Pioneers and Pathfinders: Josh Levy

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Zeynep: Welcome to Pioneers and Pathfinders, Seyfarth's podcast about the people and ideas reshaping the legal industry.

Kevin: I'm Kevin Young, an employment litigator and counselor, and I've spent my career putting new tools and ideas to work in client service and helping colleagues and clients to do the same.

Zeynep: And I'm Zeynep Ersin. I lead innovation and design thinking at Seyfarth, focusing on reimagining how legal services are built, delivered, and experienced.

Kevin: Each episode, we sit down with someone on the front lines of legal innovation to unpack what they're doing and what it means for where our industry is headed.

Zeynep: We'll keep it fresh, we'll keep it fun, and we'll keep it to 30 minutes. Let's jump in.

One of the things we talk a lot about on this podcast is what it takes to drive innovation in industries that are not always quick to change. And today's guest is someone who's been working on that challenge from the inside out. Today, Kevin is joined by Josh Levy, co-founder and CEO of Document Crunch, an AI platform focused on making contracts more usable for the people who rely on them every day. Josh's perspective is unique in that his work in innovation is really grounded in experience. He started in construction management, moved into construction law, and then went on to lead legal and contracting efforts on major billion-dollar projects. It's a great example of innovation that doesn't just introduce new technology, but changes how people interact with legal information altogether.

Kevin: Josh, it is so great to welcome you onto the Pioneers and Pathfinders podcast. We know you've had a ton going on, growing Document Crunch and joining the Trimble team. We have a lot of ground to cover, and you're a longtime friend. There's a lot I want to catch up on. But for our listeners who have not met you, just take us back to the beginning. Let's talk just a little bit about the journey to where you are today.

Josh: Great to see you, Kevin. It's certainly been a journey. I think we actually first met when I was moving here to Atlanta, which is part of the journey. A mutual friend put us in contact, but how far back do you want to go?

Kevin: You know, we don't have to go back to the delivery room, but you know, Josh, you graduated from law school. You and I both have the University of Florida connection. I know you went to University of Miami after that. But I think you started as a practicing attorney like me. And so maybe start there and go down the path from that point.

Josh: Yeah, absolutely. So I went to the University of Florida undergrad. Go Gators.

Kevin: Go Gators.

Josh: So I was a construction management major at the University of Florida. Decided I didn't want to be a project manager. I went to law school in my hometown of Miami. Really had a great career as a construction practitioner. I was working at a fantastic firm in South Florida 11 years ago. And I think if you're gonna grow me on my story today, you'll see how important people and relationships are to me. But 11 years ago, one of my classmates from the University of Florida was working at a large contractor here in Atlanta, and they recruited me to come in-house. So I moved from South Florida at the time to become the in-house lawyer. The name of the company is JE Dunn.

So anyway, I get to JE Dunn, it's 2015, like probably right around now, 11 years ago. So I hired my old firm to handle a lot of the overflow. Really at the time it was around this transactional work relating to reviewing construction contracts before you bid the jobs. And one of the reasons why I left private practice candidly was—I've always had an entrepreneurial spirit and the billable hour, I hope this isn't too controversial, but the billable hour 11 years ago was truly almost offensive to me from just an entrepreneurial standpoint. It just didn't make sense and I didn't really believe in it.

So anyway, I hired my old firm. I said, hey, you can't bill me hourly for this work. Figure it out. And so my buddy Adam Hanfinger, my co-founder, who is now the managing partner of that firm, said, oh my gosh, millennials like you are now running legal departments. Something's got to give here. So the two of us started kind of reading about how AI was being used in big law at the time. And we said, oh, that's interesting. Like maybe this AI stuff could help provide some certainty of results and we could switch to more of a transactional model rather than just an hourly model.

We went out and we said, okay, great. Let's just go find that legal tech solution for construction and let's play with it and see if we can figure out a way to do this. We quickly realized there was nothing purpose-built for construction. For you lawyers out there, of course, construction is its own area of the law, the contracts have some unique attributes to them. That was a little bit of a light bulb. We thought it was crazy that there was nothing for construction, but the much more important realization really came right around that. Here I was looking for a solution for my own myopic slice of the world to help me with the certainty of results for doing my legal work. But I was in an office just like I'm in now—you can't see, but there's a glass door I'm looking out at the Document Crunch headquarters behind me.

