# Audio file

[Famous Dave's Dave Anderson.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[Hey really quick before we start the show the how I built this book is now a New York Times and Wall Street Journal bestseller.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So thank you to all of you who ordered it and for your support of this show, if you haven't picked it up and you want to learn the secrets of how to develop an entrepreneurial mindset.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[How I built this? The book is for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[It's now available wherever books are sold and in most countries around the world, or by visiting how I builtthis.com or Guy raz.com and thanks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Did you give it the name Famous Dave's as kind of a joke because you weren't get famous, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

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

[On the road out of town, there's like Dave's guns, Dave's Antiques, Dave's boats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So I was going to name my place Dave's famous BBQ Shack. I get my business cards and it said Famous Dave's barbecue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I am mad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Can't believe the printer messed up my business cards and my wife said they've calmed down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:01:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Don't you just leave it so famous? Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:01:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Rest is history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:01:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[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_gVw)

[00:01:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm Guy Raz. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:01:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The show today how a passion for smoked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Led Dave Anderson to open a BBQ Shack middle of nowhere and how it grew into famous Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:01:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:01:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Of the biggest BBQ chains in the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:01:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So most of the biggest restaurant chains started in small places.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:01:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[McDonald's was born in San Bernardino, CA Domino's in Ipsolante, Michigan. Sonic Shawnee. OK. Arby's Boardman. OH.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[There are a number of reasons why this is the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:02:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There's usually less competition. The rent is lower, and if what you're offering is new or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:02:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Different people will stand in line for it, as they did at the original boardwalk fries in Ocean City, MD, which is now a franchise company with more than 100 locations nationwide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:02:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They stood in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:02:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The chicken salad chicken, Auburn AL, which now has 100.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[40 stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Same with five guys in Arlington, VA, an empire of more than 1500 locations today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And as you will hear in the mid 1990s people came.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:02:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[From far and wide for some of the best pit BBQ they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:02:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Had and it wasn't in Texas Hill Country or eastern North Carolina, but rather in Hayward, WI, a town of 2300 people in the northern reaches of the United States, where in January.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It can get down to -17°.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[This is where Dave Anders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[After years of trying out different business ideas, decided to open famous Daves Barbecue in 1994.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Today, famous Daves has about 125 locations nationwide, making it one of the largest BBQ chains in the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Of Daves is also a story of how a simple passion for serving smoked ribs, chicken and brisket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Grow too big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:03:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And how a founder can almost lose complete control.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Of a good idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah. Dave Anderson grew up in a working class family in Chicago in the 1950s and 60s. Both his parents were Native Americans who grew up on reservations in different parts of the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:03:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[My dad's a full blood Choctaw Indian from Idabel. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And if you were to look at a map of Oklahoma, you would see that idabelle is in the southeast corner of Oklahoma, which is way down South.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And then my mom is from the lacouture, a reservation which is way up north.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[She's a member of the Lacunaree Lake Superior Band of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So she grew up in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[He grew up in Oklahoma, and how did they meet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Both of my parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I I think is you know the unfortunate part of my story were taken by the Bureau of Indian Affairs away from their families and stuck in Indian boarding schools basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Making orphans out of them. Now, fortunately for me, though, my parents met at Haskell Institute for Indians in Lawrence, KS.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, both just to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So both your parents grew up on Indian reservations?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:04:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They met at a boarding school that I guess was where Indian kids from across the country were brought to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:05:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Basically a mainstream because my dad, when he was brought into a boarding school, didn't speak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:05:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:05:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He was basically a Choctaw speaking Indian and when he got put into these boarding schools, he can remember actually being beat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:05:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:05:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[And having his mouth washed out with soap until he would forget his language and only speak English don't happen. In Abraham Lincoln's Day, or George Washington's day. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[00:05:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[This generation, my parents, I think that's a story that sometimes people in America never hear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[No they don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:05:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What did your dad do for a living when you were a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[My dad was an electrician and my mom was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:05:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[She worked as a secretary, so I was like a lot of kids that lived in a working class neighborhood and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[We didn't have a lot, but we always had food on the table. I think growing up though, I I always knew that my family was different because when all the other kids are going out for pizza and hot dogs, especially in Chicago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Great pizza.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Town and Chicago hot dogs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[My dad would load us up into the family car and we were headed down to the South side of Chicago for rib tips and growing up, I knew every black-owned barbecue joint in Chicago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I can remember as early as 1959, eating rib tips at lunch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Barbecue on 59th and State Street.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Yeah. I mean, Chicago became obviously hugely important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:06:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Capital, because of the great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So many African Americans who who migrated out of the Jim Crow S move to Chicago and brought with them their culinary traditions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, they also brought Blues.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What a great combination. And so, Chicago, throughout the years has always been known as a great Blues town and also great BBQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:06:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:07:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Dave as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Kid, did your mom and dad instill strong Indian values in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You have a strong Indian identity as a kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, growing up in a Native American family, we were cognizant that we were America's first people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Dad was very proud of his Choctaw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[My mom was proud to be from the Lakota Ray Reservation and for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[That got carried over in that we ate Indian food. My dad was very insistent that he had his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[My mom, when she was growing up, she did a lot of fishing and she harvested wild rice. And so throughout the years, my dad would always what I almost called make pilgrimages down to the South.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He could get his banaha, which is a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:07:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Corn type of bread, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:07:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Almost like a Tamale wrapped up in Cornhus. And then my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:08:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Always take us fishing up north and we would harvest wild rice and but more importantly, to raise money for the family. My parents would have a Indian fry bread stand and my dad would grow and smoke up venison. My mom would make Indian fry bread and also wild.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:08:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Soup. But we would sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:08:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Listen, Fry bread sandwich.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:08:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[With balls of wild rice soup, I think attending Indian pow wows with my mom, where we would have this Indian fry bread stand really taught me a lot about cooking, cooking outdoors, but also the appreciation for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Foods that are harvested naturally being able to harvest wild rice, fishing and all of those are experiences that I think throughout the years have always carried over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:08:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[To me, how were you as a student and how was school difficult for you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:08:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Were you a pretty good student?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I I was not a good student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I thought I was the dumbest kid in class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, I I remember my dad sitting me at the kitchen table.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I would have a blank piece of paper in front of me and I would cry because I didn't know what to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And it wasn't till years later that I found out that I had attention deficit disorder, which explains a lot, you know, explains why I was bouncing around all the time. And, you know, back then, I don't think there was a name for attention deficit disorder other than.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:09:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Your problematic kid, you know, if it wasn't for an art teacher telling me, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Dave he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I I know you struggle in the rest of your classes, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But when I watch you, you may not be the best artist, but you see things that other people don't see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, I would have never heard that from an English teacher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Never would have heard that from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:09:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[A math teacher and that really stuck with me all these years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I'm able to see things other people don't see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm able to see where things can go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Oh, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Clearly high school was not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[School was not did not come easy for you and was challenging for you and I. I guess when you were 18, you kind of had your first experience with entrepreneurship, something about selling?