# Audio file

[Diapers.com & Jet.com Marc Lore.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[In the early days, believe it or not, we'd actually go to the wholesale clubs. So BJ's, Sam's Club and we would buy the diapers full price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And you were just paying full price for these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

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

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

[Then you gotta mark it up on the website. So why would somebody buy them from you on the website?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[We didn't mark them up. You didn't mark them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[No, we just lost more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Money to you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[You were basically losing money to make it more convenient for people to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[As one investor like to say, let me get this straight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[You're selling a dollar for $0.90.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[I'm Guy Raz, and on the show today, how Mark Lowry took an idea guaranteed to lose him money selling diapers online, built an e-commerce giant, sold it to Amazon, and then went head to head with them by building an even bigger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:01:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Jet.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Lots of stories we've told on this show are about consumer brands that succeeded not by creating something entirely new, but by taking something old or unremarkable and selling it more cheaply or efficiently or seamlessly than others. Michael Dubin took the frustrating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Experience of buying men's razors at the drug.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Store and turned it into an easier and less expensive one by creating Dollar Shave Club. Same story with Warby Parker and Frame Bridge. These companies offer their customers pretty much the same type of glasses and the same type of picture frames you could buy anywhere else and just figured out how to make them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Easier and cheaper, and even slightly cooler to buy one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:02:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Line and that basically is what Mark Laurie wanted to do with one of the most essential products ever invented, diapers. He wanted to sell them online easily, cheaply, and effortlessly, except that unlike glasses or razors or picture frames, the margins on diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:02:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Sock. In fact, diapers are a lost leader. Most stores that sell them don't make money on them. They make money by getting you into the store to buy other things. Baby wipes, pacifiers, clothing, strollers and more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:02:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And Mark Laurie believed that he could pretty much do the same thing, except without the costs of a brick and mortar operation. So in 2005, he launcheddiapers.com with a partner and by 2010 his company became the biggest seller of baby products on the Internet, which was great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[But it also caught the attention of one notable and powerful competitor and that competitor. Yes, it was. Amazon would end up acquiringdiapers.com, which, as you will hear, was not a happy moment in Mark Lori's career.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[So a few years later, he started another e-commerce site, a retailer that went head-to-head with Amazon, and Mark called it jet.com, a business that would eventually be acquired by Walmart for around $3 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:03:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[As a kid, Mark Glory grew up in New Jersey. His dad ran a computer consulting business, and his mom was a personal trainer and a bodybuilder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:03:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So that's kind of fun. You know, I was probably a junior in high school going to my mom's bodybuilding competitions. Wow. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:03:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[She did well, she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:03:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[She won a couple competitions and things. It was fun, but really inspirational as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:03:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Kid. You like that? Yeah. My mom's a bodybuilder. There's my mom. My mom should kick your \*\*\*\*.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:03:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:04:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[She used to squat like £350.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:04:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[When she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[Like 110 lbs. Yeah insane. I know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:04:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I I read that like when you were in middle school, you got into, you know, different businesses and stuff. And you started like selling baseball cards in high school. And did you make?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:04:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Money where you were you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:04:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Put it like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:04:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Buying cars for cheap and selling them for for more expensive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:04:26](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Say we did. OK. I did it with very close friends. Lax. Chandra's big part of the business was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:04:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Grunt work we would buy cases of baseball cards that weren't sorted, and then we would basically sort them into full sets and then sell the sets. And the sets were sold at a premium because somebody had to sort them and put. So we would do that all summer, but also did every possible sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:04:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Job a kid could possibly do everything from, you know, newspapers, recyclables, washing cars, mowing lawns, picking weeds, anything to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[A buck, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[At school as a kid. Were you good in school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:05:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[No, I wasn't good at school. I I definitely had some, you know, my parents used to fight all the time. It was like a it was rough growing up. I didn't focus on school at all. My parents, I was the first person to go to a four year college and my parents didn't, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[You know much about school? My mom went back to get her high school diploma. You know, they got married when my dad was 20. She was 19, had me less than a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:05:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:05:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, it was. It was. I, I I didn't do homework. I didn't pay attention in class. I was the class clown. I would just didn't take school seriously. And there was no repercussions at all. In fact, when I was a sophomore in high school, I remember somebody asking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:05:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:05:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Hey. So where you going to go to college? Are you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Thinking about college yet? I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Said I don't know. I probably just go to Harvard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And they said Harvard, you can't get in Harvard. What do you mean? And I said, what do you mean, get in like, don't you just say where you want to go and then you pay and you go like, no, it doesn't work like that. You have to actually get into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:06:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The school they have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:06:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[To accept you, this is literally the first time I ever understood or knew softly in high school that you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:06:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[And so that was sort of a wake up call and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:06:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[Did start like applying myself into did better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yeah, it sounds like it wasn't really stressed at home that like you had to do well and make good grades and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:06:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, not at all. But I was mathematically gifted, like gifted in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:06:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Math. Math was just one of those things that that just came easy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Easily to you, I think. So. When I was a little kid as a soothing mechanism. You know, I used to count and then eventually when I got a little bit older, I used to do multiplication problems in my head and big stuff like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yeah, it was just it just I guess it was just natural.