And while I was doing all this stuff, that hemming and hawing about needing help to automate or speed up the review of my documents, I would have a line of people outside my door every single day, hard hat in one hand, piece of paper in the other hand. Something had happened on the job site and they needed help. And the truth is, construction, unlike a lot of other commercial areas, is extraordinarily burdensome or involved as it comes to contract administration. So 50% of construction projects are finishing overtime or over budget. And who is on the hook is not related to just how the contract was negotiated, but how the team ran the contract after something happened.

I'll put it in plain terms: if it rains today in Atlanta, and you pay me $700 an hour, say, "Kevin Construction isn't responsible if it rains in Atlanta," you would pat me on the back and say, "Thank you, I'm so glad I paid you $700 to negotiate it 'cause it's fair." But then if the project manager doesn't know to give notice the right way when it rains, Kevin could still be on the hook. And so there's a lot of pressure that's put on lay people running construction projects every day to navigate a very complex web of documents, which starts with the contract, but also in construction is specifications and drawings and insurance policies and notices and amendments. It's super complex.

Kevin: And not intuitive necessarily either, right? I mean, like intuitively—

Josh: Not intuitive. It's only gotten more complex over the last 20 years for a myriad of reasons. All of the risk of our industry is actually in that. And the number one incoherence between contract documents is the number one cause of disputes for our industry, which is very low margin, very high risk. And the number two reason is the failure of project stakeholders to properly apply those terms. So it's like, if the specification says the wall is green and the drawing says the wall is red, it would be very reasonable for Kevin Construction to paint it red. But if Josh, the architect says you actually should have painted it green, someone's gonna have to deal with that. And so inconsistency in those documents and the failure of teams to understand and apply those documents when something happens—that's the number one reason for disputes in our industry.

It's a massive industry where disputes are just catastrophic. Really, this is the condition that led to me saying, even at JE Dunn, where this is one of the most sophisticated general contractors in the United States—I think they're a top 20 general contractor—they were still, and our industry is still, woefully under-resourced to manage that risk. And it would almost be like us accepting that construction was dangerous in the early 1900s and that someone could just die building a building. And somewhere along the way, technology, like a hard hat, or knowledge transfer, like best practices, started to become in vogue. And our industry rallied around this culture of, no, it doesn't have to be—yes, it's an inherently dangerous industry, but we don't have to accept casualties or fatalities on a job site. That's now a cultural thing that's woven into our entire ethos of our industry. You couldn't go anywhere in the world right now and a contractor wouldn't tell you, anybody in the supply chain wouldn't tell you that their number one priority is that everybody go home safely. Number one priority.

I think that the same cultural shift is needed in the industry. I think we were at this point where it was cost prohibitive to risk manage. So we just accepted that there'd be, to the tune of billions of dollars, just falling out of the bottom line of our industry to pay for risk. And the truth is, the most existential threat our industry has is a shrinking labor pool. You're losing folks that actually understand this stuff from experience, you've got younger and less experienced folks being asked to fill the void. And it's not a really lucrative industry, it's a real problem, yet it's a really important industry. There's nothing that we do that construction doesn't support. There's not one thing. We all need somewhere to sleep. We all need somewhere to work. We certainly all need power and data centers powering this AI revolution. All of this is all related to construction.

So my vision is an industry with no disputes. And that led to the founding of Document Crunch, where I started realizing that this technology, artificial intelligence—I started realizing that we could use this to get more leverage to better manage risk and to essentially give our industry some hard hats to wear as they were navigating what otherwise was a very dangerous area, which was contract administration.

Kevin: Absolutely fascinating. Josh, I didn't tell you, when Zeynep and I took over the podcast from Steve Poor, we both started taking and putting together a list of who we want to have on. You were like at the top of mind, not just because we're friends, but because the story is so cool, right? It's innovation born out of a reality that you were experiencing yourself. You were practicing in this space. You were then with JE Dunn, advising a client, advising your company on this space as their in-house lawyer. And then you went looking for this solution that didn't exist. And I want to talk so much about Document Crunch, but how many people today, how many contracts have we worked on? Give us the magnitude of what y'all have done today in 2026.

Josh: Yeah, and I'll try and give the highest level. So that's eight years ago. So what do I do, Kevin? I start looking back on this. This is like, no one knew what AI was.

Kevin: You were early, early.

