# Audio file

[Discovery Channel and Curiosity Stream John Hendricks.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:00:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And I remember we had a meeting. You know, we we told her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:00:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To bring your ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:00:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so we're just going around the room. It was the classic what if me? What if we did this and this young programmer, Steve Cheskin and he said, what if he said?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:00:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:00:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Independent TV stations have, like Marilyn Monroe Week or John Wayne week, he says. So they have theme weeks and he's just very, I said, what if we had shark week?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:00:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And we kind of all said, yeah, you know, they all kind of looked at me and I said I think it's a great idea. The idea was as simple as that. But as profound as that, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:00:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:00:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I'm Guy Raz, and on the show today, how John Hendricks broke into the cable industry with no money, no content and no carrier, launched Discovery Channel and grew it into one of the best known brands on television.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:01:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[About seven or eight years ago, I interviewed the writer Elizabeth Gilbert on another show I was doing at the time. The theme of the conversation was passion. As in, follow your passion. It's advice many of us have heard before, especially when we're trying to figure out what to do with our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:01:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Lives just follow your passion. Someone will say. Anyway, Elizabeth Gilbert kind of blew that whole show apart when she stated in no uncertain terms that for lots of people that idea is horrible in part because some of us may not have a passion that is remotely connected to making a living.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:01:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And some people, well, they don't have any passions at all and that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:02:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[OK, so instead and I will never forget this because this might rank among the best pieces of advice I've ever heard on one of my shows, Elizabeth Gilbert recommended not to follow your passion, but to follow your curiosity. And that is precisely what our guest today, John Hendricks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:02:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Did he was and is an intensely curious person, the kind of person who would pour through volumes of the Encyclopedia Britannica as a kid, he loved science documentaries that aired on public television shows about the Earth and outer space and history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:02:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In the early 1980s, John was working as a consultant, helping universities write grant proposals. It was around this time that cable television was just starting to take off. The early stations are ones we know today C, CNN, MTV, HBO, ESPN, and John Hendricks ever curious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:02:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Started to wonder what about a station that was all about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:03:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Knowledge, a channel that could produce and distribute the kinds of science documentaries he loved now trying to launch a cable channel today is daunting. But back in 1982, when John first had the idea, it seemed insurmountable unless you were well connected and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:03:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Access to lots of capital just to get your signal onto a satellite cost upwards of $350,000 a month, and that's after the millions of dollars it would take to generate the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:03:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Content, but at the time, John had neither the connections nor the money. He had no background in the broadcast industry and had never produced any content in his life. And yet he set out over the next four years to convince investors, satellite companies, content providers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:03:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And cable distributors pretty much haul at the same time that they should take a risk on him and his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:04:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Idea. An idea to build a cable network called Discovery today. The Discovery Channel is among the most watched cable networks. It reaches hundreds of millions of people around the world and is single handedly responsible for making sharks one of the biggest draws on television. But as you will hear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:04:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The road to getting there was a slog, and in 1986 Discovery was literally days away from collapsing under the weight of mounting debt. But before any of that happened, John was growing up in Huntsville, AL in the 1950s and 60s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:04:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[His dad was a home builder and his mom worked as an accountant for college. John went to the University of Alabama, where he majored in history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:04:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[For me, I mean, I just felt like, you know, you're going to be in college for four years. Why not read about things you're interested in? And I was always interested in history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know, by the time you're seeing you, you need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of course, pick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Your major European ancient history, so mine was kind of a hybrid of American history and the history of science and technology.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So I read that while you were in college, you had a job like the AV Center and you, one of the things that you had to do was to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Films for for professors, you could get them like these sort of 16mm documentaries or films that they were going to show in their classrooms, which clearly was going to plant a seed in your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Head.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That I just became aware of all these documentaries from the BBC, from Encyclopedia Britannica, films, Time, Life, Films and and many others that made a big impression on me and I just had this simple thought. So it must have been all of 21 years old. But my thought was, why can't this be on television?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:05:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And you know from that I like at 2 phone calls 1 to a local broadcast station and they were just definitely not interested. And there was cable was around that. This would have been probably around 1972 or 73, but cable was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:06:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Really, a community antenna? There are a lot of places in America that couldn't receive a good broadcast signal either they were down in the hollows where they were in urban areas where large buildings would would block that and so there were cable operators. And in Alabama there was the teleprompter cable system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:06:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I think it was a general manager. I actually talked to, he said. So this is a good idea, but you got to understand we can't by law provide any content other than the retransmission of broadcast signals.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:06:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Well, that's what cable did. I just retransmitted whatever was already being broadcast. Cable was literally a cable that enabled people to see existing television if their antennas couldn't get the broadcast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:06:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:07:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Exactly. Yeah, it was our large community antenna. Yeah. And CATV. And then from that community antenna, they would string coaxial cable to people's household accounts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:07:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:07:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:07:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You actually while you're in college, you did a a research project for the, I guess, for the Tennessee Valley Authority and it actually got published, which I guess kind of led to your first job after you after you graduated at at the University of Alabama. They they they hired you and sent you to Washington DC, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:07:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. So the fact that the Tennessee Valley Authority published my research paper that I did that summer, I was a published author. I mean, I got. It was registered in the Library of Congress, for example. And so it got the attention of the President of the universe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:07:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Uh-huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:07:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And he wanted someone to go to Washington, write grant proposals and bring back money to the university.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:07:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I know I'm going. I'm sort of a Fast forward here for for a little bit, John, because I know that that job you, you did that for a brief stint and then you essentially did the same thing at the University of Maryland because you already in the area and then that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Led you to start your your basically your own consulting gig business where you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You were helping other nonprofits and colleges write their own grant proposals, right? And I think it was around that time. This is the late 70s, like maybe 7879, when you also met your wife, right, the, the, the, the woman who would become your wife.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That's wrong.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Marine so we dated and then we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Married in 1981.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And the two of you met. I know that you called it a restaurant, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It was really a bar. Yeah, it was a disco in Washington. It was called the Apple tree. They serve food there. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know my when I called my mother my religious mom and said where did you meet her? I said mother went a restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right from from what I understand, in your first meeting with Maureen, her pickup line was I work on acoustic propagation model loss models, which you thought was fascinating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes, that's right. Which was the yeah, which was. But and I knew a little bit about that. I mean that was kind of surprised that I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I don't even know what that is, but you gay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. And so I said, so you work on submarines and she said yes, and she worked for the Office of Naval Research. And it was just fascinating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[All right. So you guys are together, you are work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Full time on your consulting business and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[This is probably a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Good business like I imagine was that was your ambition to kind of grow this consulting business out and maybe make?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That your life's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, it was. I mean, I had big plans for what that could become. So I started down that path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I also had these local Washington DC area groups that I was meeting with and then one in particular got me off thinking about television.