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Fuel additives, or some. What was that? Tell me about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Right out of high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In that year, I had gotten a call from a friend who said Dave, do you have a suit?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Of course I got a suit, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Put your suit on. I'm picking you up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I put my suit on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Have no clue what's happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We drive to a beautiful hotel near O'Hare Airport and he still wouldn't tell me what's going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Then we we go on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The lower.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We go into this beautiful room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:10:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And there's a lot of people in there and he said you are about to witness one of the most incredible things you'll ever see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:11:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And then all of a sudden, the most dynamic person comes out and starts telling all the people in this room this incredible story. How? It doesn't matter where they've been, what they've been through, or what they think of themselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:11:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They can be successful, and this person was none other than Zig Ziglar and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[The famous motivational speaker, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:11:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:11:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah, I I mean, listen to zig Ziglar share how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:11:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I could become an entrepreneur selling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:11:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Oil additive and gas conditioner and I never heard anybody so motivating, so inspiring, telling me that I could be successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:11:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So go home. And my dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:11:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Asked why I put on a suit and where'd I go, I I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:11:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Know I heard the most amazing thing that I could be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I could own my own business and I said, dad, you got to hear this, guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Having another meeting tomorrow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Would you please go with me? I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Bagged him. So he goes with me the next night. And here this guy sounded like my dad. This guy was from Yazoo City, Ms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Spoke with a Southern accent, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Doesn't matter where you come from. Doesn't matter what you've been through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Anybody could succeed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And my dad was blown away, too, for the first time, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[His son maybe could be a businessman. Maybe you know, and it's oil conditioners. It has to do with a car.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So you went to see Zig Ziglar speak. And by the way, we had Holly Thagarden, who, who founded Super Group who also was influenced by his tapes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[\*\*\*\* you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[How did you find this opportunity to get involved in selling a fuel additive?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:12:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[That connected to Zig Ziglar. Or was that completely separate?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I think Zig Ziglar was the spokesperson for a multi level company and it cost $2500 to Join Now $2500 in 1971.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[Money. But my dad, for the first time realized that his son, who wasn't the best student who barely got through school, who had ADHD. Maybe this was something that he could do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So my dad had some savings and then he borrowed some money to give me this chance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What, just out of curiosity, what was the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Tell me what the product that you were trying to sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It was called steed conditioners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There was a gas additive which made your car run better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Was a oil conditioner right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And did you have success selling it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I don't think I sold one case of the stuff. My dad had a garage full of steed oil and gas conditioners, which never went away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:14:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I didn't sell anything, but here's the thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:14:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Part of this opportunity was we had to go through a 5 day how to sell training program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:14:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Their training program changed my life because part of the training program every day was they would tear down everything you thought about yourself and then they would build you up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:14:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I read that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Even you would like stand for a mirror and practice shaking hands to gain confidence as a salesman. Would you do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:14:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah. Because, you know, growing up, I was really probably the shyest basher kid in class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:14:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And here I am trying to be a salesman and so for years in my dad's basement I I stood in front of a $5 mirror that I got from Kmart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:14:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I had a candle and I would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:14:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I tried to put that candle out with my voice and I would practice smiling and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Today, everybody thinks I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They think I've got a good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, I worked at that smile. In fact, I even would wink at myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:15:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But these were the things that I did because I realized I had to change who I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Had to go from being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[A shy, bashful, dumb kid into being somebody that could go into a room and be able to share a story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Able to tell somebody who you were, but meanwhile.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[The gas conditioner business did not workout and I guess you then got like another job working at A at a new store location.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Power, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And that was that was a pretty important turning point in my life because I helped open up a brand new store start to finish, which would help me later on in life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But I I went over there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:15:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And the significant part of this is that not only did I meet my wife there, who was selling menswear at Eddie Bauer, that's kind of how I get into selling terrariums.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wait terrariums.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah, there was a young lady there who was selling these little bubble balls at Christmas that had Partridge berries and what they call Princess Pines wrapped in some Moss. And I never seen anything so so beautiful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, she had said that she just couldn't go out and sell them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Said, well, I can sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And so on. My own time when I wasn't working at Eddie Bauer, I would go out and I would go to a flower store and show them these bubble balls. And they liked them. When I realized that I should be doing this for myself. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I started making my own line of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Terrariums in planted dish gardens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And you would just make them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:16:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You would just make the little garden inside the balls.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:17:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I actually had a corner in my daddy's basement where I would bring.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[These huge bags of dirt and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Sand and other ingredients to to make the right dirt for these terrariums and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Then my dad, being an electrician, set up a whole line of grow lights in his basement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I started bringing in hundreds and hundreds of plants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[How did you know what to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Just kind of figured it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[How did you know how to make them look nice?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, I I think it goes back to my art teacher who said Dave, you see things other people don't see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I I think I had this ability that I could take these little plants and arrange them so that there was almost a sort of magical.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Feeling to them, you know, they they were alive. They had color and and I was able to arrange them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They they really looked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:17:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Special and I think that's what the florist you saw when I would bring my samples and they saw something that was really special.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:18:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You start to make some sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah. The first time I have my own samples, I go to Richard Leng floors and I got my first order from Mr. Ashner at Richard Lane Florist. And that Mother's Day I went to his flower shop because I knew he was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Busy and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[A lot of people don't realize, is that florists, unlike a retail store that can order toys three months in advance, florists have to work like days around the clock because it seems like everybody forgets to have a mother and tell Mother's Day. But all of these FL.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Have to be fresh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I went to him and I helped him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I busted down his boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Swept his floor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I even cleaned his bathroom for him and then I helped him deliver flowers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And after that Mother's Day, everybody's exhausted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:18:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He comes up to me and he said here, put this in your pocket and he hands me a fistful of cash. And I said, Mr. Ashton, I can't, I can't accept this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I came here to help you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Because that's how grateful I am.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You gave me my first opportunity. Mr. Ashton couldn't believe that I would work for nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Nothing. And he went and told everyone of his florists that he was good friends with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Said you gotta meet this kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He's a hard working, he's got beautiful stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Him a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Give him an opportunity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So after that first summer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I had almost every major retail floor since the Chicago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:19:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Buying your terrariums.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

