.makegood.com



About the International Internet Marketing Association

The International Internet Marketing Association started in 1998 to bring marketers, agencies and professionals together to discuss the capabilities and potential of Internet marketing. With over ten years of experience since our first event and our association remains focused on its original mandate – education. Each year, IIMA delivers a series of networking and speaking events hosted by subject matter experts, thought leaders, experts and panels of marketing practitioners. Each event has the same objectives:

- to provide insight into current and emerging practices in online marketing
- to deliver practical insights that are immediately relevant to your business
- to challenge participants to achieve greater levels of awareness of digital marketing
- to assist in the integration of digital marketing into your big picture marketing strategy

To engage you in the community of marketing and business practitioners passionate about the future of internet marketing. The meet-ups provide a theatre for the discussion of the trends, tools and technology shaping how marketing practitioners who are using the digital space to greater involvement with their publics. By providing a series of networking and educational events, IIMA creates an environment in which the trends, tools, opportunities and risks that are shaping how people interact with the online market place.

For more information about IIMA, go to: www.iimaonline.org

Contributors to this interview



James Laitinen, Director of IIMA – James is an entrepreneur at heart with a flair for technology and marketing. Burning the midnight oil turning ideas into reality, he often attempts intimidation tactics during games of Scrabble. Connect with James online via [@jlate](https://twitter.com/jlate)



Charity Robertson, Director of Communications IIMA - Charity is a marketing, advertising and human relations professional. While not creating marketing strategies or studying, Charity can be found chasing the sun to the nearest beach. She is currently residing in Yucca Valley, California. Connect with Charity online via [@charityweb](https://twitter.com/charityweb)



Ean Jackson, Director of Events IIMA- When not running a marathon or snow Shoeing in gorgeous powder conditions, Ean helps us connect with professional speakers and industry experts to present to our membership. For speaking opportunities and events contact Ean online via [@eanjackson](https://twitter.com/eanjackson)



A special thank you to [@make_good](https://twitter.com/make_good) for his thought leadership and contribution to this interview.