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:09:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And I think if you ask any entrepreneur why they do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Something it's typically because they become passionate about an idea or something at some point in their life that they can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Let go and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Turns into kind of a healthy obsession as I like to call it. And I certainly started my focus on television, television, it's, you know, television, of course, is important to all of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But I think for me, you know, growing up, being able to connect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To someone like a Walter Cronkite and Walter Cronkite in particular was kind of he was an idol of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I mean, you know, we we were like many families. We got our news from CBS and Walter Cronkite every evening. But he went further. He loves science and technology and space. And so he did a number of series that I just relished. Every episode he did. You are there, which was interesting. He, you know, pretended what if you were there at the signing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of the Declaration of Independence, or even their certain historical moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:10:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And for me, it was that saying quote, why can't there be more of this? OK, there are now starting to be some bright spots on broadcasting. And so my question is, you know, was why can't there be more?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:11:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of this, were you following the developments in the cable industry?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Or were you just kind of a passive consumer of that news? Like like Ted Turner founded CNN, I think in 1980, you know, HBO had been founded already in the early 70s. Was it something you were paying attention to or not, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:11:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[No, I wasn't, you know, particularly studying, you know, the development of cable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:11:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[There was a day, though, in 1975.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:11:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And at the University of Maryland, for a little, you know, a few months, I think and a headline above the fold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Was the Supreme Court decided that the FCC restrictions that prevented the creation of cable networks was not constitutional and the Supreme Court held that anybody who wanted to start a cable net?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:12:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Work. It was a First Amendment speaker and so that was this ruling and for me it connected again back from that question, I asked that cable operator back when I was in college and by that time, by the time the court hearing the ruling happened, you know, HBO was up and it was just sweeping the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:12:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The cable industry likes to call that era the the era of truck chasers. People would see a cable truck come through the community and they would chase.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:12:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:12:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To say when can I get cable? But what they wanted was HBO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:12:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I mean just the the thought of having a different movie every night at 8:00 that you could watch was revolutionary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:12:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[All right, so you will, you've got the consulting business and mainly what you're doing, you're doing work for hospitals, universities helping them kind of you know find funding. But I guess you you had a one of your somebody approached you to work with them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:12:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And it was a a theology professor who worked at American University, who was looking for help to get a a television series that he he he worked on to get it, like wider distribution. First of all, why before we talked about the series, why would he have come to you? And this was not your kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:13:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:13:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Well, it was because he initially he was trying to raise money to support his television efforts. His broadcast efforts. So it was a guy fellow named Ed Bauman and what he was trying to do was to help Judaism, Christianity and Islam to to understand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:13:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[One another. So he created a series called the Children of Abraham. And lo and behold, the ABC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:13:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In Washington agreed to provide him the studio space at no charge and support him, and so these telecasts occurred on Sunday mornings. Very, very thoughtful. So he asked me if I could help them in fundraising, but then they said, could we get this more widely distributed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:14:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In the country. And so then that's when I started researching in earnest. Would you know, could this be on public television? And then by that time, there was enough cable channels that had started by that time, there was a cable news.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:14:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:14:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Work. You know, there was a Sports Network that ESPN that started in 79 and there were plans for music, television, MTV and so that's the developments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:14:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Why isn't there a cable? At first I was thinking why isn't there an educational channel where this could easily play on? And then there wasn't one, and then you start spiraling into this. There's not one way, is there not one? How could you start one and then that started the process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:14:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:14:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So you you start to go down a rabbit hole, did you? Who did you first talk to about this idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:14:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Well, the very first person was my wife, Marie. So she loved me. She we loved great documentaries. And I said, what if there was a channel that was dedicated to great documentaries?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:15:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And she said, well, that's a great idea. And then she kind of paused and said, well, this is such a great idea. Why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:15:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Didn't Ted Turner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:15:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Think about it. And it was a good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:15:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Question it was, you know, Ted was focused on what he was doing because he loves documentaries. You know, since, you know, being in the business, got to know Ted quite well. And he always thought it was such a mistake of him because he did have the idea for a news network. He just didn't go. That next step of, well, what about, you know, long form news and documentaries?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:15:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:15:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And I'm glad he didn't. So the origination of that idea specifically now about a channel was in around February of 82 and by that September.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:15:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I had incorporated and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:15:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You you literally incorporated, I mean well. So you filed a a documents for an LLC which would be to start a cable network.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:16:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, I was actually a company. I was just so incorporated. What I I didn't know exactly what the brand name was was going to be, but so I called it cable Educational Network Inc.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:16:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Did you talk to anybody? Did you? Did you reach out to any professionals in the in the industry to find out? Like, is this even possible? How do you do this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:16:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. So I mean, in that particular time frame, it was mainly researching and reading. Yeah. Just like, how do you create a channel, right. You know, OK. I knew the basics. You have to uplink a signal to satellite. There's 24 transponders on communication satellite, each one processing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:16:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[6 megahertz of spectrum each corresponds to a channel, so you can have 24 channels up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:16:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The satellite. And so I thought, if you're going to be successful, I wanted to find out where CNN, where is HBO? I want to be on the same satellite. How much would that cost? But there was a time that a little later on that I was really going to people in the industry. And I started with Winfield Kelly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:17:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Who is the general manager of the cable system there in Prince Georges County, Maryland.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:17:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Which is where you were living, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:17:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Which is where I was living. And you know, talked to him about it and he liked it. He thought that was a great idea and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:17:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, he said. You know what? Let me help. Let me set you up with a meeting with his the parent corporation of the cable system. And he set me up with a meeting, and it was everybody was encouraging. So I think people who are successful in business, they're kind of naturally curious people. And so I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:17:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[When when I saw anybody I talked to, if they could see themselves using the service, then I could get to a yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:17:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Presumably you knew that there was all this content out there that maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:17:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You could you could capture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:17:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But I mean, as you were doing the research and building a business plan, what did you find out about documentaries in general? Was there was, how did you know there was a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Market for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, there had been a number of polls on television research, you know, consumer research. And so I knew there was an appetite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[There were the the great experiences that we were all seeing with Carl Sagan and what he was doing that on Cosmos. PBS had wonderful success with Kenneth Clark's series on civilization.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But of humanity, that's deeply curious. They really want to know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Where do we come?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[From.