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:06:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You ended up going to Bucknell University in Pennsylvania and I guess on a track and field scholarship, right? Like you. That was why you ended up going there because as a kid, you were like a pretty gifted athlete. You were like a a high school state champion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yeah. So it wasn't. They don't give scholarship, but it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:07:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[What helped me get into that school because I didn't have the grades to get in, but when I got there, I didn't realize this. But when I got there, the coach sat me down. He said OK, you know, you basically on academic probation. The day I got there and they said, you know, you need to, like, get certain grades to stay on this team. And I said, well, you know, I want to be a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:07:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Catholic, which is 10 events and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:07:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And he said no, you're not going to have time to train for that. You need to focus on school if you're gonna stay on this team and stay in the school. I'm like, wait a second. I just got here. So that kind of got me fired up. And I told the coach and said, alright, well, listen, how about this? If I get straight?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

['S first semester. Then I'm good, right? Then, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:07:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Train me and he laughed and he told.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The team, he said. Ohh Mark just made me a bet, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[I got to treat him for the decathlon. If you get straight A's. So it's like, OK, fine. And then I got straight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:07:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[A's the 1st.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:07:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Semester. What? What did? What did you? What explains that? Did you were your classes more interesting? Once you got to college were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[They easier or what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[All was challenged by the coach and I felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[You know, I think he thought I was just not smart or something because the way it started off and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:08:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Did you, by the way, did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Think you weren't smart?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:08:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[No, no. I knew I was smart. Yeah. You knew you were smart. Yeah. Cause if I ever had to turn it on once in biology class, I got the lowest score in the class. And it was like A7 or something. And I didn't study. It was really embarrassing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[As he this teacher, Mr. Ornati would announce the lowest and the highest score, and it was just really embarrassing. He's like in the lowest score. He would do it in a really condescending way and everyone laughs. It was just very back and imagine them doing that today. But anyway, after I got the lowest score, I study for the next exam and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:08:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:08:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[He announced my name again, but this time it wasn't the low scores, the highest score. I I knew that if I had to turn it on, I could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[So it sounds like what drove you was a competitive spirit, right? Like you wanted, if you had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:09:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And just to prove yourself, you, you. You were going to be the best.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:09:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. Also, it's just a probably just based on growing up. My dad, you know, was not completely present and the only way to get my dad's attention was to do something extraordinary. So it's sort of programming as a young kid, like to associate doing big things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:09:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[With feeling loved. Basically. Hmm. I didn't realize that growing up. Obviously, it's only with therapy and. And as an adult, thinking back to that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Sure, sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Enough, but that is ultimately where my drive came from. It it didn't come from a healthy place. It wasn't healthy, but I've turned it into something more healthy today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:09:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So it sounds like you were a talented track and field athlete and you studied. I read you, studied business and economics. So was it kind of in your mind that and given that you had some like strengths in math that you would go into something around finance out of college, was that in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:10:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Your mind? Yeah. When I was in middle school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:10:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I started reading books like in 7th grade. I started reading books on derivatives like when it came to learning about how to how derivatives work I could get into that book and read it cover to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Cover no problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[That sounds so unbelievable. Boring. OK, keep going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:10:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. So, no, so I would, I would literally read books under rid of any book I can get. So when I graduated from Bucknell, I wanted to get into derivatives basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:10:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I even though I was very entrepreneurial, I didn't even know that was an option. This the idea that you could be an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:10:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[So you I guess you graduate in 1993 in your first job at schools with bankers trust in New York City. And I guess your goal was to work at the trading.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[That's correct. Did you enjoy it? I mean, you, you're in New York City or on your own. You're independent. You got your own apartment. Like, was it exciting? Were you always working? What do you remember about that time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:11:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. No, I I loved. I did enjoy college as much as other people. I was ready to get in the work world, start have a job and make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:11:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[Grew up basically a mercenary, as I call it. You know, I was growing up in a household with my dad, always talking about, you know, making money and my uncles making money and going to Atlantic City and trying to beat the House of blackjack and going to the horse track with my uncles and trying to make a buck. It was like everything was about making money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[That's that's what I call mercenary kind of attitude. And when I got into banking, all I wanted to do was make money. I put a I put a sign on my cubicle that said Goal 6 figures by 26, seven figures by 37, eight figures by 48.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:11:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And that was it. The goal was to make money and I basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:11:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Worked as hard as any person could possibly work. I was always the first one in the office to bank the last one to leave it be 8:00 at night and, you know, ask what else can I do, you know, like I was just trying to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:12:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Do whatever I could to get ahead and and make more money. Basically get promoted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And and this is kind of a rapid rise, I read that like from you know 93 because you're just out of college through the 90s, you really got some really big promotions, I mean within.