

Inside Stories: Saving lives from the sky Transcript

Scott Simmie: Hey again, it's Scott Simmie here. Now, if you're a subscriber, you already knew that, but if this is your first time, welcome to Inside Stories. Now, today, I'd like you to imagine something. Pretend you live in a country with an infrastructure that needs some work. Now further imagine you've been bitten by a highly poisonous snake. You get to the hospital, but they don't have any antivenom handy. And the nearest antivenom is simply too far for anyone to drive it to you. Your heart is pounding. The poison is spreading and the clock is ticking. Will you survive? This really happened recently, though obviously I'm talking about someone else. And today's guest was responsible for the outcome. Today on Inside Stories, I'm joined by Keller Rinaudo, who's in San Francisco. Keller, welcome.

Keller Rinaudo: Thanks for having me.

Scott Simmie: Keller is the founder and CEO of a company that I tremendously admire and I've been following for many years now. It's called Zipline and it operates in two African countries, Rwanda and Ghana, and will soon be doing testing in the United States. Keller, tell us what it is that Zipline does for people who aren't aware of the company.

Keller Rinaudo: Zipline is a healthcare logistics company that uses autonomous aircraft to deliver a wide variety of medical products instantly to hospitals and health facilities.

Scott Simmie: So when you say autonomous aircraft, we're talking about what some people might think of as drones, is that correct?

Keller Rinaudo: Yeah. I think most people, when they think of a drone, they think of a small quad-copter that hovers like a helicopter and takes pictures. What we build, they look a lot more like airplanes. They weigh about 40 pounds and can fly up to 300 kilometers in a single direction. So these are a different class of drone that is specifically designed in every way to enable healthcare systems and big logistics systems to deliver things as quickly and efficiently as the internet delivers information.

Scott Simmie: What kind of things do you deliver in these vehicles?

Keller Rinaudo: Today, across Rwanda and Ghana, we deliver about 160 different medical products. So it's essentially the entire public healthcare supply chain. So that varies from blood products like platelets, plasma, cryo-precipitates and packed red blood cells, to vaccines, to rabies prophylaxis, to cancer treatments. So essentially everything that you would get at a primary care facility or hospital can be delivered in this way.

Scott Simmie: Why in Rwanda or Ghana, why are these ideal locations in some ways for this kind of a project to be operating?

Keller Rinaudo: Well, we started by delivering to about 21 different hospitals in Rwanda in 2016. And the reason that we started in Rwanda was that we had a close relationship with the ministry of health and they were really, really eager to improve generally blood logistics throughout the country. And believe it or not, blood logistics is really hard in every single country on Earth, including in the US. It's complicated for a lot of different reasons. You have many different types of blood, A, B, AB, and O. You have different components like platelets and cryo-precipitates and platelets only last six days, for example. So it's really a nightmare when it comes to figuring out how to get the right product at the right place at the right time. And it's also a product that's really important for family health.

Keller Rinaudo: 50% of the transfusions that we deliver today are going toward moms with postpartum hemorrhaging and 30% are going toward kids under the age of five. So this is a product that when you need it, you really, really need it and you can't anticipate it beforehand. So that was the reason. We had

a close relationship with the ministry of health. The country was really leaning forward in terms of technology and infrastructure and making investments to the public healthcare system. And by working with them, we were able to serve essentially every hospital and health facility in the country. So those were all big advantages of getting started in Rwanda compared to, for example, what we're doing now, so it was four years later that we launched in the US in North Carolina doing deliveries for a similar hospital system, Novant Healthcare. So it took a while to go from the small scale of Rwanda to the much bigger scale of the US.

Scott Simmie: In a location like Rwanda or Rwanda specifically, what sort of time advantage is there in terms of dispatching something with an autonomous vehicle by air, as opposed to whatever local delivery mechanism would be available on ground?