['S plan to dish gardens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So were you starting to feel?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Pretty confident about the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, part of my story is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Native American just started out in business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[My parents don't have money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Don't have money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:19:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[My business is growing and I can't get a bank loan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I must have pounded the streets of Chicago. I I went to bank after bank and always got turned down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You got to have assets. You got to have collateral. And I said, well, I'm starting out, I really don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[By the way, what? What's an asset?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I mean, I would have stacks of orders and I would go into a bank and I wasn't able to get anywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But something else Mr. Ashner shared with me one day, he said. You know, Dave, if you really want to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You've got to join the local Chamber of Commerce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I dressed up and I went to a Chamber of Commerce meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And here every mover and shaker in the community that was in business was there and they always had a speaker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And so I like that I I I joined, you know, my local Chamber of Commerce and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I was there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:20:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In fact, I started helping set up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And one day I was at a Chamber of Commerce meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And one of the presence of the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Grabs me after the meeting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Name was Gerhard Umloff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He was the president of the Bank of Chicago on Wilson Ave. he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Jim Ashner speaks highly of you, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm having a promotion at my bank this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[How would you like to set up in our lobby? I'm going to have somebody on the other side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Out hot dogs and balloons and popcorn and you can sell your dish gardens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So the next morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I show up at the bank I I set up and I sell out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[I'm packing up my boxes and about ready to leave, and the president of Bank, Gerhart Umloff. He's Anderson, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Want to see you in my office?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:21:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I am sweating bullets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I think I must have \*\*\*\*\*\* \*\*\* one of his customers and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:21:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I start to go back to his office and I have never seen a desk as big as this desk. And he says pretty good job, Andy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I I heard about your discard and said you really did a good job with my bank clientele here and he said I also understand that you're looking for a loan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He said yes, Sir, he said well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Much do you need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I said $10,000 and he was looking at me, he says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What kind of assets do you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Oh, my heart sunk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I knew I wasn't going to get my loan, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Sir, I I I don't have assets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I figured I had a, you know, not worth of $400.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[If you didn't say anything for quite a while, he sat there looking at me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Finally, he reaches down into his desk drawer, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[We don't usually do this, but I just watched you today sell out every one of your products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:22:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm going to take a fly on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And with that, he wrote out a check for $10,000 on my signature alone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:23:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:23:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:23:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And obviously, I mean you were really able to grow this business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:23:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I read that like at a certain point you were doing more than like $300,000 in revenue a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:23:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And you'd hired a bunch of people. You had employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I guess it ground to a halt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:23:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Eventually, like went under. What happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Well, act of God. You know I don't how to explain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:23:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Then the Chicago Blizzard of 1979.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:23:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:23:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You will see snow that goes over the roof of cars, the mayor of City of Chicago could not clean city streets for three months because of that Blizzard, that Snow storm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:23:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[That just created a gridlock in the city of Chicago. A lot of businesses went bankrupt and in the flower business I had a whole bunch of floors that could not pay me at all. And then for months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Your orders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:24:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:24:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[20s were you married?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[00:24:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Did you have kids at that point when you had the terrarium business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:24:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I we just had one young son, James, and you know, a lot of people don't realize.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:24:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[When you can't pay bills, you know back then I was digging through seat cushions to find change just so I could buy my kids milk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:24:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It it was tough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:24:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:24:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So tough that because the snowstorm I ended up going bankrupt, lost everything because of that, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:24:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So this is the early 1980s and when that business collapsed, I guess, I guess you worked at a few other jobs in sales before you landed a consulting gig with the Native American tribe in Wisconsin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[What? What kind of what kind of business do they have that they needed help with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Is my mom's tribe the Lake Superior Band of Lacouture Ojibwe?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Had called me up and said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We understand that you owned your own business in Chicago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We could really use your help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They had a cranberry marsh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They had a logging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They had a construction company that was building houses for Indian people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They had a grocery store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Had a printing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[They had a gas station.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And they had a bingo hall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But one of the things I noticed right away was every time I was in one of these businesses, we were failing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We were losing money like water flowing out of a sieve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Hundreds of thousands of dollars, easily a half $1,000,000 a year, we were losing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And then we realized that the problem was is that with any of the people working within these businesses, they didn't think successfully.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They they didn't talk about achievement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:25:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wanted you to help them kind of turn their businesses around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:26:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Realize that morale was actually the biggest problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It wasn't, but morale was the top challenge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Not just morale, just the basic understanding of thinking successfully.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:26:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They didn't talk about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They didn't talk about achievement. That's when I called up Zig Ziglar and I said, zig, Remember Me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Met my dad with a Native Americans from Oklahoma.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Dad's Choctaw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Yes, I remember you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Dave, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I would like to bring 20 of my managers and my assistant managers down to Dallas, TX to go through your born to win course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:26:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I bring this group down there I come back and boy did I catch holy hell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The tribal leadership comes to me and said we heard you took all of our managers down to happy camp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We couldn't lose that money to have groceries for their poor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:26:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Could have built roofs over the elderly, I said yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But you're failing your businesses because nobody thinks about success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And when they came back from the Zig Ziglar experience or sessions like the team that you brought there were they transformed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Very much so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We had a group of native business people who went from doing a job to becoming entrepreneurs in a way that really wanted to be successful in their businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:27:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:27:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Within three years, we turned around all the businesses. We're now making money. We now have accountability.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And we got recognized by President Reagans Commission on Indian Reservation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[As being one of the top eight most progressive tribes in the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So on, I guess on the strength of this success you you decided to go and get more education, you decide to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:27:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[A masters degree in the mid 80s and by the way, just because we didn't talk about this much, you actually went to college back in the 70s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Went to Roosevelt University in Chicago. But you never finished.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But still you went and pursued a Masters degree in public administration at Harvard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Did that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:28:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:28:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:28:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:28:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I would enroll every fall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I would enroll in school and I always dropped out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I mean, I think if you went back and looked at Roosevelt University's records.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You'd laugh because you'd see enrolled, dropped out, enrolled, dropped out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I just could never make it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I think what made the difference for me at Harvard was I was able to take the courses that I wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:28:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I took courses that I understood because once you get into any master's program in Harvard or any graduate program, you can basically go to any school there and take a course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:29:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I haven't worked for a tribe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:29:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I really flourished in a course that had to do with community development.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And so I was able to design a course that really made sense to me and I was passionate about it. And I did well, I I in fact, I did really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:29:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So by then I'm starting to understand that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:29:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Maybe I'm not as dumb as I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:29:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So in 1986 you you get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:29:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:29:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[From Harvard or master's degree and and you are then I guess sort of recruited by another tribe in Minnesota to help them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:29:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[With their bingo operation and this is like early days, I mean sort of Indian casinos and Indian gaming was still in kind of its nascent phase at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So tell me what you what you did you get there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:29:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:29:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They had, like bingo parlors there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[00:29:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[A how they were making some of their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Right. And I didn't want thing about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But again, you know, one of my strengths is seeing things that other people don't see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So I watch a sphingo game and I would see generally ladies and some guys, older guys, they come to bingo, you know, spend a few dollars and have a good time. And I got to thinking, you know, some of these gals really spend a lot of money playing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Bingo. So I asked this other guy who was kind of helping me. I said, Fred, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What do you think they spend here? Sometimes? He.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, they may spend anywhere from $20.00 to 50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Dollars I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Really. Well, this place can hold 400 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Where was it held?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It was in a skating rink for kids and I said, why don't we hold a big bingo game?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Back then, the bingo games generally had a jackpot $1000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:30:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But I was thinking well if I could fit 400 people in here and they spent $50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[That's $20,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I said, Fred, why don't we offer a $20,000 jackpot?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And he looked at me like I was crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I said I think we can do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[If you were to have $20,000 bingos, what do you think they would pay you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I think they'd spend $100 I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Great. Let's charge $100 and see if we could sell it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[I mean $20,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm assuming it attracted attracted people to the bingo hall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Oh my God, we we haven't sold out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[We had people that were like banging on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We we literally had to lock the doors and we had hundreds of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Standing outside with that one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[On it in and that's what really kind of started my being long in Indian country because then I started like a consulting business that I would help other tribes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:31:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Figure out how to do big Bingos and I was doing a consulting for the millax drive in the tribal chairman came up to me and he said I foresee that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Gaming is going to be a a big thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Could you help get us started?