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know how how is our future going to be shaped by our past? Where are we in the universe, for example? So it's that audience which had been largely neglected by what a lot of people had called lowest common denominator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Programming on the commercial networks and so there was a wealth of programming, you know, in comedy and entertainment, because that appealed to 60 seventy 80% of the people, but not a lot of content for the 40%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:18:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Here's what I'm wondering about, John. I mean, you start to really do a deep dive into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Well, while while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Also, running your consulting business, so this is presumably like occupying your nights and weekends. This kind of obsession you are working on a business plan and you were in like early 30s, thirty or 30 or 31 at this point. And in your business plan from what I've read, you determined that in order to launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[This cable channel that that you know right now you would called it what was it called?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Like did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Cable Educational Network, Inc.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But in order to launch it, you would need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[$25 million, which I understand in television terms as nothing but that sounded like a lot of money. I mean, you are not an independently wealthy person. You did not come from family wealth. You you had a decent consulting business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:19:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[When you came up with that figure, I mean, we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[How were you not?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Intimidated and overwhelmed by that prospect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Well, was was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Extremely intimidating. I mean just doing the research. It was clear that I would have an expense rate of at least a million a month. OK. And the the big portion of that was the satellite transponder and upload.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Which is our call was around 330 three, $140,000 a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Month to pay 300 just to rent this satellite transponder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes, just a lease. And so soon as you make a call to RCA Americom at the time or Westinghouse?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That own these are the satellite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Owners. Yes. For them, it's about a $250 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Investment to build and launch a satellite. And so when I called Westinghouse, they were eager for me to be successful. So not only were they calling me every month and have you made any progress raising money, figuring out the business plan? And so the more experts I talked to, it became a little more real because I knew there was a satellite transponder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:20:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I could I could lease it was it was leased, Weston says. We will hold this for you until you get your money ready that way. Then I could talk to investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You could rent, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And their first question is how are you going to do this? And I said, well, I have the satellite pathway, we know that it'll reach at least 22 million of the 26,000,000 cable households you know. So I started to have these details, you know of the business, but you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right. I knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We would need a minimum of 25,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[A little over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Say 2 years of operations, I mean you are there are a lot of moving parts with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[This idea that you had you, you had to get on a satellite which was going to be really expensive. You had to source content which and you knew, for example, that the content side was relatively easy because you'd worked in the university library as a student and you knew that there all these documentaries just sitting on shelves, gathering dust. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know, that's another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:21:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Challenge, but probably less challenging than the satellite. And then you have to have a revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:22:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Model I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:22:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[While you were building this business plan and talking about it with your wife, was there ever a point where where she was like this just seems like it doesn't? It's so complicated to to make this happen. Like are we really sure we want to go into this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:22:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. I mean, there's always times you have doubts and there's some moments and times when you, you know, get almost in a crisis mode about, you know, the the financial underpinnings of whatever your venture is going to be. But I was just always grounded and had confidence if if we could just get on satellite, people would respond favorably to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:22:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And that was just my mission. What will it take?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:22:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But you outlined, I mean it was a puzzle, you know, it was a puzzle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:22:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Let me come back in just a moment how one of the biggest pieces in that puzzle a $6 million investment in John's new channel, slips through the cracks at the 11th hour. Stay with us. I'm Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:23:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You're listening to how I built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:23:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[This.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:23:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

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[00:23:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

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[00:23:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 1982 and John Hendricks is basically going through the checklist of all the things he is going to need to start his new cable channel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:24:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[First you have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:24:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of the distribution infrastructure, which is the satellites and I talked to Westinghouse and I saw, OK, that's a solvable problem with money. OK, so the money is the problem. Then you say, well, even if you have the greatest idea, you think and you can put it on satellite, will cable operators actually carry it? And so that's when I would make phone calls I would call cable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:24:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Operators, and they're all supportive, but then there would always be a challenge. It would be something like John, we love this idea, but we don't have any money to pay for it or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:24:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Related and so maybe someday, and they're all kind of pinning their hopes on the cable act of 1984. And they felt like if that passed, then perhaps it would unlock a nickel or a dime per month per subscriber. And that would be an important revenue stream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:24:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So this is this is important to explain because obviously but not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:24:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Not everyone knows about this, but before 1984, cable was was highly regulated in in what the providers could charge to subscriber.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:25:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We should also mention that this was a time when there were like hundreds of cable distributors and operators, right? It wasn't like today where you've got mass consolidation and just a, you know, few big regional players or national players. It was like hundreds like all over the country, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:25:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So there's the big at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:25:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Time Comcast was not the biggest cable operator. It was a company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:25:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Called TCI Telecommunications Inc and they had all of about 4 million subscribers, but it's clear they were going to be up to six and maybe even 10 million subscribers, but this was the time, as you said, there were literally thousands of small cable systems. Sprinkle all across America and you know their capital investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:25:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:25:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It was fairly low. They had to get some investing dishes. Each one pointed to his communication satellite that had 24 channels. You know, capture that that that image put it into what they called their head in cell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And from there, they would boost the signal through and get it out to the subscribers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And they would literally lay down cable in, in their region, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Literally lay down cable and they had to face a number of hurdles. As you'd imagine cities didn't want a second pole system, right? You know, because there were telephone poles. And so there was actually a pole attachment law where cable operators had the right to attach to a telephone call to get their signal out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To attach 2 telephone calls. This is this is like the early railroads where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Every tiny railroad near parts of railroad systems were owned by different people because they would lay down the track and some of these trucks weren't compatible, right? They had, like, different gauge sizes. I mean, that's what cable was like in the early 80s. You just had these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:26:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Little operators who paid to lay down the cable. It was their region and and and they decided what was going to go on there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[On on their channel. But so you so you would basically the the challenge you had was you had to get onto channels, it's like it's like having a product and trying to get into every convenience store in America like having a iced tea and calling every convenience store in America to get on their shelves. I mean that seems like an overwhelming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Challenge to overcome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. And then in our industry, I mean, you mentioned that, you know developing of the business plan, which means the business model. And so in the early days of cable, it was quickly kind of determined there would be two business models, 1 was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[A model which HBO and later Showtime adopted, which was selling direct to consumer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Say for $8 a month you could subscribe to HBO and there the revenue from that subscriber would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Split.