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:12:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Seven years. You were like the head of the risk management division at Sanwa Bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yeah, I was the executive Vice president, which was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:12:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[By far the youngest executive vice president.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:12:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You were barely 30 or 29 or something, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:12:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, I was 28 when I got the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:12:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Job. Yeah. So you were just, you were just go right. And and by the way, just to add one more thing, believe that in 1996, in the midst of all this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:12:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I can't even believe I'm these words, but to come out of my mouth, you qualify for the US national bobsled team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. Yeah. Not a lot of people know that. But yeah, that's true.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[So my extensive knowledge of bobs letting comes entirely from cool runnings, and I know that they were. I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[In that movie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[They were track and field athletes and that's why they were good at bobsledding. Is that how it works? Like if you're really good fast runner like you can become.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[A good bobsledder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[If you're not only fast but explosive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Legs and speed, so it's sort of like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[If you could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Squat and broad jump and high jump from a standstill. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So the way this all happened, you want me to tell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You the quick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I mean, you're a banker in New York and you qualify for the US national bobsled team that's going to the Olympics in 1990.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:13:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[OK. How do you how does that happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[OK, yeah, this is the story of how it happened. So having lunch down at the World financial center.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:13:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And I see that there's a like bobsled track set up and there's like a tent basically like 5 bucks come down, push the sled and they'll time you on how fast you pushed the sled. That was fun and interesting, but more interesting was the thing that said the fastest time of the week. They'll invite you to the training camp. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:14:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So the next day I brought my sneakers and I pushed the sled and the guys there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Were like, whoa.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[That was the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:14:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Fastest we've seen anybody push the sled so far, and so it turns out I had the fastest time of the week and I did get this call and they said, hey, do you want to come up to Lake Placid? It's basically like, people get invited up there and they they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:14:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Take a test.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:14:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Strength, speed, explosiveness, broad jump, high jump.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:14:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And they scored me and they said, hey, you've got a great score. This is pretty amazing. Would you want to train for the next month because we have at the end of the month, there is the tryouts to make the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:14:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Team, you know, push the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:14:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And and I said sure, let me see if I can get a month off from work and I got a month off and I lived up in Lake Placid and trained every day for 30 days on how to push the sled and all kinds of other techniques and things. And then at the end of the month, they had like the time trials who makes the US national team and they were going to take 13.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[People and I finished 13th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It's like a movie story, right? It's like that movie rookie of the Year, where the kid throws the baseball back and and he's got this amazing arm and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

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

[The Chicago Cubs. You know, you just like having lunch at at in downtown and he pushed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[The sled this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Was perfect for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Me. Yeah, I I've. I've still been working out and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[But I did when they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[They told me that I was invited to go train at the Lake Placid. It was like a few months from the time they were at the the War Financial Center. So with those few months, it basically just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Push cars around every day after work I would go to a park in empty parking lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Push cars. You push cars, you'd put the car in neutral and just push it around. I don't even know you find an empty parking lot in Manhattan, but you clearly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, neutral. Yeah, basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Did this is a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[New Jersey gotcha. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But but I guess ultimately you decided not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:15:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Take this spot on the team, right? Because you would have basically had to quit your day job to train.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

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

[00:16:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Travel around the world with the team for two years before the Olympics and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And bobsledding is is not really super.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:16:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And and I was driven to make money. Remember, I'm a mercenary. So at that point in my career, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:16:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Was a mercenary alright, so you're back in New York? Not on the bobsled team. And the story I've read and I. And I'm sure there are more details to it, goes something like this. You you've got this great career in finance, you're in your late 20s. But it's just something about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[About it's just not fulfilling you and you are watching allthis.com action going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[On and you want to get in on it like you decide. I gotta get out of this and get in on this thing. Is that what happened in 2000? Pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:16:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Much I was watching all that stuff happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:16:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I was making a half a million a year at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:16:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[28 wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:16:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And at that time I was married and had just had a baby and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:16:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Desire to want to be an entrepreneur like you know, I wanted to be a farmer when I was four years old and I wanted to be that for for years. My grandmother would ask me what I wanted to be, and I'd say that and she didn't understand. You used to laugh and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:17:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And but man, they grow stuff from nothing. And now I get it. You know, I I just wanted to grow stuff. And the other thing that was happening at the same time was I hated the culture in the bank. I hated the way people were treated. It wasn't very diverse. It was very kind descending.