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And so we were able to put together a financing group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I was one of the original founders of Grand Casinos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And so all these casinos were on Indian tribal lands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We started out that way and then we got to be so successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We actually took grand casinos public, so that's the first time I was part of a company that went public and we went on to build 8 casinos all over the country, in fact also built stratosphere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:32:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'll transfer the the hotel in Las Vegas now, so this is kind of a turning point. It sounds like a pretty significant turning point in your life because I'm assuming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:32:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[That really for the first time, you actually came into some significant personal wealth?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:32:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah, but we were also helping tribes become successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In emerging game markets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But I want to be careful when I say this because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Not every tribe does really well with casino gaming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There's a lot of small tribes that have small gaming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Enterprises. But the one thing you're able to do is keep people employed, and there's probably only a handful of tribes that really have come into significant wealth. But a lot of these tribes also help other tribes because now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There's access to capital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[But I guess kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In the early 90s or maybe the mid 90s, you you sort of decided to to take yourself out of the gaming world. Why, what what happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah, I I can remember that the day that Stratosphere opened, my wife and I were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And a limousine in the bottom watching this wonderful skyscraper casino that really changed forever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:33:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The skyline of Las Vegas and I said, I think I'm going to leave tomorrow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wow, I do want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Casino gaming to be what I was known for life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I really was a Native American.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Was an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I really don't want my kids to think that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The game was where Dad hung his hat in life, and that's when I made the decision to quit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I guess I mean as you were, you know you're working for grand casinos, but in in the back of your mind it's in like the mid 90s, you started to come up with an idea for a BBQ restaurant. And I know you had been obviously a bar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Fan and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, I know your dad was really into barbecue and would take you to places in the Southside.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Chicago. But were you always kind of experimenting over the years with, like, building fires and smoking meat and grilling meat like people knew you as a guy who made great BBQ?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:34:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, I can remember it was still in grade school, but I had come home and my dad was home and I can remember opening up the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Porch door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I was just overwhelmed by this aroma.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:35:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Been to the South side of Chicago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He had gone to one of his favorite BBQ joints and I see my dad pulling this rack of ribs out of his lunch bucket that was wrapped in newspapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[This was the real.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Real wood, real flames. Real fire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I tasted that rift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And even though I've been eating BBQ all these years, it was that day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Time that rib, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I'm going to learn how to make BBQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Why did you want to open up a restaurant?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, I don't think I started out that I wanted to open up a restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I just wanted to make great BBQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:35:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And so I started inviting friends over to my cabin and would say, hey, why don't you guys come over this Friday and I'll cook you up some BBQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So they said, sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[So then they start showing up and they'd say, Oh my God, Dave, this stuff's phenomenal. You want to open up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Back. Well, the more that happened, finally the dream started to come together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And so in the Northwoods of Wisconsin, I started building this BBQ shack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So wait, you decide I'm going to open this up. I think it you opened up in in Hayward, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:36:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Was Hayward, WI? Is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Hayward, WI little town of only 2000 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I mean, let's just be honest. Most people, when you say Wisconsin don't think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Southern BBQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wisconsin's all about Bratwurst and cheese.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:36:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It's it's brow worsen cheese and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And did anybody say to you, hey, you know, you make great BBQ, Dave, but there are 2000 people in this town.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[You going to make this a sustainable business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:36:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Mean. Did anybody say that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[As I was building my BBQ Shack, people would drive by and they'd say hey Anderson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Are you doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:37:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm building a roof shack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[They literally would laugh at me and would say, are you crazy Hayward?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Why don't you go down to Memphis or Kansas City, Nashville, someplace down South, where people really know BBQ. You got to be nuts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Coming up after the break, why Hayward WI turned out to be just the launchpad Dave needed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[To become famous and how that first restaurant fueled an aggressive expansion that nearly broke the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:37:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Hey everyone, just a quick thanks to our sponsor Invesco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:37:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The world is propelled forward by the ideas of inventors, scientists and engineers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So they created a way for ordinary people to invest in the innovation of the future.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[With Invesco qq.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Consumers have the opportunity to access 100 of the largest non financial companies on the NASDAQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In the last four months, companies and investors Qqq fund have used algorithms to help doctors understand the coronavirus and implemented a low contact airline experience to learn more, visit invesco.com slash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:15](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:38:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:38:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:38:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There are risks involved with investing in ETFs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Including possible loss of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[ETFs are subject to risks similar to those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[An investment cannot be made directly into an index before investing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The funds investment objectives, risks, charges and expenses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Visit invesco.com for prospectus with this information.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:38:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Carefully before investing Invesco Distributors Inc.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:39:01 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[After months of campaigning, we are finally on the cusp of knowing what happens next in the White House and in the halls of Congress.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:39:08 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The NPR Politics Podcast will be there with you every day, with the latest results and will tell you what you need to know in these uncertain times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:39:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:39:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I'm Guy Raz. So it's 1994 and Dave Anderson has decided to open up a BBQ shack in the little town of Hayward, WI.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And he set himself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:39:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[A pretty high bar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Before I even opened the doors, I had already determined that I was going to have the best ribs. I was going to have the best honey buttered cornbread, the best barbecue baked beans. I had this list.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:39:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Please please please please.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:39:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And you know, I started out with my daddy's recipes, but I visited every barbecue joint every time I was going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:39:53](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:39:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I always look at who had BBQ joints in town and I learned things. I I I liked how somebody did their cornbread or I liked maybe how they had one type of sauce or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:40:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[How they were doing their briskets and guy, I know you've been all around this country. If you were to tell me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:40:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[That you know for a fact they have better coleslaw and Anchorage, AK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Will be on a plane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:40:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I will be flying up to Anchorage, AK and by tomorrow night I will have stolen that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:40:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[I mean, you knew, like you had recipes because you were you were making BBQ like from the time you were a kid, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Yeah, I can remember. Even back then we were the first family on our block that had a charcoal grill. And so I started learning how to grill foods and and then I wanted to smoke things and we we didn't have a smoker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:40:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I I took a an old trash can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:40:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I cut a hole in the bottom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:40:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I took Rubbar, put it across.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I could put my ribs on top of that and so by time I open famous Dave's, I actually have been working in my recipes for 20 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Because you know the ingredients that you use to create the the sauces, the seasonings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Barbecue is not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It's hard because to make a good BBQ sauce, you know, it's almost like Chinese cooking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:41:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There's a lot of flavors involved in making a good BBQ sauce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[00:41:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It's got a robust spiciness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[To it. It's sweet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There's different forms of sweetness to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Got your brown sugars?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:41:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:41:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You've got your fruit sauces.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[There's a lot of nuances to making great tasting BBQ sauce, and I think especially when you're creating robust flavors, that heat is very important. A lot of people may not realize this, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Everyone item at Famous Dave's is hot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:41:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[My coleslaw has a bite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[My beans have jalapenos in them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:42:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Heat opens up the taste.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Buds and that's when we really can enjoy the full flavor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:42:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And did you give it the name famous Daves as kind of a joke because you weren't get famous, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, the road to famous Dave's not only are we in a small town, but I was also 8 miles out of town and on the road out of town.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Like Dave's guns, Dave's Antiques, Dave's boats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I was going to leave my place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Dave's famous BBQ shack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:42:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I get my business cards and it said Famous Dave's barbecue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I am mad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I can't believe the printer messed up my business cards and my wife and all her wisdom, said Dave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Why don't you just leave it? You know, we're about ready to get open.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Leave it so famous Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The rest is history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:42:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wow, I read that like you were obsessed with all kinds of things. Like when you when you set out to make the restaurant you, you wrote down 100 things that you wanted to be the best at, not just like the best ribs and the best brisket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And the best coleslaw, but like the best.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Bathrooms like is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Is that right that you want to put a lot of attention into the bathrooms in the restaurant?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I believe that I'm the first one that coined the term bathroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I think that's one of the things that people talked about was was my bathrooms. My ladies bathroom had imported rose painted basins.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[In 24 karat gold faucets on a marble base I had wrought iron around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Mirror I had crown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I mean, who puts crown molding in a bathroom?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But I can remember when we first opened, I got a call within the first week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Lady, said Anderson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Write me down for 8:30 on Thursday. Your woman's restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:43:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What she said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:43:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:43:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[8:30 I want your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