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[With the operator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:27:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, 50% of the cable operator, the distributor and 50% to the national source like content provider like HBO. The other was the route that Ted Turner with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:28:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Which was building a channel that would get widely distributed. Any you could charge, advertise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:28:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And then what Ted Turner and others like ESPN, who many times had to launch without charging the cable operator any fee, they all clung to the hope that that someday the cable operator could charge what the market would bear. They might increase their rates from $16.00 a month for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:28:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Table service to $18.00 but they that they would add on two or three services and that's where we saw an opportunity that at some point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:28:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We could get a nickel or a dime that the cable operator would pay. When you can multiply a dime times 4 million homes a month, all of a sudden you you have a decent revenue stream to help pay your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:28:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To help keep the business going, but the idea was you go to an operator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:28:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:28:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:28:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Hey, look, you guys need content, we make great content. Here you go and you would essentially offer it to them for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, we'll be free for two years, but in the third year, you will agree to pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Us the nickel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[If you have the freedom to do so through deregulation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So we were we're we were really rooting for deregulation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right. All right. So you ready? Huge challenges to overcome in this business model and you but you decide this is I'm going to pursue this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And I need to raise money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so when you went down to, I guess you were connected with these these folks from store communications in Fort Lauderdale, which was A at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Fairly sizable cable operator. Presumably you went down to them looking to see if they might give you some seed money to start this up and you were, were you looking for $25 million?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[At that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:29:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[No, at that point it was just like I was trying to see if they might be a prospect to be part of a consortium or group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:30:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of investors, right? It turned out they weren't a good prospect, but they were very helpful. They had very bright marketing team. That was the set in on the meeting and you know, said you've got to decide what do you want to be. Do you want to be a premium service? Do you want to be a basic only service and just live on advertising and you got to pick a name that's better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:30:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Than cable educational that working side? No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:30:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I know. So it was kind of a key moment on the plane ride on the way home. I remember just writing down names and, you know, by the end of that trip I had Monday morning that was on a Friday. And on Monday morning, I had picked the the name discovery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:30:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And kind of started thinking about discovery, but there was a number of prospects. I mean, I love the word explorer curiosity, wonder Vista. Something brighten up lift. And I knew I didn't want to go with something that the consumer didn't immediately understand. I felt like Nickelodeon, for example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:30:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:31:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It doesn't really in a vacuum. When it was first introduced. What is Nickelodeon now? Later, we all now know it's a children's channel, but I wanted to be fairly simple like cable news network. You knew exactly what that was when Ted started it. So you know the Discovery Channel, I felt people would understand what that is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:31:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Alright, but what I'm trying to understand here John and this is the sort of early 1983 now and and this is this idea has now been in your head for about nine months, you still haven't raised a dime at this point. You, you and you're pitching, right, you're pitching people and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:31:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[No, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:31:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Which two people and the other other? You know the the building blocks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:31:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of this, we kind of covered several of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:31:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But this other question about advertising and kind of looked on PBS, who's sponsoring Cosmos, you know, and I remember making a call early on to General Motors and they were kind enough to say, well, that's handled, you know, by our agency. And so I got in touch with the agency, that agency for General Motors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:31:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:32:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so they said, this is an intriguing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:32:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The idea, but they said John to for us to advertise in earnest, you know you need distribution in at least 15,000,000 households and it, you know ask why they said well that's the minimum number of households that Nielsen needs to actually issue a ratings report. So that was an initial threshold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:32:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So how long would I have to spend money at $1,000,000 a month? You know, before we could reach 15,000,000 homes because that would have been the first time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:32:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We could actually have meaningful advertising revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:32:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[OK, so so clearly and and not not to be blunt about it, I guess I should be blunt, but at this point you you don't have a whole lot to work with, right? I mean you you you don't have any advertisers, you don't have any investors, you don't have a distributor?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Where what about the content piece were you, were you at least like starting to reach out to like producers and content providers to get some of their programming?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes, by that time I had, you know, like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Kind of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Preliminary contract in the development of the BBC, so I knew what a large body of 500 hours of content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Would cost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[What would it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Oh, actually fairly affordable. So a documentary that the BBC would have spent 100,000 to $250,000 on. I could really license for only $1000 an hour. And so and again for them it's just found money, so there's them that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Just because at that time they weren't being repurposed, there was no other distribution, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:33:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[There was no market for it, so here's this guy from America who's offering $500,000. You know each, you know, to pay for each year. We pay that amount each year to license it. And so for them, one, that's another two or three great documentaries. We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:34:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, but in some ways that year, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:34:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Because you're you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:34:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Financing this through your, presumably you're consulting work and and really there wasn't much to finance, but you're kind of building and I hope this doesn't sound disrespectful, John, because I'm absolutely just blown away by your audacity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:34:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You were kind of building a House of Cards here because on the one hand you were going to the BBC and saying, hey, you know, I'll let's work on a $500,000 contract, you're going to Westinghouse or whoever the satellite company was and says and you're saying, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:34:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Let's talk about this deal. Meantime, you didn't have any money to do these deals. So were you telling these potential partners? Listen, I got to raise the money, but this is sort of the deal I'm thinking of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:34:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:34:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, you have to do everything. I mean, everything has to be transparent. So it's contingent, you know? So when you talk to the BC is like this is this is my plan and it's contingent upon financing and you know part of that financing is going to be contingent upon if I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Get letters of intent to carry the service from distributors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And did you get those letters?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes. And so you know, all of this is building throughout, you know, 83.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And then by December of 84, it was clear I had talked to enough investment bankers. I was getting close closer to 1 investment banker and here were the conditions that they would invest. They said. John, if you can furnish this evidence that you can get distribution if you furnish this evidence through a contingent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Contract that you can get content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And we can see that advertisers would be interested, then we'll invest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And and by the way, these are investment banks in New York, right, that you're going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And and because this is really before the time of venture capital, which really kind of explode in the last 20 years, this is early 80s. How did you even get get meetings?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:35:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You were. You were not a a media mogul. Like, how did you even get into the door? Because I think you went and met.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Like Merrill Lynch and or school wall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, there is a number of like Oppenheimer, you know, for example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, yeah. How did you even?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Get into the door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It's an overused word, but it's called networking, but it's as simple as asking friends right? And contacts. People who might know, and every entrepreneurs you have to have a tolerance for hearing none.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[How how do you have that? How did you have cause you were 30303031 you had a kid at this point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You have to be. You have to be so confident that you know more than the person who's telling you no. And so you have confidence in your research. You have confidence in all that background of conversations you've had with cable operators, with content providers, and you just have to say I am working on these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know, condition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And I know and, but there's that ultimate confidence that I had that if I can just put this on satellite, people are going to respond.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Favorably. And you had real evidence. I mean, you you had, like, ratings from from television networks that showed when they bear documentaries or when PBS aired documentaries on Science, the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:36:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:37:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The ratings went up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:37:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, but you have said that you do have setbacks. You have there are several moments like that and you know, one of my heroes was Walter Cronkite. And when he stepped down from the anchors chair for CBS Evening News.