Josh: Early, early. Prior generation technology, which may as well be a hundred years old at this point. So what did I do? I started working kind of nights and weekends, just trying to see if I could prove out training AI to reconstruction contracts. A little over five years ago, I went full time. We started—we purposely knew that, let's prove this out with just the contract review, risk review workflow. Let's prove this out because if we can win over the lawyers, they're certainly going to agree that they can't be in the job trailer and we would earn the right to expand, which is what happened.

But anyway, we started just one customer at a time, some of our early friends or colleagues in the industry. When I joined the company five years ago, we had raised $300,000 in angel, kind of friends and family. I had convinced one of our law clerks—who's sitting outside my office right now—I convinced him to not be a practicing attorney, but to come be our first employee. So I was employee three at the time. We'd hired two others, a young marketing professional and Kyle who has done everything here. So I joined as employee three. I think we had done like $50,000 in sales at that point in time.

Fast forward eight years later, we raised a little over $40 million in venture capital. Somewhere along the way, we became a real leader in this space for the AI craze. So we found what we call product-market fit. This was one of the fastest growing construction technology companies ever. So that was cool, but then it became very synonymous with truly an early winner for our industry in this new AI world. Some post-product-market fit, the whole world lost their mind over AI and we became an AI leader, the first AI winner, if you will. And so, yeah, we grew to a hundred employees, over 500 customers, being used on just many tens of thousands of projects every day.

And in April, we were acquired by Trimble, which is one of the top two or three, depending on how you rank it, construction software platforms in the world. They're an S&P 500 publicly listed company that trades on the NASDAQ. So here we are, the whole company has come over to Trimble. Trimble looks to—Document Crunch is just part of my mandate now. They've actually stood up a new category there, which is risk management and compliance. So I'm now running that. I'm already hiring and building out a bunch of new products. So it's almost the equivalent of having not only been acquired, but raised a mega VC round based on the operating budget now and the innovation that we get to continue to build.

And so those are kind of some of the accolades I'll just share. I think maybe the thing I'm most proud of is not that this is all happening and it's been great, but we really built just an incredible movement around an incredible group of people for our industry. So the crunchers, that's what I call them. Awesome, awesome team, great group of humans. You don't have the success that we've had with our customers without having great people. Believe me, the product was not very good at the beginning, but these companies believed in us. They believed in our mission. They believed in how we worked with them. And then similarly, those customer relationships—just so incredible. So we're working with a lot of the biggest and best construction companies. We're also working with a lot of small ones. It's been an exceptional run and never would have believed that we would be here five years after I made the decision to go full time.

Kevin: It's been really cool to see from the sidelines. You and I had met when you were starting down this path. And I'll tell you in candor, I did not think you were crazy, but I did think you were very brave. I was like, man, he is leaving it behind and just taking that gamble, taking that leap. And to see how your conviction around the problem and a solution has really been confirmed over and over has been cool, really cool to see.

Josh: Well, I appreciate that. One of my favorite books I read on this journey is a book called *The Messy Middle*. So a lot of people romanticize around the start and the finish of a company like Document Crunch. So I just told you the origin story, and then we went right to the finish, and here we are. Wow, what a story. It is truly the American dream to be able—I was just actually talking to one of my best childhood friends this morning—to think about an idea that actually turns into something that creates so much value for so many people, whether it's customers or the employees that all had a liquidity event or whatever, or investors.

But what nobody talks about is that conviction, Kevin. Like when we met, if you thought I was a little brave, I probably was feeling the same. I was probably gulping down whatever I was sipping on because I probably thought I was crazy—not probably, I knew I thought I was crazy. So I think that conviction certainly was at a high level when I started, but it was affirmed inch by inch. There hasn't been one day, not one day in the last eight years, that I have not woken up and known that I was onto a good idea. So this was something—that doesn't mean it's always been easy, doesn't mean I haven't been kicked in the you-know-what a few times, but at the end of the day, from the very beginning until we are here today, it was just like, hey, I'm seeing signals that show me that I'm onto something. I'm gonna keep going, I'm gonna keep going, I'm gonna keep going. And one day you just look behind you and you say, wow, we've come a really long way.

But I'll also say, I wasn't that brave. It took me two years to grow the backbone to say, okay, I think I've de-risked this enough to go all in. So my story is one that's not super romantic in that way. It took a little time and it certainly took just years of conviction building. But I'd say probably the last three years, I've known that this is the most transformative life experience that I could have ever asked for, and I'll tell you why. And this has nothing to do with the acquisition, though of course the acquisition is a nice notch on the belt, trophy, if you will.