['S bathroom, she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm going to hold my next cocktail party in there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wow. So it was really just about, you know, there's all kinds of details.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[Wasn't just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Food. But you wanted people to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Talk about the bath.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, it wasn't just the bathrooms. I think it goes back, back to my best of the best list.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[For instance, my music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I personally inventoried every Blues song that was played in the famous Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Had something like 6000 Blues.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[CDs back then I knew the difference between jump, Blues, push, beat Blues. I didn't want any old Blues.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I wanted all the sort of Chicago jump.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[So when people were sitting in a famous stage, I almost wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Limited to be sublimally, they had to start getting in this groove and they felt good and they were bopping around. And so that was all the experience I wanted to touch all 5 senses from the smell of the wonderful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:44:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wood aromas of night smoking in my bed to then feeling good because of the music and then the visuals. I I put a lot of antiques in my famous daves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So everything about Famous Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Was really sensory overload.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm looking at Hayward on on the map and it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I mean, it's up there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:45:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It is far from everything. It's like got to be what, 2 hours from Minneapolis?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Three hours 3.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Hour okay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Seriously, we're out in the middle of nowhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And even though I never advertised it, it wasn't. But once that the word quickly spread throughout Wisconsin, and even as far away as Iowa.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I mean, we're serving 6000 people a week and and as I've been walking through the restaurant, people would grab me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Say, Dave, you got to open up one of these in my town. I said, well, where, where are you from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We're from Des Moines, IA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We drove all the way up here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Heard about your?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:45:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We just came all the way up here just to eat people, actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Us to have famous Dave's and so this the first famous Dave's outside of Hayward was in Minneapolis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I found an abandoned gas station.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It was only 2900 square feet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We only had fifty seats and we opened up again without any advertising, but within weeks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I've got a line around the block.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:46:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[I can't even keep food in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I had to get a refrigerator truck to park next to my little restaurant just so we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Food to cook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What was the? I mean, what was it that you were that you were doing that was obviously?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Good. But you gotta put the word out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Are people finding out about it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It just word of mouth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, it was like word of mouth on steroids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[You know, I have no idea, but people were telling friends and friends, telling friends you got to try the BBQ. But you know, I I think that's what speaks to Famous Dave's is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:46:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I went through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[All of the the things it took to make great BBQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I slow smoked our ribs until they were tender.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I fling charred them so we were able to caramelize the sauce on them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But more than anything, guy, it's America's food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Is how America celebrates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, if you if you want to have a good time, you tell your friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[On over we'll have a backyard BBQ camp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, I know that while you were starting to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Famous Dave's up and running.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[You also kind of struggling in your personal life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[You were drinking heavily at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:47:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Later recognize that as alcoholism, can you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Can you tell me about that about what was going on in your life?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well I I'm pretty open that my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Has had some very dramatic transformations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:47:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I I do think sometimes that our Native American folks struggle with the alcoholism.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I know my my mom's side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It was in the family. I know on my dad side, it was a family and but you know, you didn't talk about those things. And so I wasn't really aware that was something I needed to watch out for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And you know, over the years it just kind of built up where, you know, I couldn't wait till Friday, so I could party and couldn't wait till Saturday so I could party after work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:48:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I didn't realize was that pretty soon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I was partying on Sunday and it wasn't too long after that. I was partying on Monday, Tuesday, Wednesday was partying all the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And one morning my wife came to the bedroom, she said. Dave, you got some friends downstairs. You better go down and see them, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:48:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Don't remember inviting anybody over, she said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They're here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And they say you're friends of yours? I'm all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:48:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I have no idea what's going on, so I go downstairs and sure enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Enough. There was people that I knew and it didn't take me too long to figure out what was going on. They were doing an intervention on me, and that was a tough thing, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wants to admit that they struggle with alcoholism.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Nobody wants to admit that they need help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But here I was listening to my wife, my son, and some really close friends tell me how much my drinking was taking a toll on the family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:49:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And when they said, Dave, you got a choice here. What are you going to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I said, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Let's do this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[How were you able to? Did you go to treatment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yes, I I you know treatment sounds like a tough thing and I think it's one of the reasons why people who are struggling kind of don't want to have anything to do with it because it sounds like something people do to you but today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:49:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I am so grateful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:50:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[25 years this April been sober that I today I look at the treatment is really recovery and recovery is a gift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:50:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And in the meantime, things were moving fast with famous Dave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:50:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Like you open that first location in in 94 and then a second one in 95 in Minneapolis and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:50:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[By 96, you've got 4 restaurants I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:50:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[All of them in that region, but then with just four restaurants, you decide that year to to take the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:50:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:50:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You're very open about it. I think that was one of the worst mistakes of my life going public because I didn't realize that when I go public you don't own it anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[But when one public and we we actually over sold, we were supposed to open up at 6 dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:50:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We ended up opening at 11. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:50:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So Famous Dave's goes public in 1996 and a new CEO is named Douglas Lanham.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:51:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Did you did you bring Douglas on because you were now a public company and and you thought it was better that he?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:51:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Kind of run the operation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:51:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, one of the things I was told by the Wall Street guys was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:51:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I was just a BBQ guy that I needed to hire Wall Street savvy casual dining executives.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:51:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:51:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The one thing was is that they tried to run famous Dave's as a casual dining company when really we were a BBQ company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:51:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We sort of lost our heritage of being just barbecuing and people were trying to turn it into something else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:51:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So you were basically the chairman of the board, Douglas Lanham lasted like a year or so before he stepped down because the stock price was falling. And and I guess, around 2000, Famous Dave's kind of shifted or pivoted into a franchise model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:51:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Did you support that idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:52:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I think I was always supportive. Looking back though, I wish we had kept it within the family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:52:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But you know, we had some good franchise partners, but I I think one of the problems early on was they tried to get rid of the lines that we had around the block.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:52:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And so they thought that the way to alleviate that was to build bigger boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:52:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:52:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They were just giant restaurants. Too big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Too big and today there's a lot of 6500 square foot boxes that probably should have never been built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:52:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But but to me, the franchise model was going to be tough for Famous Dave's because it was your recipe. It was a it was a whole technique and you're kind of handing that off to franchisees and you, you risk giving up the quality, right when you when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:52:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Turn to a franchise model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Well, I think that's one of the things that's hallmark about Famous Dave's is that we never really lost the quality of our food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:52:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[My original menu was actually inspired by Jimmy John's dad, James Leotode, who he said Dave, he said. First of all, you want to keep everything simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:53:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And the second thing you always want to do everything in threes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[And he said there's something magic about threes, whether it's the the Holy Trinity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:53:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It's the Three Little Pigs, the three amigos on the market. Set. Go ready and five.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:53:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[People remember things in threes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:53:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So the original famous dates menu was really pork, beef and chicken, coffee, milk and pop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:53:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Coles saw beans and potato.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:53:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, there's all threes and even how we trained people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:53:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We would season, smoke and serve. Now there might be several steps underneath, but everything was done in threes and I think that speaks to going back to that 100 best of the best things that I wanted to accomplish was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:53:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wanted to have the best training program in America, so I I in the early days I spent about $2,000,000 developing my training programs and I created this leadership from the heart training program that actually focused on building up the people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[The second thing I did was I created hog Heaven University.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