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:37:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It was kind of on a promise that CBS would would invest in a series for him called Universe, that he could air every Tuesday night. And lo and behold, right in the middle of my father, using for Discovery Channel, CBS canceled Walter Cronkite universe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:37:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:37:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[They canceled this so they basically signaling that no, this actually there is no market for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:37:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[This.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:37:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Exactly. And one person pointed out well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:37:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[What makes this fellow Hendricks think that he can make documentaries work on television? When CBS just canceled Walter Cronkite anniversaries and that that is, that's a great question. And so I kind of knew the answer, and I got in touch with Walter and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:38:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, yeah, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:38:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:38:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yet this is either you actually reached out to Walter Cronkite and said, hey, can I meet with you? Use one of the most famous people in America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:38:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[At that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:38:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Exactly. So you know I I guess my telephone skills.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:38:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We're we're a little bit good by this time. I I called the and the person who answered that phone. I'll never forget her. Never forget her name. Blanche Lafitte. I just love that name. Well, she was his personal assistant and I said I would love to have an opportunity to to talk to Mr. Cronkite about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:38:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[A cable channel devoted to documentaries, I think you might have an interest in it. And she said, well, write me a letter no more than one page. And so I did. And then love balls like maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:38:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The end of the following week, the phone rang and my house early one morning about 8:30 and there was that voice at the end of the other end of the line, and it was it was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Ultra cronkite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Was funny because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[He called me Mr. Hendrix. This is Mr. Hendrix. I've just read your letter and I'm very intrigued. And it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Unbelievable to him and at first I thought, wait a minute. There's some people who know that I'm trying to reach Walter Cronkite, but it's kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You thought they were pulling your train there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Cool. Yeah. Yeah. But it was clear it was him, and he couldn't have been nicer. And he said, you want to come up here and I'll tell you the whole story about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[What I've done in nonfiction television, and I was on a train, I think within the week, and found myself moving with Walter Cronkite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Wow. And. And you got him. And this is something that's really amazing. I read, which is every time you met with people, whether it was like potential advertisers or Walter Cronkite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:39:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Got him to write you a letter, basically endorsing your idea, not even committing to it. And just saying, hey, I'm Walter Cronkite. This is a great idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And you would show those letters to investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Alright, so 1984, you are really trying to raise money and I I read it at a certain point you were, I mean you were offering as much as like 40% of the business for $5 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, I mean, it was, yeah, it was clear. I wasn't. And I knew it was going to have to be more equity sold than that because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[After consulting with Allen and Company and they were really bright and we had kind of investors lined up where we could see maybe 2 million, which is like 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Months and and by the way, Alan Company, just to clarify, this is an investment bank that you will working with to get funding, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:40:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes. And so we thought, you know, the first stage would be we could maybe within the first year, you know the first six months raised 5 million but show some success and then raise maybe another 5 or 6,000,000. But it was clear the fundraising couldn't be in, in one fell swoop of 25,000,000. That was just unrealistic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:41:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But everybody felt, you know, this is a gamble. And the earliest gamble was the riskiest gamble. We closed on our very first round of financing was $2,000,000. That was extremely, extremely risky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:41:21](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[All right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:41:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So 1984, there's this trade show in Anaheim, CA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:41:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. And you've got a booth there for Discovery Channel. But you you didn't have any content yet that you could show people, but I guess you you at this show you had worked on like a sizzle reel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:41:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes. And so when cable operators would come to our booth, we would show them that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:41:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And they said this looks interesting and they would give me a verbal, but I knew I needed something more than a verbal, but Westinghouse anxious to lease the transponder for over 300,000. Yeah, the satellite transponder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:41:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:41:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The satellite, right? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Said John. You know, we'll donate. We will give you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The use of the satellite for a week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[For free, for free, and then what they're doing in exchange, if you can get to raise the money, we want to be your satellite provider.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In exchange for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[They said do you give us content and we'll give you a week's free. We'll be in your content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That's right. So we yeah, so we put up a sneak preview, what I call sneak preview week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Basically you you got content and you bundled it up into a weeks worth of programming, and this Westinghouse satellite beamed it out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But it but, but basically all that did was enable cable companies to see the feed. They were not broadcasting it, they just had the ability to see what this satellite was sending out. So in, in other words, you could have in theory made, I don't know, 1000 video cassettes and sent them each a video cassette.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:42:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:43:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Instead, but this is an efficient way for people to see it, right? OK. And what was on it, by the way?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:43:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[This is a very efficient way to distribute.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:43:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:43:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[What were you showing? It was science and technology. There was some sample content that by that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:43:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The BBC had cleared some rights to to allow us to uplink some content again, knowing that if it was successful then you know I would have the $500,000 for the for the first payment to to BBC, so they everybody was incentive to making this a success by this time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:43:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. All right. Here's what I'm trying to figure out. The time frame is crazy to me because I think by the spring of 85 you managed. This is now a year and a half and of just pounding the pavement trying to raise money, you get the commitments that you need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:43:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so the investors come in and and they make an investment led by Allen and Company and you raise like $5 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, but you know, you gotta dig down. You know how much money can you possibly put into the venture? And I didn't have a lot. And so, you know, we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In, in risk of, you know, our American Express card being canceled, we used American Express. My American Express were to pay so many expenses and you know I had just some people who were working for me and there was a guy who had recently retired from Compsite general and he surprised me one day with a $50,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, which was all the money in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[World.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But what I'm trying to I'm trying to understand John is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The devil with television the devil is in the details. It's like, you know, for example, you know, the shows had to be 52 minutes or 55 minutes and the edits were had to be exactly right to hit the posts and all those things. How were you able to source the people who knew how to do that stuff?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:44:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. So you pointed out a, a difficult phase for every entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And that is that phase between the time you have the idea, you've got the plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You've got the elements together and you can see that this will lead to months later, a successful fundraising effort. For us. It was the 5 million where do you operate? What funds? Because I needed staff, you know, I needed staff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[People who knew how to run a television network.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Exactly. And so you know, I recruited a guy who was the head of the radio, television and film department at the University of Maryland, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[He knew all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[About how to do a television station and I was just so fortunate in that I had access to a major university.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[A few miles away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:45:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[For them, this was a goldmine of internship opportunities for some of their students to come over and edit films and to meet that clock. As you said, you have to create your model clock and so things had to be edited down very crisply so that they could be loaded into the at the master control.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Facility and then the clock would start and each item would play in sequence.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[All right, so it's June 17th, 1985, which which is the day you actually launched where where the Discovery Channel is going out, it's going to be sent out to the public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I think on that day you had like close to to 20 employees you had roughly I think $5 million of run.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Way and by the way, on that first day, how many people in America could actually see the programming?