Keller Rinaudo: Yeah. Typically, it's going to... And this is true in any country, one of the misconceptions when people think about Rwanda is they say, "Oh, it must be useful in Rwanda because there are no roads." And that's actually not really accurate. All the hospitals we serve in Rwanda have pretty good roads to every single one of them, but even so, especially over mountainous terrain and Rwanda is a very mountainous country, it takes a long time getting places on the roads. So we're typically reaching a hospital or a health facility somewhere between three and 10 times as fast as the fastest emergency courier delivery, and keep in mind, emergency courier deliveries usually aren't available. So when a patient is at a hospital and their life is on the line and they need something, this system is by far the most cost-effective, responsive and reliable way of saving that person's life.

Scott Simmie: There are a lot of things that the drones can do. And there are a lot of products that drones can deliver. Why was it that you were interested in setting this up in Africa, where there would be undoubtedly more logistical difficulties than you would face in the United States? What was it about this mission that appealed to you?

Keller Rinaudo: It was pretty obvious to us starting something in 2012 or 2013, that there was this big opportunity to build an automated logistics system for the planet. We had a sense for where robotics and autonomy and software development was generally going. And this seemed like something really big that humanity was going to need to build. But for us, from a mission perspective, the reason we were really, really excited about the potential to do that was we were pretty confident that this was going to be a chance to build the first logistic system that would serve all humans equally. The reality is I think that the dark secret of a lot of what's been going on over how logistics has grown over the last couple centuries is that it serves the rich, but not the poor.

Keller Rinaudo: And as a result of unequal logistics, about five million kids die every year due to lack of access to basic medical products. And meanwhile, and I think most people just put their hands up and say, "Well, that just must be the way things are." And from our perspective, it seemed like, hey, if we're going to build a radically new kind of logistics system, let's actually solve that problem once and for all. And that really is the mission, the overarching mission of everything that Zipline does.

Scott Simmie: It's a really ambitious mission. I admire it and I can see you're on your way to achieving it. And what you've achieved in Africa is really quite remarkable. But at the time that you were starting this out, you would have been probably in your mid-twenties and to have this overarching vision, at least to me, as an older person, I'm not accustomed to people in their mid-twenties having that kind of vision and that compassionate view of the world. Is there something in your background that contributed to you feeling this was something you wanted to do?

Keller Rinaudo: I guess there are two things that I think were really big advantages for us and neither may sound like a real competitive advantage in business to begin with. And I think those were probably empathy and naivete. On the empathy side, I, after graduating from college in 2009, got to spend a fair amount of time traveling the world and just visiting, getting outside of the US, seeing the kinds of

problems that humanity faces, not just the problems that we face living on a coast in the country or in a nice city in the US. Gave me a sense for just the scale of the problems that humanity is facing, and a sense for how technology could have a huge impact if only it could really be scalable and sustainable. And so I think just seeing this bigger picture was a key part of understanding whoa, there are more important problems to work on than Instagram for pets, for example.

Keller Rinaudo: And the second thing was when we were starting to work and think about could we build an autonomous system that would deliver products in this way. And at that point, our backgrounds were in robotics and autonomy and software. And so we had a sense for what was possible technically, but we had no idea what it meant to build an aircraft or what it meant to integrate with a national healthcare system. And when we spoke to most of the experts who had been working in national healthcare systems for the last 20 or 30 or 40 years, they all told us this was a terrible idea and that it was never going to work. So, interestingly, we, I think in many ways, to do something this weird and radical, it took someone with no background in the subject, in the industry, because I think so many people in the industry have become jaded because they've seen so many things not work that I think it maybe took us coming in with no context and no idea what we were doing to try something this weird and then show that it can actually operate scalably and profitably.

Scott Simmie: When you were meeting with people and trying to raise capital for this project, did you have to switch gears and find people who bought into that vision as opposed to investors who simply wanted to look at a linear path toward making a profit down the road?