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Toward women, and it was very harsh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:17:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[There's no empathy and kindness didn't play a role. And keep in mind, you know, I was kind of torn. So I was. I grew up in this mercenary household. My dad and uncles and stuff. But then because I was, my parents were so young when they had me, my mom used to leave me with her parents, which I called Big Nan and big Pop. And they were the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:17:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:17:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The complete opposite. You know my grandfather came.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Over from Italy and had a job working on the railroad and used to say that he had the best job in the world, laying railroad times and was literally serious. Like he he used to say that he was the wealthiest man in the world and he would count all his grandkids and children as 1,000,000 bucks, and he was just like the complete opposite and the classic missionary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:18:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[He was driven.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[By a higher purpose than I was always.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:18:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Drawn to that, but each year comes only in banking. For seven years, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:18:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Know before I quit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:18:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That and something was really missing. Something was wrong. I didn't feel fulfilled, and it felt like it seemed like a, you know, road to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Nowhere. So you you decide to quit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Which is a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:18:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Big deal. And then you had a big paying job and to go and start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[A business with a childhood friend of yours, Vineet Bharara is that am I pronouncing his name?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Right. Yep. Vineet, recall him, Vinny, but yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:18:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And UM and were was any part of you nervous about about doing that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:18:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. Also, I had a newborn baby at the time. So yeah, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And actually did it with Vinny and Alexandra SO2. All three of us were best friends and laxa did the baseball cards with both of my childhood friends, childhood friends since I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:19:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Ten years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:19:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And but by the way, what was the enterprise that you were going to? What was this business idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[This was like basically a sports stock.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:19:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Market we used baseball cards as a proxy for the athlete, but it was much more of a stock market than it is anything to do with baseball cards. People would have accounts they'd have built a portfolio, there was a ticker, there was market makers, there was bid offer spreads. It was meant to be a stock market for sports players.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:19:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So this is going to be a marketplace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Or I just still don't fully understand it I'm I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It's just a marketplace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Sell sports Collectibles online is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:19:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[No, no, it was if you imagine a baseball card that you never take delivery of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:19:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:19:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It sits there as a proxy for the athlete, so you'd buy the cards and they go in your account. The price would go up and then you sell them and the money would go in your account and you'd buy and sell and trade. And so actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:20:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It felt much more like a stock market like we had watched the games and and if players did well, the stock would go up. Player did bad, the stock would go down and people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We're trading pretty aggressively during the games.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And you raise some money, right? You you guys raised like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[We've raised $5,000,000 all from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[60 Angel investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Who really believed in this? I'd because I'm just thinking today, if you pitch me that idea, I would be very skeptical.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:20:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Well, here's this is going to this sounds like I'm absolutely crazy when I tell you this, but I invested 390,000 of my own money into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[And you know the investors, the Angel Investors said, we're not sure about this idea. But wait. I see here. Mark, you invested 390 grants a lot of money. You know, you're not that old. Why 390? Why not 400? And my answer was because that's all I had. So I literally had 390,000 in the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:20:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:20:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That and they said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:20:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Wow, this guy's got a lot to lose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[Would I recommend this? No, I wouldn't recommend you take every dollar that you have, but I'll tell you what. If I didn't do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Wouldn't have got the investment dollars and we wouldn't have worked either because it really felt like my life was on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[Line. All right, so you and by the way, this is called the pit, right? This is the so you get the money and you launched this in 2001 and and it's a website 2002 thousand and it's a website, it looks like a marketplace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:21:20](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:21:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[2000 in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[We mentioned that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[The ticker going across the screen and stuff like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:21:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yep, yeah, just look.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:21:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, exactly. And and did you get like some media attention for this and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Kid and we got a lot of customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[You got a lot of customers. Yeah, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:21:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Got a lot of people came on that were trading. They would send checks for ten, $50,000 and start trading.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And how would you guys make money? What was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:21:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The revenue model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Read me money on the bid offer spread and Commission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:21:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So you launched this thing, you're getting some traction, was it? Did it show promise? Did it look like it was going to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:21:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It was, yeah, it was really working. The 1st 10 months we were doing about 10 million in transaction revenue. Wow, it was it was going really good. But then about 10 months in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:22:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The NASDAQ crashed. This is when the monster monster crash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:22:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, that was the beating of the bubble bursting, and you immediately felt the results of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[Because we needed to start raising money and it was just Ghost Town 0.