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. So, on that day, we didn't know exactly. Later we learned about 156,000 households. We're able to see in the service. Yeah, had access on that very first day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Had access to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[How would they know about it? I mean, did did you get a lot of media attention? Was was there? How would just a random person? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:46:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Not that much media attention, so the cable operators would promote what they were going to add. So the number of cable operators started in their what we call Bill stuffers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so at that time, people, you know, people would get their cable bill monthly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Oh, in the mail, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In the mail and in that there would be some promotion. Here's in a new movie that's coming up next month on HBO. And by the way, we're launching headline news from CNN. We're launching, you know, the Discovery Channel. And then you learn, if they stayed for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[At least 6 minutes. Then it would count.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[As a viewer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Well, it is amazing that people found out about things through through things in through the mail, through bills they receive. Like I I can't remember the last time I opened my mailbox today. Right? Yeah. I don't even. I don't even know if I have a mailbox. Actually, I don't think I do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But but from from what I I understand you, you start to hear from viewers pretty quickly, right? They they started to like write in and write to the cable operators and say hey this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And it's it was quite comical. So we launched I think you like it, noon, something like that on June 17th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:47:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[A great stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:48:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And within just I mean 10 or 15 minutes, the phone was ringing. We were at a conference room and the main kind of reception area was just outside. It was so small. I had like 19 people. The phone kept ringing and ringing and ringing and they their staff person who was supposed to answer the phone, was in watching the stripper channel with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:48:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:48:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We said go get the phone and then she came back and she said it's a teacher in Kansas and she wants to know if she can record this and use her use it in the classroom and was a show that was on called Iceberg Alley. And we all looked at each other's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:48:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I don't think we have the education rights to use for public exhibition in a classroom. Tell them we don't have the rights but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:48:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:48:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Working on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:48:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And to be clear, you are not a production business, you are not in the business of producing original content, you were licensing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:48:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We were licensing content, you know, my dream was, you know, once we got to break even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And then we could then start investing in our own content so that if we made had positive cash flow of $5,000,000, we could reinvest that in content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But at this point I know you had five or six months of runway, right when you launched in June. That means with $5,000,000 that means.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It's going to be gone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, by November your your your money is going to run out. So I have to imagine you are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You get you were hustling. And yeah, from what I understand, you get connected with firm or company called the cargo publishing company and they're they're LED at the time by a guy named I think Leo Hendry. And they say, hey, yeah, we're we're going to come in and make an investment. What was the investment that they agreed to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Give you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It was. It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The entire next round we thought that we could perhaps raise 6,000,000 and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:49:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We knew that would get us to mid next year and then maybe by that time, you know we would be in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know, let's say 10 million households and have some advertising revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And Chronicle was going to cover the whole round. They pledged $6 million. They're going to give you $6 million and it was more or less in your mind a done deal like you were not worried about covering cause you. I think you had like you owed millions of dollars to vendors right to the BBC and to the satellite people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, by this time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And we were asking the BBC to be patient for the next payment for us. We, Allen and Company and I in late 1985 had a heart to heart meeting with Westinghouse and said, you know what, we're not going to pay our satellite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Bill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[For the next three months, that's about $1,000,000 and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[They'll offer you stock in Discovery Channel and love that. I mean, they were very resistant, but in the end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To be supportive, they grudgingly took stock. Right now, that $1 million, I think, turned in later to to be like 65,000,000, you know? So it was a good ended up being a good investment, but it was very, very difficult. I can't explain. And then, you know, when you hear an investment banker and the client themselves saying we're in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:50:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Date.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[95.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Then you're yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And it it is. It's not done. It's, you know, it's never nothing's done until people say the check clears the mail and you get the closing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Date but we. But they set up a closing date and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And this is gonna supposed to be, in what end of January 86 or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[End of January. Yeah, of 86. And we have really counted on that. And it was absolutely devastating when Leo let his bankers know the board did not in the end, approve the investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So wait a minute. You get a call one day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[From who telling you? Ohh, you know that's that $6 million. You're not going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes, it's closing day. I mean this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:51:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Closing day on the day yours was closed, you get a call saying, actually, this is not closing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:52:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[This is it was on a Tuesday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:52:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I was down at our lawyers office. \*\*\*\* hurts from Allen and Company had taken the train down the night before, so he was there. We're there for closing. This is when money was going to be wired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:52:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To the account and then it we heard, I think it was around 11:00 or 11:30 AL and the company got a call from me of hunting and they were mortified.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:52:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And EF Hutton was representing chronicle. So basically give bankers and lawyers got a call from their bankers and lawyers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:52:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know, they just said we we can't believe this has happened, but the board at the Chronicle has turned down this investment. We thought we had an approval there. It was absolutely devastating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:52:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So you presumably at this point have to face your staff because you are not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:52:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Imagine you're not sure what you guys are going to survive, or maybe you're sure that you're not going to survive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:53:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:53:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[My wife calls it Black Tuesday and it was. It was the I think of all the days at discovery. It was the darkest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:53:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[When we come back in just a moment, how John finally gets the money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:53:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Needs and how? With a little help from Soviet television, he starts to turn discovery around. Stay with us. I'm Guy Raz. And you're listening to how I built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:53:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[This.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:53:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

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[00:53:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

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[00:54:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 1985. Just months after John has launched Discovery Channel, he's run out of money and the only prospective investment he had, his just fallen through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:54:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so the only option at that point work the phones.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:54:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And it's like, you know, calling the BBC, you know, that check. We were going to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:54:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To you tomorrow. We're not going to get out to you, you know, then the investment banker was like, you know, we don't know what we're going to do. But we will think try to think of something. And So what they thought of the banker that I was most closely working with at Allen Company, one of his colleagues was a guy named Paul Gould.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And Paul Goon was very close to John Malone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And we should, we should make a clear John Malone as like a legendary figure and cable liberty media and the head of the CIA at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The cable operator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, I mean, John Lennon is, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[He's a strategic pioneer in the cable industry. On the distribution side and then later really on the content side. He had seen promotions about Discovery Channel and that kind of was the phone call that saved the day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[All right. So in the kind of 11th hour, right, there's like a Hail Mary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Thrown to John Malone because from what I understand, you had investors basically saying you got to get ready to go into bankruptcy. But but you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You were not prepared to do that. You still thought. We gotta find the lifeline. There's gotta be a way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:55:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[He's got to be away. He's got to be a way. There's got to be a way. But he was the first Hail Mary, you know, typically there might be four or five Hail Marys. Throne. It was actually the first one, and it connected. And you know, John was immediately supportive. John said we can't let anything happen to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:56:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Discovery and this was probably on Thursday, so it was by Tuesday and I think by Thursday I was in a meeting in a hotel. I mean, this was a bizarre era. They actually wired $500,000 to our accounts and that the discovery and that was a godsend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:56:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so and then it was like, OK, let's how do we raise the next round of financing? And it was clear with with TC's leadership that maybe we could get $20 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:56:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And actually complete the financing for discovery?