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

[I wanted to create certified pit masters and then I also created a training.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:54:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Program and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:54:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Spent a lot of money on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[In fact, people would look at famous staves and they say, wow, you guys spent a lot of money training people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:54:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What happens when you spend honest money training?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:54:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:54:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[All I had to do was look at them. Say, wow, what if I did train with the best training I could do and they stayed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:54:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[After the company went public and you kind of found an outside CEO and then, you know, there were other kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:54:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Corporate folks who were brought in to run the company, did you feel like you were losing control over the business that this idea that you had was kind of slipping away from you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:55:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:55:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[For the most part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:55:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The only thing I regretted was the company building these bigger boxes and you know, BBQ is a type of thing that grows slow and it's slow smoking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:55:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:55:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Tried to grow too fast. I think that was one of the problems of being a publicly traded company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:55:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Now it seemed like we were being run by the quarterly earnings report and if we were to miss earning statement by 1 Penny, my God, the stock got slop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:55:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[As a Native American, I don't have a lot of people around me that could counsel me. You know, I was sort of at the mercy of people that know how to run publicly traded companies on Wall Street that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:55:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know that that that's what I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:56:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I don't feel comfortable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:56:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So when you had ideas, would they listen to you when you said, hey, let's do this, let's do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:56:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Would they say, well, Dave, we got this, we know what we should do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:56:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, I think that's a struggle with any growing businesses. I think they thought of Maine, even though I was the founder and I was the, the, the creator of all this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:56:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They sort of thought of me as the entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:56:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:56:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And they thought that, you know, the corporate people needed to take over and and let the entrepreneur just sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:56:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Is up and today I wish I had fought harder and I had trusted my gut more because I would have stayed to the smaller footprints and I would have stayed to a smaller core menu.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:56:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