What I learned somewhere along the way is that when you truly are passionate about something and you truly are authentic, I believe that all of us can do anything. And I believe that people are attracted to that passion and that authenticity and doors open. So yes, how was I reviewing people's construction contracts for a living five years and two months ago, and now my company was just one of the most strategic acquisitions ever in the construction tech space? How do you connect the dots there? Man, I just got really interested in this. I was really passionate about it. I loved it. I lived it. I refused to lose, probably, and applied an amount of energy and passion to this that I never have before. And that's, I think, the big lesson. So to me, that is a little bit romantic, but it is true. And it was outcome notwithstanding. It was just, hey, that's what I would want my two daughters to take from this. They've seen their dad wake up every day super jazzed by what I was working on. And I think doors open as a result of that, and you can accomplish so much as a result of that.

Kevin: Yeah, it's awesome. I know from knowing you, and I think our listeners are probably already hearing it, when you talk about Document Crunch, the distinct thing about you is how much you focus on the people—people you met along the way, people who've entrusted you, built careers with you. But I do want to talk about just the product, about the technology. So can you just paint a picture for listeners who haven't maybe—aren't in the industry and haven't encountered y'all—a Document Crunch customer, what is it they get? What is it you're providing specifically to them?

Josh: Yeah, so the very first product was simple. It was an analyzer of your contract for risk. That was the first product. But what the company evolved into is what we call the industry's first risk-intelligent platform. And so it's not just about assessing documents for risk. And again, remember there's some technical documents involved in the industry as well that have very complex interrelations. So it's really a project-based platform that now helps you very quickly not only identify risk, but automate those workflows that require compliance that folks that maybe aren't traditionally really sophisticated around compliance are now superpowered to make less mistakes.

Kevin: Like the notice on the rain day.

Josh: Yeah, going back to it, say, hey, Kevin, it's actually raining on your job site. The contract says you have to give notice. We've actually drafted a contractually compliant notice for you. Do you want to send this now? And, hey, Kevin's boss in the back office, we've suggested this because you have a compliance event. Someone should probably follow up and make sure that this notice goes out so that you CYA. So it's really turned into more of a full-fledged platform that doesn't just help you understand information, but helps you automate work around that information and helps instill accountability and transparency within your organization around that information.

Kevin: Phenomenal. It reminds me—I feel like every industry and every area of law probably has an analog. I think about the employers that I advise where a lot of the compliance, it falls to the frontline. You can give the best advice and you can know every law and go and provide it, distill it in the most practical terms, but oftentimes it just falls on the shoulders of frontline managers. And to me, what resonates from what you're saying is not even a sophistication issue. It is—they've got a billion other things to do. So many things to worry about to be a people manager. And maybe certain elements of compliance are very intuitive, like not treating people differently based on their age, race, or sex, but other areas are not. There's some really crazy compliance hurdles out there that aren't intuitive. And we see that in so many spaces, right? Where at the end of the day, it's on the shoulders of someone who's maybe not getting the best information or the most usable information.

Josh: That is exactly what this is about. And so much of that in construction is at the root cause of why our industry is not profitable. And so solving that to me is really hopefully something that we can do.

Kevin: Let me ask this, Josh. I mean, you were early, early, early, but there's like you and Sam Altman probably doing AI at the same time. This space has obviously changed. Now, talking about the AI space and the AI space with respect to compliance, legal, and otherwise, everyone I feel like has some sort of AI idea these days. And we've seen, I think at least focusing on legal tech—which I'm not sure you would call Document Crunch at this point. Legal tech?

Josh: It's adjacent.

Kevin: Adjacent. So we've seen a lot. There's a lot of cool products out there and even more really cool ideas out there. Some very general—we can help do these 50 things, very general purpose, general use—and some that feel more like Document Crunch. And I'm curious if you have thoughts on, is one direction for someone who's got the innovation mindset and wants to play in the space right or wrong? Or do you have any thoughts on that?

Josh: Yeah, I don't think that one is right or wrong. And I'm obviously very biased. So what you're describing—the latter is what's known as vertical SaaS, having a very particular focus versus horizontal products like ChatGPT, which can do anything for anyone. And so when I think about construction, I think about an industry that's not made up of a bunch of sophisticated people. It's made up of people that are getting their hands dirty every single day. And again, this is all an empathy that I have because I lived with it. So I feel like I have a unique perspective as someone who's trying to solve problems for this industry, but as an industry that isn't inclined to want to do all the paperwork in the best of times, and certainly isn't inclined to start mashing around on setting up agentic workflows for themselves on Claude Code.