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:56:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[What's so confounding to me, right, is that you were literally days away from having to shut this thing down, and you had creditors kind of asking for, you know, you couldn't pay your people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:57:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And then John Malone comes in and gives you half $1,000,000. Presumably he did not know that you were in financial straight, so that this was not this is not known to anybody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:57:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[No, it wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:57:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And John didn't want to be do all of it, you know, because the the first question, how much money do you need? And there was still well total of 25,000,000. We've raised 5, we need 20 and John didn't see TI doing all 20. He said you know would be stronger if we created a a group of partnership a group of investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:57:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:57:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In the cable industry that maybe each put in five.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:57:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:57:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so we began to think about, you know, four large multi system cable operators that would come in Comcast, Continental, Cox, New House family and of course TC I. And then John was very close to a friend of his in Denver, Jean Schneider, who ran United Cable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:57:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Which ultimately merged with the United Artist to become the United Artist Cable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:58:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And you did raise. You did raise the money. By the I mean, it's amazing cause like in February of 86, you were out for the count by the summer of 86.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:58:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You had raised $20 million. How, by the way, I have to imagine that you had to give up a substantial amount of your own ownership of the company started?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:58:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Ohh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:58:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, and I I gladly did it. I mean, for me, what I've learned is if you need too much about your equity piece or you know how much money you're going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:58:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I just don't know that many successful attorneys who are so money focused. I think if you focus on your mission, then all of that's secondary and yeah, so for me it's it was that moment in time when I incorporated, when I had 100% equity and then you get diluted down and diluted down. I think after that I think it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:58:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Hello.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:58:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Around maybe around 7% and then you know for the longest period I was at 4% after, you know, sell some shares.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:58:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[MHM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:59:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You all right? So now you've got the the money to keep you afloat, but you're still. I mean, right. You still have to become profitable. So where was your revenue coming from in 1986? Did you start to get some of that? Some of the money from the cable operators that, that, that $0.05 or $0.10 per subscriber?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:59:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes, I was lucky. And then the Cable Act of 1984 actually pass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:59:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And it allowed the cable operators to actually increase their rates, depending on just what the market would bear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:59:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And so we would offer our service free, you know, until January of 87, at which point we would pay the cable operators to pay a nickel, and then that would grow over the contract period to $0.10 per subscriber per month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:59:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So with that 5 or $0.10 per subscriber, that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[00:59:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Enough to just keep the the business going. It wasn't enough to make it profitable yet, but just like you, you had to also have advertise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. So you you remember we've talked about the burn rate or the monthly expenses being a million a month. So if you if you have distributors representing 10 million households and they're paying you a nickel and that's 500,000 a month, if you're paying you a dime, then that's $1,000,000 a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So we knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Just by our contracts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Break even was going to occur sometime in 1987. In other words, there would be that magic month and it actually did occur. I think it was August of 1987 when our monthly revenue exceeded our monthly expenses and that's a a great period for any entrepreneur. Then you know you have the the business model in place and then when you look at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[She.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Growth in distribution we saw when we crossed 15,000,000, we had all these advertisers that will be glad to advertise on Discovery Channel and make it part of our our cable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:00:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And you, I mean the the programming that you were airing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It was like uh, you know, you would have documentaries, right? That you would air and then you would, I think 1, like at one point you just played, you just broadcast hours of television from the Soviet Union. That was like, oh, was it like, was it translated in real time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. Somebody, somebody, I. You know, I didn't have the idea of following me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[York had started tracking Soviet television signals with a satellite dish, and so Columbia University of the Russian Studies Department was using it in the classroom and said would you like to put this on the Discovery Channel? And it was the oddest type. But, you know, you're trying to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Publicity in every way we can. And I thought and attention, and it was immediately intriguing because I asked for what's on Russian television. And he said it's just every kind of thing you have. Game shows they have morning children show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And retention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:01:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And then you know, when I saw some tapes of it, I said this would be fascinating, but we, you know, we have we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:02:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Would have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:02:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Interpret it. But as with anything with any idea, there's a lot of hurdles, and this one was the our state Department said it wasn't legal, that we couldn't, you know, intercept a foreign satellite and take that signal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:02:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And display it into American television households that that was illegal, it had to go legally through the endless set, the television satellites parked over the Atlantic Ocean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:02:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Example. So we had to work that out and actually get a legal signal through the Intelsat system. But that's what we did. We put on a week's worth of silver television every night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:02:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It's amazing. I mean, you got a lot of publicity. Johnny Carson, who was the most famous person in the US, was, like, talked about on the show. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:02:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Oh my goodness. For to have Johnny Carson talk about Russian programming on the Discovery Channel and make jokes about it, you know? And it was terrific. He did that, I think three nights running. And what great publicity that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:03:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[All right, so you start to really find your audience and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:03:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You are reaching, I think already 30, potentially 30 million households by June of 88. That doesn't mean 30 million people are watching you. But but really I think the turning point, if I'm not mistaken was sharks when you started to talk about or air things about sharks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:03:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Is that is that fair to say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:03:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. Is in 80 that time frame we were just doing some novel things that are live from Russia, certainly. And so we had a I remember we had a meeting at the Hay Adams Hotel, which is kind of fancy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:03:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To us and we had, you know, the whole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:03:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:03:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Executive staff and the programming staff, so it wasn't a big group. I would think there's probably around 20 in the room and it was just, you know, we we told her to bring your ideas. And so we're just going around the room. It was the classic what if we what if we did this and this then programmer Steve Cheskin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And he said, what if he said, you know, how independent TV stations have, like Marilyn Monroe Week or John Wayne Week, where the movies 5:00?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Every day and he says, so they have theme weeks, he said. And just very, I said, what if we had shark week?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And it was. The idea was as simple as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That but as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Profound as that you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And we kind of all said, yeah, yeah, they all kind of looked at me and I said I think it's a great idea. And you know, before that meeting ended, we said that's one idea we want to implement. And so that was the original.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Shark Week, and I think it is the longest running television series event in in television history right now, it's the longest one that's being maintained.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[John.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:04:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The story of discovery in the 90s and the 2000s is is well known. It's it's now a huge, enormous player in the media world. You you are no longer sort of affiliated with Discovery today, right? I mean, you obviously ran it and and continue to run it into the 2000s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We're the chairman for some time, but just to be clear, you're not associated with it at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[All today, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[The discovery, kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Entered a phase of stability in 1988 and then just a consistent growth and acquiring other networks, the learning channel and starting Animal Planet. But here's what I want to ask you a broader question about the evolution of discovery, because it really was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[When you started it and when you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[In it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[A slightly commercial version of PBS. It was great content that was also good for you, right? And and it it sort of proved the model that you could do both things like like, I don't know, like a milkshake made with agave instead of cane syrup.