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:22:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[There was no money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And so I guess you because I'm wondering why this happened, but basically 10 months in you sell the business to tops the baseball card company for 5.7 million, which is not that much more than what you raised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:22:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:22:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That's right. When believe it or not, everyone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And got their money back and a little bit more. And they said it was, you know, it's the best performing investment in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:22:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Performing year so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[So everybody get their money back and a little bit of change on top and tops. Now the biggest one of the biggest, maybe the biggest baseball card company in in the US owns you and you go you and and Vinnie become.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:22:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:23:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yep, and LAX. You know, all three of us. And then Finney went on to become the general counsel of Tops Inc. LAX ran the pit, and I went out to Seattle to run a game company called Wizkid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:23:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Which was acquired by TOPS as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:23:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:23:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Clear they didn't make computer games right? With kids made like physical games that you played with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Physical games think about like little miniature figurines that have stats and things almost like dungeon and Dragons. But like with miniature figurines, and you would collect the figurines. The figurines were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Collectible alright, so you end up working under tops for two years and you decide that you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Want to start something new? Is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Is that what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Happened. Yeah, I've.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I was a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It was tough, like I was probably the after I was there for two years. I'm now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Ten years out of school, I'm like 3233 ish. I had ambitious goals and dreams for my career and things, and I'm basically one day I remember. It was like after hours I'm sitting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:23:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:24:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Started getting into this dungeon and Dragons and sitting around with a bunch of gamers at night, and I'm at this 20 sided die in my hand and I'm rolling it just thinking what happened. You know, I was like on top of the world at 28, the fastest to EVP, making all this money, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And then here I am at 32, we're in the 20 sided die. You know it was just, I don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It's like surreal, it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[That didn't feel right. The banking didn't feel right, but also didn't feel right. Just running game companies. That's right. It definitely not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And you were not going to go back into finance that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:24:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[Going back into finance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[So I guess around this time you and Vinny start talking about doing something new, a new business and we now know that this would lead to to diapers.com, but I want to understand what was going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:24:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Did you guys start to have conversations like, you know, what can we do and what opportunities are out in the world? Like, how did you even start? What was the conversation?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. Tell you exactly how it started. This is even before talking of any, but I I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Just go on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Google and search for random words and see how many times they were searched in the search engine, and I remember searching the word diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Why? Well, I I was doing a lot of diapers at the time. Yeah. Buying them and changing them and. Yeah, but I put lots of words in. I mean, I don't know, hundreds, maybe 1000 different things. Just getting the brain going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[When you were changing a lot of diapers yourself. Yeah, I got you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Just looking for what people are searching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Online. Yeah, just some nugget of like, what are people searching for? Just trying to get ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Brainstorming basically, you know, not knowing what you'd find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:25:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[No idea, but put in the word diapers and remember it came up 200,000 times in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[A month searched.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[I'm like, that's really interesting because you can't buy diapers online, not even Amazon at the time could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You buy them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[In 2004, you couldn't buy that, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:25:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, it might have been 2003, 2004 somewhere on there you could not buy diapers at a normal price. They were like prices were like Jack to ridiculous levels. It just wasn't a thing. Nobody bought them online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:26:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Then I went to Vinny and I said, hey, Vin, what do you think about this idea of, like, selling diapers delivered them, like, overnight to moms and dads at normal Walmart prices? I think we said Walmart prices.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:26:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And they started talking it through and thought, yeah, there's something here when we would ask people, though, about whether this would work. People that knew it as something they said that's silly idea. There's no way to work because, you know that diapers are loss leader for these brick and mortar stores, they drive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:26:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Traffic and so they lose money on them. And if you're going to pay for shipping and fulfillment, you'll lose even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:26:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[More money. There's no way it can work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:26:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And and just so I understand is the reason why diapers didn't nobody wanted to sell them online was because once you paid for shipping, you weren't actually making, you were not going to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:26:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Money off them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:26:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Even if you were able to get great prices from the manufacturers, it would still be hard to to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Not even hard as impossible, because there are loss.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Eater so there's there's very little margin in diapers, and yeah, the cost to ship because they're heavy is really expensive. You were definitely going to lose money on diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But what I'm trying to understand is why are diapers? Why do diapers lose money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And everybody was a kid is going to buy diapers for two to three years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[So that seems to me that there's a lot of money to be made there. How is it that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[That's not the case.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It's not the case because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[All the the retailers compete for people looking to buy diapers and they keep lowering the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Price to try to drive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It's a race to the bottom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Traffic. Yes, basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It's a race to the bar. I gotcha. So the retailers are pricing it down just to get people in the door and buy other stuff. But you must have figured this out pretty quickly that you're not. You can't make money off diapers. So I'm thinking if I'm talking to a friend about a business idea, we're like, alright, we look at that, let's go to the next idea. But that didn't happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:27:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:27:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Because I think we saw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The bigger vision, which was wait a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[2nd.