Keller Rinaudo: The key for Zipline, getting the system to where it is today, which today it's the largest commercial autonomous system on Earth. We've flown over two million fully autonomous commercial miles, delivered over 200,000 vaccines, units of blood and other critical medications. Getting to that scale has required a lot of investment. It required us signing large contracts with the countries. It required us working with amazing partners, like the Gates Foundation and Global Alliance for Vaccine Initiative. It also relied on the company raising private capital. And when we were having those initial conversations, there were very few, very few partners who believed in the idea in the early days. But the key for us was emphasizing that this is not about philanthropy or for-profit. I actually think that binary choice is possibly what's wrong with a lot of corporate America today.

Keller Rinaudo: Zipline has always been a mission-driven for-profit company. And we think that those are the kinds of companies that are going to change the world in the long run because you have a business model that can actually scale, but a mission that can inspire people and make sure that the company is doing the right thing for the world. And so every conversation with investors was really around making sure that they understood the mission and wanted to be part of the mission and they understood how us being really diligent about things like cost efficacy, unit economics, pricing, sales, getting every single country deployment to profitability as quickly as possible, how doing that was in direct service of our overall mission, which is to scale this service to every human on Earth.

Scott Simmie: Journalists who cover technology fields often like writing about companies at the time that they're raising capital and at the time that they're going and successful. But those very early days, when life seems to be filled with challenges is a phase that journalism tends to not cover. And I'm curious, the reason I'm setting it up that way is I'm wondering if you can share with us some of the difficulties or at least one difficulty that really posed a challenge as you were trying to get this company going and in particular, trying to get it off the ground in Rwanda.

Keller Rinaudo: Yeah. Well, the most obvious thing is the flip side of the nativity I was just mentioning. Obviously, naivete is really bad and dangerous for a lot of reasons. And so, when we, in 2015, when we were spending time in Rwanda signing that initial contract, we went in basically saying, "Hey, we want to deliver 160 different medical products to every hospital and health facility in the country," which

ironically, four years later, that's exactly what we're contracted to do. But at the time, the minister of health smartly looked at us and she said, "Shut up, just do blood. Prove that you can do blood because that's a pretty big challenge in and of itself." And so we said, "Okay, we'll do that. We'll deliver blood." And they wanted us to deliver to these 21 different hospitals and so we signed up for that.

Keller Rinaudo: And then for the first seven or eight months, Zipline served one hospital and everything, we were really struggling during that period because we did not know what it meant to fully integrate with a national healthcare system. We did not know how to integrate with air traffic control and a civil aviation regulator at national scale. We didn't know how to set up the right kinds of fulfillment center software for us to basically organize our efforts at the distribution center. We were figuring out how to get customers ordering reliably through a lot of different portals and interfaces. And the vehicle in many ways was... We had never flown at scale before. So we were learning things from an engineering and technical standpoint that we needed to improve and basically incrementally change about the aircraft itself. So those first seven months were incredibly difficult.

Keller Rinaudo: The team was pulling constant all-nighters. Our customer, the ministry of health, was unbelievably patient with us. If someone tells you they're going to serve 21 hospitals, and then you spend seven months serving one, I think probably less patient customers would have said, "Hey, you don't know what you're doing. Get the heck out of here." But they were patient. They gave us a chance to basically work through all these different issues and really get the system working reliably. After seven months, it finally started working really, really well and smoothly for that one hospital. And then it took us a couple of years to roll out to the full 21 hospitals, basically had fully started the contract. And now a short 18 months after that, Zipline today is contracted to serve 2,500 hospitals and health facilities.

Keller Rinaudo: So I think it's really important to get that very first one right. And take the time. It was important for us to take the time we needed to go through that. Really tough growing pains of making all the incremental changes to the system that we needed to make so that we were actually ready for the scale that the company has experienced over the last three to three and a half years.

Scott Simmie: You described at the outset, a little bit that the aircraft looks like a small plane. Could you describe the steps to a mission? What happens? I assume there's an inquiry from a hospital for a specific product. What happens from there?