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:06:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Still is delicious and and a little bit healthier than what was being offered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:06:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[On mainstream network TV, but a little bit more fun than, let's say, PBS.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But overtime.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:06:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Discovery did and does today aired a lot more like reality type TV stuff. Stuff that really was cheap to produce, but got a lot of audience ratings. And I wonder if over time you think that it kind of strayed from the vision you had initially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:06:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. And I think it's clear to to viewers the evolution. It was kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:06:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know, forced partially by just the raw economics of peoples viewing taste in the majority. At some point you know management starts looking at the revenue model and it just became irresistible as people initially saw that well, Gee, if we put on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:06:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know at history channel, you know pawn stars. It gets a little more rating than the history of this, you know, a history series for example. And I remember the bittersweet moments, you know, when the ratings came in on Honey Boo Boo. But in the back of my mind, it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:07:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:07:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know that's that's not the kind of content that I get enthusiastic about and it's certainly not the kind of content that drove me to start discovery. And so, you know, for us, I think the pinnacle of discovery, at least in the mission being true to mission was when we Co produced planet Earth, which we start. Yeah, which was wonderful. I mean, we started that project in 2002.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:07:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah. Ohh so good. Oh my God, so good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:07:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And had it finished for airing in 2007. And for me that's that's the essence of discovery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:07:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[I don't know. I mean, I wonder whether you can really blame programmers at Discovery, right? I mean, if it's a, it's a company that has to be sustainable, that has to make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:07:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And PBS doesn't. Right. PBS. NPR. They're they. They don't have to worry about shareholders or revenue because they're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:08:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Nonprofits, and they're bringing in money from, but they still need to be sustainable to pay their employees, but not quite in the same way as discovery. So it's kind of hard to to blame discoveries programmers for going where the audience wants or or. Or can you can we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:08:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[No, I you know, for me, I mean, I was on the board and you know, for all those years and I supported because you're right, I mean you have to have a sustained organization and when you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:08:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Over a little over half of your revenues from advertising, it drives you to to certain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:08:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Decisions. And so you know, for me, my mind just started to wonder, like, well, is there another model for this type of content?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:08:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You decided in 2015 that, I guess kind of go back to your original roots. You launched a venture called Curiosity Stream, which is essentially a version of of your, I think your original version of Vision of Discovery, which is great educational content.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:08:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That would be available.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[On demand through smartphones and then other other other other formats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah, it's it's back to kind of the original mission, which is I tried to stay away from the word educational cause that, you know, kind of brings up eat your spinach kind of TV. So what is, is there non-fiction content that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Entertaining and and and enlightening what was becoming clear to me is that something magic was happening in 2007 with the launch of Netflix. What Netflix did was this same concept that HBO did take great movies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We'll then create a linear channel feed, which is what HBO did. Netflix says. No, you can watch all movies, but you can watch what you want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[To watch when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You have the time to watch it, so it's that ultimate control when you turn on the TV at night at 8:14.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:09:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of being able to pull up something that you want to watch for the next hour or two, and so I felt we could do. I could do the same thing that Netflix did that for movies in the world of nonfiction content. And so you can probably guess my first call. It was to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[BBC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[So when we launched Curiosity stream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know well over 100 titles, great content from the BBC and other providers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And you are. It is a publicly traded company when when public IN2020I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It's a different story, right? Obviously through a city stream because it's the the risk is different and you by that point I mean to be frank, you were, you know, wealthy beyond your needs and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Totally different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And beyond generations. So. So you, you're sort of personal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Risk was somewhat lower, but still. I mean, imagine it. It's a challenging business, right? I mean, you've gotta at the end of the day, you gotta get people to subscribe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:10:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[It's risky. I mean, you know, again, you have to have the finance financing in place. You have to have the delivery infrastructure. So in the case of streaming, you don't need, you know, an international satellite infrastructure of 30 satellites, transponders to get your signal across the globe. It's a little bit easier, but it's still complicated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:11:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:11:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[We're again, we're very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:11:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Very encouraged that you know, we now are collecting payment, you know, from 20 million households and that's around the world. So we we have been global from the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:11:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Start I wonder. I mean, we were 3130 thirty years old. He had this really bold idea and a vision, and it was just at the this nascent industries at the beginnings of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:11:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Will become such a powerful and important industry. The cable industry, which has gone through major and is going through major disruptions today with streaming and you know cord cutting. What do you think about all of the things that happened, all the things that had to go right for this tour?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:11:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:11:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[All those moments where all the puzzle pieces, because this is a very complex business, how much of of your success do you attribute to how hard you worked and how smart you guys were and how much do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:12:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Attribute to luck. Well, I think a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:12:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Of people have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:12:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Read Malcolm Gladwell's book where he talks about the 10,000 hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:12:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[And I really believe that I I look at anybody I've ever talked to, whether it's Ted Turner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:12:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Elon Musk or anybody they've put in so much labor and and effort, and it really is 10,000 hours or more if you just count it up and one time when his book came out, I said, yeah, I I did that and more. But you've got to count, you know, 10% look, things just lining up, you know, we talked about one over today, you know, at the darkest hour.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:12:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Just the luck of justice calling the right person and that right person responding favorably. I'm talking to John Malone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:12:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[You know, without John Malone, without those four cable operators stepping up when they did, I don't know if there would be a Discovery Channel today. I would have worked hard, you know, to find other routes. I think I might have found them, might have been more difficult. But again I think it was just a good fortune of knowing the right people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:13:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[At the right time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:13:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[That's John Hendricks, founder of disco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Very and by the way, despite the notoriety of Shark Week, those programs don't even rank among the five highest rated in discoveries history. The network has had the most success with shows like moonshiners about illegal moonshine producers and Amish mafia, a documentary about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Amish vigilantes in Lancaster, PA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:13:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[But the highest rated show of all time on discovery, the deadliest catch the show about life aboard fishing boats in the Bering Sea during Alaska's king crab season.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:13:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

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[01:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Our Instagram account is at how I built this NPR and mine is at guide dot rods. This episode was produced by JC Howard with music composed by Ramtin Erebuni. He was edited by Neva Grant with research help from Claire Morishima. A production staff includes Casey Herman, Julia Carney, Elaine Coates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:14:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Sara Safari Liz Metzger, Harrison BJ Choi, and Catherine cipher. Our intern is Margaret Serino. Jeff Rogers is our executive producer. I'm Guy Raz and even listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:14:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[Don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

[01:14:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWo)

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