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:27:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[These things are a lost leader for a reason. They drive traffic to the store and online. The difference in a brick and mortar and online is online. You can sell so many more things because the unlimited shelf space. So we thought, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:28:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[Great. So let's drive people. You know, we're going to lose more money than a brick and mortar dozen diapers because we have to pay for shipping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[But that's OK we can sell even more products and more high margin products in stores can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:28:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:28:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Start working on this and I guess initially it's not called diapers.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:28:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It's called. It started off 1800 diapers cause we couldn't afford diapers.com domain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:28:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And you guys, I guess kind of relocated to New Jersey where both of you grew up, right, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:28:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yep, in Montclair, NJ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yep. And what did you? I mean, you had to build a website, you had to get inventory. Let's just break this down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Because building a website in 2004 and server space was really expensive, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yeah. We had our own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:28:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Box physical box. There was no cloud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And you guys put, imagine you were put, you put all of your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:29:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Money into this, a lot of it. Yeah, it wasn't 390,000 this time, but but it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:29:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:29:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And and what like I guess when when you start calling up manufacturers to buy their diapers, was just like, was everyone just saying like this is a bad idea, like selling diapers online is just crazy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It was crazy. So crazy, I guess that Procter and Gamble and Kimberly-Clark, the two big diaper manufacturers that make Pampers and Huggies, they refused to sell US diaper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:29:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[They said they just don't want to waste their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:29:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Time our business is never going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[When we come back after the break, how to turn a big fortune into a small fortune by selling diapers online and how Mark and Vinnie eventually figured out how to turn things around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:29:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Stay with us. You're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Support for how I built this and the following message come from Culturelle, who wants you to know that an estimated 45,000,000 Americans may have IBS, according to the International Foundation for Gastrointestinal Disorders CULTURELLE IBS, complete support is a medical food for the dietary management.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Of IBS, it's designed to relieve symptoms like abdominal pain, bloating, diarrhea and Constipation in a safe, well tolerated once daily dose save 20% with promocoderadio@culturelle.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:30:37 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I'm your Shah. We're the hosts of the NPR podcast Invisibilia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:30:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I'm Kim magnetis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:30:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You can think of Invisibilia, kind of like a Sonic black light.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:30:47 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[When you switch us on, you will hear surprising and intimate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:30:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Stories, stories that help you notice things in your world that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:30:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Maybe you didn't see before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:30:57 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Listen to the Invisibilia podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:31:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So it's 2005 and Mark Laurie and his cofounder Vinny have just launched their website, which at the beginning is called 1800 diapers, but has customers start to find out about the site and start to put in orders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Manufacturers refuse to sell them any diapers, so the two cofounders have to figure out how to get them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:31:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[In the early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:31:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Days believe it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:31:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Or not, we'd actually go to the wholesale clubs. So BJ's Sam's Club.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:31:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Costco and we would buy the diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:31:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But you would go with like a shopping cart and just float it with diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:31:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[At first we go with a big shopping cart and then we would make a deal. They would load them up with their, you know, they'd move the pallets and put them on the truck. We'd rent like an 18. Wheeler would come and they put the pallets on the 18 Wheeler.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Like palettes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And they did they ever ask? Hey, what are these diapers for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[No, they just they love getting the sales and they were quite happy to sell them. We had a little arrangement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Where we leave.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Them some diapers for their other customers and in return they put.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Them on the truck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And eventually we were. We were clearing out like multiple clubs at a time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And you were just paying full price for these diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Full price, no discount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[All right, so this is. I'm no business genius, but I'm thinking if you buy the diapers for full price, then you gotta mark it up on the website. So why would somebody buy them from you on the website? You didn't mark them up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We didn't mark them up. We sold them. No, we just lost more money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[To you, you're basically losing money to make it more convenient for people to get diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[As one investor likes to say, let me get this straight so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You're selling a dollar for $0.90.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:32:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That's what you were doing. You were buying the diaper for, let's say a dollar and then to compete against BJ's and Costco, you were selling it for $0.90.