Keller Rinaudo: Yeah. Let's take a specific example. So in Ghana about a month ago, there was a woman who came into a hospital with a really, really bad snake bite. And this is not uncommon. When she arrived at the hospital, the hospital did not have the antivenom that was required. Antivenom is very expensive and can be hard to store. And so most hospitals and health facilities are not going to store it, but her life was in danger. She was in a critical condition. The doctors immediately used a phone, just a regular phone to basically... The doctors can order either by calling us or via text message or via WhatsApp. So we try to be as multi-platform as possible to make it really, really easy to access the service. So in this case, the doctors ordered antivenom from our distribution center.

Keller Rinaudo: We have four distribution centers in Ghana that serve about 13 million people. And that distribution center immediately sprung into action. We picked the antivenom out of our stock because we have a small fulfillment center there that stocks these 160 different medical products, packed it into a box. Box is loaded into the belly of this plane. And then the plane is set on a launcher. And one of our flight operators will essentially get permission from air traffic control and then launch the vehicle. And this whole process can happen in two to four minutes.

Scott Simmie: Wow.

Keller Rinaudo: So once the vehicle is launched, it basically accelerates off the end of this launcher from zero to 100 kilometers an hour in about a third of a second. The plane flies autonomously in a straight line out to the hospital or health facility that placed the order. And so in this case, I think the order was made in something like 22 minutes. And when the plane arrives at the hospital, it will descend to about, you can think of it 30 to 50 feet off the ground and then deliver into the mailbox. And the mailbox is just an imaginary rectangle on the ground that's about two parking spaces. And so the package itself has a really small paper parachute that ensures that the package gently reliably lands in the mailbox of the hospital every single time. And the doctor was then able to grab that package, pull out the product and administer it to the woman and save her life. And this is being done at high hundreds, if not thousands of times, every single day now, across Rwanda, Ghana, and the United States, day in, day out, in a way that people can rely on.

Scott Simmie: What does that feel like for you to know that this is your brain child and a company, a project that had its genesis in an idea and now it's something real, and that woman who was bitten by a snake is alive today because of your system, what's it like for you?

Keller Rinaudo: Well, first of all, I would mention, that's a specific story, but there are 15,000 other stories like that over the last few years. And one of the ways that Zipline measures its impact is by the number of deliveries we do that are truly life-saving like an emergency delivery where a life is hanging in the balance. And I think it's easy to get our head around one and hard to get our head around number 15,000. But the other thing I would say is Zipline has grown. It's much bigger than I am at this point. And the fact that Zipline has been able to do what we do, much more of our success is owed to the incredible operations teams that run our distribution centers every single day. And those teams are entirely local. So these teams of Rwandans and Ghanaians, and now North Carolinians are doing what some of the richest technology companies in the world have tried to do for five or six or seven years now and have not done successfully.

Keller Rinaudo: And yet it is being done successfully at national scale by these teams that I think would have been drastically underestimated in any other technology context. And the last thing I would mention is that the last few years of seeing the system scale in the way that it does, I think it creates a very strong sense for the entire company of this strong moral imperative because right now we're only serving about 20 million people. And there are billions of people who have bad health outcomes or who have family members who lose their lives because they don't have access to this kind of a service. So, we could pat ourselves on the back for the scale that we've achieved, but we spend a lot more time worrying about how do we go faster and how do we make sure that a billion people in the next three or four years have access to this kind of a service and as quickly as possible. Hopefully, in the next 10 years, every single human on Earth has access to it.

Scott Simmie: This is fairly new technology. Was it readily embraced by people on the ground in Rwanda? Did people immediately understand and get the concept?