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

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

[1003 you step down to become an assistant secretary at the Bureau of Indian Affairs in Washington, DC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:57:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[Must have been an exciting opportunity for you. So you just kind of at that point just left famous Dave entirely like you walked out and said, look, I'm going to go do this job and maybe I'll be back and see you in a couple of years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:57:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:57:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, the reason why I left is I had to. When you accept a job with as an assistant secretary or any high level government job, you basically have to sign away all of your rights.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:57:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[To any of your business interests and so as much as I wanted to stay involved, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:57:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I had to if I was going to do this job for the President and serve the White House, I had to sign away all my business interests. Looking back, I wish I had never did that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:57:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Because why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:57:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:57:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, I think what happened when I went to Washington, DC, all my entrepreneurial spirit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Got lost in the politics of being in government and I should have listened to people who counsel me and said, Dave, you don't want to go to Washington, DC and I said, but I really believe that I can make a difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[I wanted to encourage entrepreneurship within the tribes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:58:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I really had some great ideas, but when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:58:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Boy, did I get an awakening that, you know, change doesn't happen in Washington, DC like people think. And as an entrepreneur who's used to getting things done, I was stifled here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:58:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I was really frustrated and you know, it just seemed like every turn of the road, everything was gridlocked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:58:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So you step down in 2005, clearly frustrated with your job in Washington and and I guess you tried to come back to the board of Famous Dave's, but the board refused to to give you a seat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:58:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:58:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yes, that's one of the unfortunate things of publicly traded companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:58:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They felt they didn't need me, you know, they, they thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Wow, you are still a shareholder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

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

[00:59:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I was still a major shareholder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah, but you had no other influence over the company at that point. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[No, no, they they felt they didn't need me anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[00:59:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[How did you take that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[Mean were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Were you hurt? Were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[How did you respond to that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I was devastated. I was devastated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Everything that I worked hard for all my life, my ambitions were just like shattered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Was like this was my dream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I had worked hard all these years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, in my kitchen, working on seasonings, working on recipes, working on my BBQ sauces.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And it looked back and I think, how can they do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[When we come back in just a moment, why Dave Anderson decides to walk away entirely from business and the surprise phone call that eventually brings him back?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[00:59:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:05 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[On the next episode of Louder Than a riot, Bobby Shmurdas transitioned from the streets to superstardom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:12 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And how viral fame led to infamy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:15 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I don't ask people from the hood. What if they got criminal activity going on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:19 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I know in hip hop the better the better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:22 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Listen now to louder than a riot from NPR music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And one more thing, the New York Times best selling book, how I built this is now available.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It's a great read and a great gift for anyone looking for ideas, inspiration, wisdom, and encouragement to have the courage to put out an idea into the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[It's filled with tons of stories you haven't heard about how some of the greatest entrepreneurs you know and respect started out at the very bottom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Check out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:00:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I built this the book available wherever you buy your book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:01:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:01:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:01:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So after losing a seat on the board of Famous Dave's, Dave Anderson continued to do publicity work and consulting for the company, but had much less of a say in how it was being run day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:01:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Famous Dave's was going through a lot of management shakeups, and in 2014 the job of CEO went to a former CEO from McDonald's named Ed Renci.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[He tried to turn famous Dave's into a MC whip, got rid of a lot of the history of Famous Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:01:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Was a lot of fun antiques that were part of the decor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:01:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You start pulling stuff off the walls. He started getting rid of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:01:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know our honey buttered cornbread. He thought it would be easier to take the honey butter off the top of the cornbread and just put it in the cornbread.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:02:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Official. You know, one of the most interesting stories of Famous Dave's was in the beginning. I didn't have money enough to have a smoker. I used a garbage can lid and so our all American BBQ Feast is served on a garbage can lid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:02:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, at lengthy got rid of the garbage can lids and tried to put it on some type of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:02:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Platter and I I can remember people just coming up to me and saying hey, my family just absolutely loves the garbage can lid with all your barbecue on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:02:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Where'd the garbage can?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:02:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There's a lot of things that just was being the heart and soul of Famous Dave's was being ripped out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:02:41](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:02:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I guess you were so angry that you. I read that you like severed ties with the company in 2014, is what what happened?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, I wasn't going to listen to some guy who ran McDonald's. Tell me how to be a BBQ pitmaster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I I had BBQ sauce running through my veins.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I wasn't going to stand for it and I just said look, if the board at the time wanted to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Somebody like Ed Renzi?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[This is what you're going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I'm not going to be part of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And so I basically emotionally, legally, financially, was separated out of Famous Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:03:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:03:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You divested, sold all your stocks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It's all gone little things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, I didn't have much stock left.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:03:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:03:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[A lot of people don't realize is they. They may think I had a lot of stock well over the years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Years in the beginning, you know, like any business, you have your highs and you have your lows. Well, there were times when Famous Dave's had its lows, where I put up my stock is collateral and there were margin calls and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[By time, things were where they were. There wasn't much left.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:03:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:04:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Your name was still on all these storefronts all over the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, you know, one of the things I didn't realize is that when the company went public is you don't own your name anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:04:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So consequently I lost something that I had worked all my life for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And you know, I I wish I had attorneys that had given me better counsel in the early days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Because, you know, I'm a Native American.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I I I don't have a community of people around me that could give me good counsel and if the attorney's really cared for me, what they should have said was Dave, you should go public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You really have something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You should really keep this in your family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So you step away and the brandist is not doing well at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:04:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Are a number of management shakeups, and I guess in 2016.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You get a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They some they want you back. They want you to come help them rebrand and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Return to their roots. What? What's the story?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So I'm kind of out of Famous Dave's. And one day I get a call from Mike Wright who was running the famous products retail line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Really, Mike was a good friend and he called me up, he said. Dave, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:05:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Do you mind if I stop over?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So Mike shows up my house and he said, Dave, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Some things we gotta talk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[About he said the company misses you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[All the franchise owners miss you, your customers, they miss you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[People who love famous Daves are missing you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Got to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And I said, well, I don't think the leadership wants me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He said that's not true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He said people want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[They want you involved and I said, well, I am out of Famous Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:05:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Not going back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And he really laid a guilt trip on me, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[If there was ever a time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And there may never be another time if there was ever time that you come back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You got to come back now because Ed Renzies not going to be around the company really needs you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There's no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We need you back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Felt pretty validating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I was in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:06:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I thought I would never hear that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:06:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[After Mike left my wife and I talked and it was really, you know, a tough conversation of what do we do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Famous Dave's has really been such a love hate relationship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Where I loved the food I created. I'd love being with our guests and the reason why I came back was my wife and I came to an understanding that it was really the people that we cared about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:06:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Was the franchise owners?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It was the people who came to famous dates who loved the food and I think it was for that as I knew I had to come back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Hmm. So you you start to I guess essentially consult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[With a company to help them, like do a rebrand, and one of the things I guess you kind of suggested was to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:07:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Just kind of bring back the classics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The the Cajun Chicken sandwich and the brisket burgers and other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[This 2016 even to this day I'm famous. Daves started to buy back some of its franchises in order to kind of retake control. I guess of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah. One of the things I think the company realized is that there was some franchise owners who probably had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There was a number of management changes over the years and and they kind of got disenfranchised with the, you know, not having a passion they once had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:07:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[So one of the things the company realizes that the only way they could right the ship was they probably had to buy back some of their franchise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Reinvest in them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Get back the training programs that we used to have and just kind of reinvent ourselves and bring back the basics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Getting back to what made us famous in the beginning, we needed to be devoted to making people happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[A new CEO came in in 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Jeff Covello and I guess I mean he started to ask, you know kind of bring back some of those things like the the trash can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In the history, I mean, you go on the website now and your story is right there front and center.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, I think one of the things that makes Jeff so special is that he grew up eating famous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