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[And paying for the shipping costs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And pay for the shipping and fulfillment and credit card fees, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That sounds like a crazy business. I mean, I read that within like a year after you launched, you did $11 million in revenue. But that probably means you were still because you were losing money the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[More revenue, we had, the more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Money we lost. That was the problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So how are you financing the loss before you even raised any outside investment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[That was all me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And Vinny, you were just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Watching your money being burned out of your bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Account and that doesn't sound smart, but we had a we had a plan, we had a vision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It doesn't. It sounds nuts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Your vision was it's gonna be OK because we're going to figure this out. We just need to get customers first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:33:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The learning you know just and it still stands today. It's the idea that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[As long as customers love the service and they're repeating and they give you good marks that you had something, you had something that was valuable, you had a brand and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:33:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[There was lots of ways to solve the economics as is what we thought and felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:34:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[How many people did you were you able to hire before you got outside capital?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:34:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[At 11 million in sales, it was basically just me and Vinny and we hired another woman to like help us with customer care.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:34:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[There and and some of the fulfillment. But we got up to 11 million in sales with two people, but three people basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It was and you were still only selling diapers right in the first couple of years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Really hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:34:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:34:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Wipes and baby formula and some other things, but yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:34:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[All right. I guess in 2006 you were able to raise some money, the $4 million in venture funding and you started to get around that time, Procter and Gamble, Kimberly-Clark and a few others agreed to start directly selling to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:34:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:34:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The only reason why they did, by the way, is because we changed the rules with the wholesale club. We you know, we used to leave them some diapers and we said, you know what, wonder what happens if we take all the diapers. Remember, we'll get mad and they'll, like, call P&G. And so. So we tried it and it it actually worked. We went in there, we took all the diapers and said, you know, our deal was we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:35:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Load the truck up and you leave us diapers. And we said OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:35:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Well, then you don't have to load the truck, but we're taking all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:35:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The diapers and like, whoa, whoa, whoa, whoa. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:35:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I can't do that. I'm like, I think we can. We we just like any other customer. He's like, well, yeah, I guess you can. I guess you can. But and we said, hey, the only but it is please please call your Procter and Gamble and complete Clark. You know Rep and tell them to just sell us direct and then we'll then we'll wrap your hair won't take.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:35:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[All the diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:35:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Very soon they did that and we got a call from Procter and Gamble and Procter all said, hey, hey, we're doing a favor, basically for a very important customer of ours who would like us to sell you. We don't believe in your business model. Nothing's changed on our side, but, but we're going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:35:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Alright, so by 2007 this is now about two years, 2 and half years after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:35:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:35:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Idea really launches. You become diapers.com. You buy that domain name and you become diapers.com. What was the pitch to your investors? What did you say to them? Like, what was the vision you laid out for them? Was it like going to be an everything baby store? It was going to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Your one stop shop for all things baby strollers and car seats and that's that was what you were saying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:36:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Everything, baby clothes and everything, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:36:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And I guess while you were in finance, there was a guy that you had worked with named Lev, Lev, Boredom. Ski, is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:36:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:36:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And he was like a genius or his. Maybe he's like a PhD in nuclear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Physics is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:36:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And I guess you kind of recruited him to help you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:36:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Figure out a way to make your business more efficient cause he was like such a smart guy. What did he figure out? What did? How is he gonna make the business more efficient?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Well, there's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:36:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Little technicality on on how you figure the price of shipping. Mostly it's based on weight, but at some point if the box is big and it's not that heavy, you'll get charged for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:37:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The actual cube of the box instead of the weight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:37:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Dimensions, not the weight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:37:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The dimensions, yeah, the dimensions instead of the instead of the weight. So we noticed that there was still a lot of empty space in every box we put diapers. We put formula, we put baby food, whatever. And then you look at what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:37:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Percentage of the box with those products actually taken up. It was like maybe like 40% and so we thought what if we had 20-30 different box sizes and we could build what we called boxem was basically a way to figure out exactly what box certain items can fit in. So you pick the box as soon as you knew the items.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:37:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And what configuration they need to be packed in the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:37:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Box to fit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[So the idea was, if we can be super efficient with the way we package things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[This and then how we ship them, we actually might be able to make money even off diapers. Nope. No. Could not make money on diapers, but yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But, but you could make money because the way shipping works is if you're shipping a box of diapers to someone and you have empty space in that box, the marginal cost to ship, the next thing you put in the box is very, very small, very low, like it might be you put something that weighs a pound into that same box. It might cost you $0.10 of incremental.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Shipping. So the margin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[On the margins was great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That means you had to encourage consumers to buy more for every order is that is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[Yeah, buy more stuff. Buy baby clothes, buy pacifiers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:38:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So how did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:38:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[I think we just built a really good user experience online. We had everything that mom and dad could possibly want for the baby. They were all first party. So what was? We did have third party so it was like everything was handpicked by us and we had all the pro.