Keller Rinaudo: That's a really good question. When we were launching, we had no idea what we were doing and no idea what to expect because what we were doing was completely unprecedented. No one had tried to build an autonomous delivery system that would transform the way a hospital network worked. And I was personally quite worried because you just never know. You're talking about having UFO's flying around over these communities. Who knows how that's going to be perceived. And so I was quite worried and I would say that is one of the most mind-blowing things about what we do, it's been how super positively the overall system has both impacted and then how positively it has been received because I think that's due to a lot of things. One is that most families at this point have a family member or know of someone whose life was either saved or made traumatically better or healthier because of the service.

Keller Rinaudo: I think the other thing is that there's this sense of immense national pride. The fact that Rwanda today combined with Ghana has the largest commercial autonomous system on Earth, bigger than anything you'd find in the United States or in Europe, as you can imagine, that's something that every single member of the country is really, really proud of. And when you go and visit hospitals or health facilities or even schools, and you talk to people about the system, they'll say, "Well, our drones save lives. Our drones are flying throughout the sky every single day and making sure that people have access to medical products." And a lot of people just say, "Look, it's a sky ambulance." It's not that complicated. So it's been amazing to me how quickly this basically just becomes the norm.

Scott Simmie: Have you had the opportunity in Rwanda to go and meet with a patient who has benefited from a Zipline delivery? And if so, can you share that?

Keller Rinaudo: Every day, practically. In fact, a lot of times, we're always coordinating with the hospitals. We always want to know if it's an emergency delivery, how the patient's doing later. So we'll follow-up with the doctor and find out how the surgery went or how the intervention went. And a lot of times, the doctor will suggest, they'll say basically this patient wants to meet the team. And so we actually do tours for patients at our distribution center, when patients want to come by. We've had moms who had postpartum hemorrhaging come by with their kids and just take a tour of the distribution center and see the other end of it so that they understand how the delivery was made and that's something we love doing. And it's a pretty powerful experience for every single person on the team who was involved in making that delivery when they get to meet a patient who's coming in and wanting to say thank you.

Scott Simmie: I was looking at your LinkedIn profile. And you touched on this briefly at the outset, but it states on your profile our ultimate goal is to put each human on the planet within a 15 to 30 minute delivery of any essential medical product they need, no matter where they live. Is that still the mission? And is it a realistic goal?

Keller Rinaudo: That is still the mission and yes, I think it's a very realistic goal. I think it's inevitable. I just don't think that we can be a moral society, I don't think you can look yourself in the eye if you see the level of wealth that pockets of humanity are achieving, but then we pretend like this problem is unsolvable or not worth solving. This problem is definitely worth solving, and it can be solved in a very cost-effective way with new technology. And I think that what we've demonstrated so far, and I think you could have argued that point maybe four years ago, but at this point, Rwanda has one of the poorest countries on Earth, been the first country to achieve universal access to all health products for every single person in the country.

Keller Rinaudo: So I just don't think anybody can look at that and say, "Well, Rwanda can do it, but we cannot." I think that is a really powerful precedent showing how for a very reasonable, upfront investment, a country can achieve universal healthcare access, not just for people who live in cities, not just for people who are wealthy, but for every person. We believe so strongly that where you live should not determine whether you live. And yeah, I think that at this point, the cat's out of the bag. Anybody who is familiar with what is happening in Rwanda today, I think would say it's inevitable.

Scott Simmie: I understand there's been some recent news that Zipline is going to be doing some trials with Walmart in the US before long. What can you share about that?

Keller Rinaudo: Yeah, well, so one of the cool things generally about the last year has been that a lot of different health systems in the US were starting to hear about and look at the work we were doing in Rwanda and Ghana and said, "Hey, we want to do the exact same thing here." In the US, some of the use cases are a bit different. Our work is more focused around extending the reach of the hospital system into the home. There are pretty good logistics between hospitals and health facilities, but many of these healthcare facilities, especially in a COVID-19 world, where it's suddenly no longer safe for

elderly or immunocompromised people to be going in and getting care in a hospital, every single one of these systems is trying to figure out how to reconfigure itself so that it can deliver directly to the home. And so we actually launched with Novant Healthcare, a big hospital system in North Carolina, in March, and we've been doing the longest beyond visual line of sight flights in US history every single day since then. We began by delivering COVID-19 products.