['S in Chicago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He loved famous Dave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[He was the first CEO who actually called me up on a regular basis. I mean, Jeff and I talk all hours of the the night, he'll he'll call me up at 11:00 and we'll talk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:08:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In the morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[This is how passionate this guy is. Jeff reaches out to the franchise partners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You'll see Jeff in a restaurant actually pushing a bro.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[When we're doing a remodel on one of the restaurants, Jeff was there with a paintbrush. I had never seen any prior CEOs actually get in a restaurant and want to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And your role really in the company in a sense. And this is not, I hope this is sounds complementary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Mean you really are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You're like Colonel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I mean, you really are the kind of the ambassador, the brand ambassador.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Do you feel like you are listened to more now than you than you were in the past?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Today, there's without a doubt, Jeff listens to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Jeff is the first CEO that actually brought me back to the board.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:09:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And said, you know the board needs to hear your ideas, Dave. And because after all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:09:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, I I'm one of the few BBQ restaurant owners that was actually inducted into the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[National Barbeque Hall of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah. Any celebrity judge at all of the big BBQ events.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I live in this world of BBQ, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But is a company still publicly traded?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Today, yes, the company still publicly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:10:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I think our stock is around 3 bucks, so you know the only place you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Go is up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Do you think that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I mean, we're in the midst this pandemic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And many states in which famous Dave's operating have certain restrictions and and there's a lot of delivery. And as you know, the restaurant industry has really been hit hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Do you know? I mean, how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Is Famous Dave's doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In the midst of this this crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, Famous Dave's, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Is built on what's basically picnic food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Barbecue travels and it travels really well when we look at our menu when you're serving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:10:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Pulled pork sandwiches. Beans. Coleslaw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:11:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[That's the type of food that travels. The famous Dave's restaurants are built for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:11:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We have our own dedicated take out doors and that's why I think famous days for the first time in a long, long time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Is on the road to recovery, so we're actually able to thrive, unlike a lot of restaurants who are struggling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:11:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, given given all the ups and downs of of your career and a lot of incredible ups and a lot of just incredible triumphs and successes, but also some really tough, tough breaks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:11:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Mean, you know, even even with famous Daves, you know, kind of taking it public. And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:11:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Losing the business for a while and the brand and of course now you're back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:11:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:11:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But I mean, when you kind of look back on on the different decisions you made, would you have done things differently or do you think that you kind of had to make the mistakes you made in order to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[In order to learn how to do things right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:12:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I think every day, sometimes thinking that I wish I could do things differently. But you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The reality is I really have overcome a lot of adversities in my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I have done things in my life that I wish I hadn't done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I should have been dead 3.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I've been broke three times, but every time I've always come back stronger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, I often tell people that life is not always on top of the mountain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It's the valleys and it's the struggles down there that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[To come back from where you learn things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Play music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I think that's how you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Grow. And so if you're not out there on the edge making things happen, how do you know what's possible?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:12:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But one of the things I I go back to is that the food of famous days, my original recipes are still holding the test of time and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[As much as we should ourselves in the foot as much as we've made our mistakes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Is that people have always resonated with my food. And so yes, we've had our tough times at famous days, but but look at what we've also accomplished.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Our BBQ products are in big box retailers like Target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Sam's Club Costco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[We are all over America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It could not have happened if things were easy. So, you know, I think my story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Of my struggles and overcoming that my ADHD overcoming my alcoholism, overcoming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The tough times in my life is no different than the story of Famous Dave's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah, I mean, that's the thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know you your legacy will continue to live on after you're gone because at some point we're all gone, right? Obviously.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And this brand will continue and is that more important to you that legacy than?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:13:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:14:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Than wealth? Or are they both equally important?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:14:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:14:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, first of all, I don't think I've ever worked to to get a paycheck more than I've worked to be a positive difference in the lives of other people. I've worked really hard to be good at what I do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:14:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But more than that guy, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:14:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[If anything, people remember about me, I've been able to build something and give jobs to families and create opportunity where there was nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:14:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And a lot of people sometimes say, God, what I wish I was in your shoes. I have to laugh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:14:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:14:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Don't think so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:14:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[But the one thing I can share is that I am grateful I live a life of gratefulness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:14:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I live a life of sobriety and I live a life that I am so fortunate to be living in this country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:14:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:14:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[The things that I have done, it doesn't make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[There's there's no rhyme or reason that I was able to get a bank loan on my signature alone, much less having a 1.98 grade average in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[No undergrad and getting into Harvard University.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Who would ever know that from some Indian kid growing up on the West side of Chicago?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Yeah. When you think about your story and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Everything you accomplished, do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Do you think that what happened to you happened because of your skill and and hard work and perseverance?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Do you think a lot of it had to do with luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:15:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I don't know about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I I I wish I had been lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, you know, I think luck is created when you have a dream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You're willing to work for that dream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Willing to work hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:15:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[You know, I think luck is a byproduct of you just being 100% devoted to never, ever giving up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[That's Dave Anderson, founder of famous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

['S, by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Some of you may remember that several years ago, Dave competed in a Food Network BBQ challenge called Best in Smoke, and he made it all the way to the finals.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:16:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Till right at the very end, they pull a surprise. You've got 20 minutes to cook something out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:16:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[What's tofu in all my years of cooking, I had no clue what to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:16:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[And today I know there's like a firm tofu and there's like a silky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:16:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:16:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:16:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Well, they gave us a silky smooth and I lost $50,000 because I could not cook tofu.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Cannot grill silky tofu.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[I tried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[It fell through. The thrill grates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:16:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Hey, thanks so much for listening to the show this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:16:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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[01:17:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[This episode was produced by JC Howard, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:17:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[Thanks also to Liz Metzger, Derek Gales, Julia Carney, Neva Grant and Jeff Rogers. Our intern is Farah Safari. I'm Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

[01:17:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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

[01:17:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVw)

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