So a lot of how I see the world—and by the way, I'm the same way, because in my personal life, I am not very tech-forward. I never cared about technology ever until Document Crunch.

Kevin: I've heard you say this before. It's less and less believable with the success of Document Crunch.

Josh: It has become a little bit different, but I am not a technologist. But that is the point. So I always thought Document Crunch is not a technology company, but a solving-a-pain-point company for our industry. What happened along the way—I thought this is where you're going—is the technology, after we created a product that solved that problem well, then the technology got so good that our value 100x'ed. So I'm a big believer in—

Kevin: The question was coming.

Josh: Yeah. I'm a big believer in the vertical approach, because I think that when you can solve deep problems with empathy for an end user—like I just think about myself, I don't have time, I never have time. I'm not a tinkerer, and I think most people don't want to tinker now. The whole reason why there's all this hoopla right now in the world is because these horizontal companies are becoming easier and easier and easier to specialize.

So I think that puts an awful big burden on you creating what's called a user experience, or even a user interface, that feels like it was made and intuitive for that user for their particular work. It's a big burden, but I actually think that we're still a product company first, trying to solve problems for our industry. So I'm a big believer in vertical.

Now, if you put on my venture capital hat, the total addressable market of the world for all industries—ChatGPT—is way bigger than the total addressable market for hotdog stands in the Northeast US, right? So vertical tends to have smaller markets, but if you win the vertical, you can have a really big market share, kind of like Document Crunch started getting in construction. So it just really depends.

Kevin: When you know the space, probably easier to really hone in on product-market fit.

Josh: And social proof then becomes really important, word of mouth—it's easier to become a true standard. Do you really have a preference right now? I mean, I don't—I'll share, not for my personal stuff—do you have a preference right now, like if ChatGPT, Claude, or Google Gemini is open, I'll use any of them to query something 'cause they all are the same.

Okay, well, a customer that uses like Harvey today and then gets to see Document Crunch says it's literally a no-brainer. Like, of course we would use Document Crunch. I'm sure there's a customer out there would say, no, that's not true, but I'm saying call it 99 out of 100 would say that because it just feels like it's made for the work that we tend to do.

Kevin: That's right. You got to the question I was gonna ask, and it was an observation that I felt pretty confident would hold true—that I'm thinking about that moment 10-ish years ago when you go looking for a solution, it's not there, and you're like, I gotta make it. But there weren't a lot of Josh Levy and Adam Hanfinger mindsets out there at that time, I don't think, thinking about AI and about just how quickly the tech was coming online and what was possible. And that's so different now, right? Like all of your construction clients, like probably from the foreperson all the way up to the CEO, have some familiarity with AI, at least generally. And I was gonna ask that exact question. Has it really driven up the natural base of potentially interested customers in going and looking?

Josh: It's the number one tech adoption event that's happened in our lifetime. And construction historically has been, like legal, by the way, has been slow to adopt. Yet on the consumer side, we've had the greatest adoption event ever. So yes, all of a sudden now the stodgy lawyer that couldn't be bothered with technology uses ChatGPT every day to find out what motif of architecture they want to do when they are building a new house or whatever.

And so 100%—the biggest gift that happened, Kevin, is that we developed a muscle and found product-market fit with a way older version of this technology. The product experience was differentiated enough that customers already liked it. And then when the technology increased, we were just like on our boogie board and we were like, oh, so you liked us before. Well, now we're a thousand times better overnight. So we've been a huge beneficiary of just being lifted by this explosion of AI.

And what I will also say from a development standpoint, as a software company, it is a muscle. Applying AI is a muscle. I didn't set out to become on the bleeding edge of AI application, but here we are on the bleeding edge of AI applications. So my people that have been here for a while, they've been building this muscle for years. And then anytime something new happens, our ability to apply it and get value is way ahead of the curve. Which is why I would just challenge anyone listening: if you haven't started adopting this yet, you should start adopting it. You've got to start building your muscle because if not, there's just going to be a bigger and bigger gap between you and whoever you compete against.

Kevin: The conversation we have internally—we have a lot of trainings, bite-sized trainings, I think are really good on different generative AI uses as well as the obligatory safe usage and that sort of thing. But I'll tell anybody who will listen, I don't think any training can replace just using it. There's no manual that's as good as figuring out what's possible, what it's really good at, what solutions we've got that maybe aren't that good, that have some edges that you need to understand.