Keller Rinaudo: So we've been a big part of their response to the pandemic. And our plan is to expand that to all of their facilities in North Carolina by the end of the year. So I think they have something like 40 or 50 different facilities in the greater Charlotte area. And a few weeks ago, we announced this partnership with Walmart to basically focus on their health and wellness business, and then expanding in the future into general merchandise. But exactly the same thing, basically expanding the reach of Walmart, basically, so that anybody who is at home and wants to get, if someone's feeling sick or someone wants to buy an over-the-counter product, and you don't want to go into the store, you can basically place an order on your phone. It's delivered instantly to your door.

Keller Rinaudo: So we really think that this is an overall way that's a title shift that's happening in logistics. And obviously we're super excited about what we're doing with Walmart because it's a chance to achieve national scale in one of the biggest countries on Earth. And we think it's going to have a big impact on people's lives and also on people's health.

Scott Simmie: I'd like to ask you a couple of brief personal questions just as we get close to wrapping it up. You did phenomenally well in school, but you've also been a professional rock climber. What type of rock climbing is it that you do?

Keller Rinaudo: Well, when I graduated from college in 2009, I had a chance basically, a few months later, I had a chance to go and climb full-time. I had a couple sponsors who were willing to buy plane tickets for me to go travel. And that seemed like totally cool adventure and something that I shouldn't pass up. And so I actually quit my job at the time and packed my bags and went. I was focused on bouldering and sport climbing, which for people who are familiar with rock climbing, that basically is the more athletic and physically challenging version, rather than more of the dangerous versions, like trad climbing or mountaineering. And so I got to travel to a lot of different parts of the world relatively early and it was extremely unfancy. I lived out of my car for a year. So I think that although it was unfancy, it was an awesome opportunity to figure out.

Keller Rinaudo: I think one of the biggest things I took away, obviously, other than the empathy and understanding global problems that I mentioned earlier, the other thing I took away was that was a pretty darn happy year living out of my car. And I realized, wow, I can be really happy with basically nothing. In some ways, that's been empowering as an entrepreneur because you realize you don't actually need that much. I felt like, hey, I can go do something. I can work on something risky because if it doesn't work, I can always go back to this and this is pretty darn good. So I think probably, I'm sure you've heard this term golden handcuffs. People who get used to fancy lifestyles and therefore feel the need to work jobs that they aren't passionate about. And that was a super freeing experience for me because it made me realize that it's totally fine to take risk because money wasn't really the thing that was making me happy.

Scott Simmie: If we look out in the future, the world of autonomous aerial vehicles is growing so rapidly. We're even seeing testing right now of passenger-carrying drones, the Uber's of the sky. What do you envision? If you look ahead five years, 10 years into Zipline's future, what do you think you'll be doing?

Keller Rinaudo: I actually struggle to look out two or three years. So 10 years is a little more difficult, but the reality right now is that it's like 1:00 AM for this industry of automating logistics. And there is so far to go before we start thinking about anything else. And as I mentioned, we also feel like there's no time. The flip side of the really cool, exciting, the story I shared, for example of Ghana, the thing I didn't share

was we actually, it was that day that woman came into the hospital with the snake bite, that we had onboarded that hospital into our network.

Scott Simmie: Wow.

Keller Rinaudo: Had we onboarded that hospital one day later, that woman very possibly would not have survived. And that actually weighs on us because we know that these things are happening at hundreds of thousands of hospitals and health facilities every single day that Zipline does not serve. So the main thing that we focus on is just figuring out how do we go faster, how do we stay agile? How do we scale up the service as quickly as possible? How do we set strong regulatory precedents so that when we launch in a country, we can launch at national scale, serving every single hospital and health facility? And how do we do an amazing job of serving doctors and nurses so that they tell others how powerful this system is?

Keller Rinaudo: So right now, it's hard for us to imagine. Really the next two to five years for us just looks like scaling as fast as humanly possible to reach every single hospital and health facility on Earth. And then obviously the other big component of that and what you see us starting to do in the US is around extending not just to hospitals and health facilities, but also directly to homes. And we think that's, especially given what we're seeing with the pandemic, that is the future of healthcare. It's delivering things in a way that's way more convenient for the patient and way safer for the patient. And so those are really the two big undertakings that we're focused on over the coming three to five years.

Scott Simmie: That sounds fantastic. And I wish you the very best of luck with this. Now, this sound, Keller, which you haven't heard yet on this, that means we're hitting the last couple of minutes and a little rapid fire round, where I'm just going to ask you a few fast questions and I'm just looking for a few fast answers. What is the best thing about Rwanda?

Keller Rinaudo: The people. I think and I know you want fast answers, but I think what I would say is that we have found the people we've been able to hire and work with in Rwanda to be some of the most impressive, trustworthy, hardworking people on planet Earth. And I think a lot of that has to do with the history of the country and what they've been through over the last three decades. It's amazing to me how strength can come out of great pain and that's a very special country for that reason.

Scott Simmie: If you weren't in this line of work, what do you think you'd be doing?

Keller Rinaudo: It's almost impossible for me to imagine. It's like asking someone, well, if you didn't have that child, what would your other child be like? The level of love and commitment is quite high. So it's a hard question for me to answer.

Scott Simmie: Fair enough. What has working with Zipline and taking this whole project from this tiny seed of an idea to what it has become today, what has this experience taught you about yourself?

Keller Rinaudo: I think probably the biggest thing is that to achieve something meaningful, to achieve something at scale, you need people around you, you need teams of extraordinary people. And that means that the company has to grow bigger than you. It has to be bigger than... Whoever starts something, I think that sometimes there's this instinct to try to maintain control or to try to maintain the sense that the thing is yours. And I think one thing that we've really realized over the last couple years is that as Zipline has grown, it's actually really, really good that it's owned to the degree that it is by the countries, that it's driven to the degree that it is by all of our local teams. And I think that's, I guess, the biggest takeaway for me, the biggest learning is that the best thing I can do is just make sure that the team at Zipline shares the same values and is driven by the same mission, and that we continue to hire extraordinary people. If we can do those things, I think we will succeed in achieving the mission I described.

Scott Simmie: And finally, what is the one thing you look forward to doing when the pandemic is over that you can't do right now?

Keller Rinaudo: Flying to Rwanda and Ghana and spending time with our operations teams. It's actually been nine months where I've not been able to visit them. And that's really difficult. Prior to the pandemic, I was over there every month or two. It's amazing to me how all of our operations teams have basically stepped up to the challenge. And we've actually doubled the scale of our deliveries since the pandemic started in order to support health systems' response. And it's amazing to me that those teams have done that with no support from me or the rest of our global team because we actually can't get into the countries where we operate.

Scott Simmie: What you do is really such important and good work. And technically, it's executed so well that honestly, I really can't wait to see what you and Zipline accomplish in the coming eight years. Keller Rinaudo, CEO, founder of Zipline. Thank you very, very much for what you do and for sharing your inside story.

Keller Rinaudo: Thanks so much.

Scott Simmie: It's true I so much admire everything that Keller Rinaudo stands for and everything that he has accomplished. And of course, I can't get it out of my head that he's just 33 and Zipline of course is much younger. Robots are great when we build them with purpose and vision, and Zipline makes flying robots that save lives every single day. In my mind, and I hope in yours, that's awesome. I'm Scott Simmie. If you've enjoyed this, please subscribe and share with a friend because there are more inside stories to come.

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