I want to be mindful of your time, Josh, but from your perspective, one thing a lot of organizations think about these days is not just getting a solution, a tech solution, an AI solution that makes sense for the problems that they're trying to solve. But you could have the best thing in the world, but if there's no real adoption, then you're not really moving the needle, you're not moving anywhere. And so for y'all, you're working with construction companies now—what have y'all found besides having just a really awesome product? How have you been able to drive adoption?

Josh: The holy grail in this world is finding what's known as product-market fit. So you think that product-market fit is the holy grail, and it is in a lot of ways. Life gets way easier when you have product-market fit. But then you get to the next challenge. And again, Kevin, I'm just a construction lawyer, man. I had no SaaS experience. And then you get to the next part of it, which is how do you drive adoption? There's a whole business and science and art to that.

A lot of this at the end of the day just boils down to fundamental change management and leadership, culture of leadership within organizations. But you have to put the infrastructure in place to support that. You have to identify the types of companies where that's going to be well received. And it's a grind, man. It's a grind. You can have an amazing product, you can have an amazing champion buy it, and then no one uses it, and that's a terrible thing. And then it's subscription. If they don't renew, that's the worst. It's almost like you wish you never sold them to begin with. It's a huge step back when you have churn.

So anyway, there's a whole science. We could probably do a whole episode behind that. But I think at the end of the day, it's change management and leadership. And so you think about how you can support that, how you can enable that at these organizations that you work with. And then of course, I just put a huge burden all the time on the product team. I say, we better have a product that's just such a no-brainer that there is no excuse. But it's a real challenge. It's like the next level of great—product-market fit, check. Okay, we better operationalize this and you've got 12 months to do so if you're signing a one-year deal, so you better go.

Kevin: The change management piece—I mean, it makes sense. And then that's a whole field. And I think a lot about, you know, read various articles that talk about specifically with change management with respect to new tech, just how important maiden voyage is, when someone first agrees, essentially, yes, I'm going to use this new thing that's in front of me. I'm just making sure that they have that moment, right? Of, of course, I'm going to use this going forward. Yeah, this is amazing.

Josh, very heavy-hitting questions to end. Favorite album of all time? And if it's not from Tom Petty, Gainesville's finest, then I'll make you explain yourself.

Josh: Oh my gosh. Favorite album of all time? Something I've been introducing my girls to recently from my childhood. And since we live here now—*ATLiens* by Outkast.

Kevin: So good.

Josh: I could do other ones too, but that one's been on my mind.

Kevin: So good. Introduced my older son, who's 10, probably around this time last year before he went to summer camp. And it was perfectly timed because all of his friends, a lot of them are from the Atlanta area too, and they knew it as well.

Josh: That's fantastic.

Kevin: Right. It feels very appropriate.

Josh: That's what I liked when I was around that age. And then I've ended up here.

Kevin: Love it. And then Josh, any books or articles or podcasts lately—other than this one, obviously—that you've listened to, read lately that you'd recommend?

Josh: Yeah, that book, *The Messy Middle*, is a wonderful one. That's one of my top ones. I think it's Scott Belsky is the author. And then Ben Horowitz—wrote a book from Andreessen Horowitz—wrote a book called *The Hard Thing About Hard Things*. That's one that I definitely read a few times along the journey, same with *The Messy Middle*, just for a little inspiration. I try and do a lot of non-business reading in my spare time to take my mind off of things. And I would say, Kevin, I'm probably just now getting back after a little bit of a five-year studying-for-the-bar kind of tunnel mindset. I'm just getting back to starting to consume things like reading and listening to things for pleasure, like sports team podcasts and whatnot. So I was pretty locked in for a while on all things Document Crunch. So the podcasts and whatnot that I would consume were more in the what's going on in the SaaS world, the VC world, thought leadership in that regard.

Kevin: Understandably so, and it paid off. So Josh, so, so happy for you and for your team, for Document Crunch and for Trimble. As someone who's known you for really at least that whole journey, it's been truly just gratifying and really impressive to watch the journey. I'm sure that the trajectory continues up from here. We know you're incredibly busy with the integration and with all the hats that you're continuing to wear. So really appreciate you taking time.

Josh: Yeah, it's my pleasure. Thanks so much for having me.

Zeynep: Thanks for spending time with us today on Pioneers and Pathfinders. I'm Zeynep Ersin.

Kevin: And I'm Kevin Young. We'll see you next time.