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Next, that moms would want, and we organized in a really convenient way, everything was covered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:38:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[How are you getting the other stuff, the clothing and the, you know, the other products was it were were retailers coming to you and saying, hey, no, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Once again, much harder than you possibly could imagine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:39:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Trying to convince retailers to sell your product? I didn't. I had no idea. I was never at retail and we had to fight really hard to get manufacturers to sell US products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:39:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[One thing I'm wondering about because I'm trying to put myself in your shoes, right. And our listeners know, and anyone who knows me is that I have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Probably more anxiety than you do, but but maybe you do too, and you just kind of hide it better. But I would be worried if I was like in my mid 30s and I was like watching all of my money go down the tubes like I would be. Yeah, I'd be nervous about me. I'd be nervous about the the people who came to work for me and whether they were going to have jobs and like they depended on me and their families.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:39:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:39:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[No, I had a 7 year old and a four year old and I had all my family and friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:39:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Invested in the business, losing money every day and I just always thought like, what do we need to figure out? What do we need to do? What's the problem? What's the next hurdle? Like, what do we have to do? And and I was like, motivating me, you know? It was, it was sort of like a challenge. We always came down to, like, are we going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[To make payroll like it's so it was, it's never been easy. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:40:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But it sounds like it didn't. I know you didn't get that, like, horrible sick feeling in your stomach about that possibility. Maybe the way you're wired, it just enabled you to kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[Feel like it's going to be OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yeah. I'd like to talk about the 6th gear, because that's the only thing I can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:40:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I can say is that I didn't know it at the time I was working in banking and working really hard, working really long hours, but I never got out of 4th gear. It's only when you have your life on the line and you can't afford to lose can you find the 6th gear. And when you're in that 6th gear, at least for me it's like a out of body experience it is like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:40:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You don't have time to worry. Think be anxious. Just have time to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:40:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I think what's so fascinating to me about everything I've been readingaboutdiapers.com is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:41:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It was like multi pronged, your strategy was multi pronged. It was like OK, we're going to diapers will be the entry point. We'll sell a bunch of stuff and then we'll be super efficient. We'll be really efficient and and that's where we'll make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:41:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Our money, we'll squeeze this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:41:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Get rid of any waste. We'll put warehouses in very targeted, specific places. Like I read that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[You had warehouses in Camp Hill, PA, Sparks, NV and Lenexa, KS cause those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[The most efficient and strategic locations to enable you to save.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Money. Yeah, we had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[We had to have every cost advantage we could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:41:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Find but the the vision was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:41:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Even bigger than just selling everything for that, moms and dads would want for baby. It was. We're going to sell parents everything. So we we launched another website, thatwaswag.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:41:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[For pets and soap.com for household supplies. Yeah, drugstore stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:41:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:41:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Beautybar.com, which was makeup and cosmetics, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:41:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yep, yoyo.comstoyscasa.com is home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:42:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We had like 10.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:42:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Websites and this is where you kind of started to operate under the parent named Quincy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:42:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Quincy, we changed the the corporate name to Quincy, but we wanted to keep the specialty stores because we felt that was sort of the magic as opposed to just a mass merchant where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:42:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You sold everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:42:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But we had one shared shopping cart, so you can shop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[On diapers.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:42:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Add stuff to your car. You can click on the WAG tab turns to wag.com. Now it feels like a pet specialty shopping experience, but you're adding to the same card you check out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:42:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Now we're going to get into the chapter of your life where you begin to encounter Amazon. You know, you guys were, I think, by the end of 2010, you were on track to do 300 million in revenue. You were still not yet profitable, if I'm right. But but it was a path to profitability. It started to look clear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:42:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:42:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That that was going to happen and as you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:42:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Who you obviously became got on the radar of Amazon and the reason why I know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[About this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Because there's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Book about Jeff Bezos and Amazon, written by a reporter named Brad Stone, and he devotes quite a bit of it to the story of Quincy in diapers.com. So I want to I want to dive into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:43:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[This a little bit because I know that from what I've.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Read as early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[As 2009 Amazon approached you guys and said, hey, we'd like to acquire you is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That right? Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We had a discussion with them, but they didn't say we want to buy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[They would say, would you consider selling the company something like that just to fill?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:43:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:43:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, like they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Said if you're ever open to selling it, like, let us know so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[From what I understand, not long after that Amazon slashed its diaper prices by like 30%. Let's just say it was coincidental, but is is it timeline? It wasn't OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[No. Yeah, it wasn't coincidental. It was. No, it was unheard of at the time. The the idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:43:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That a commodity product that already lost money, it's already a loss leader that you would lose another 30%. That's unheard of unprecedented in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The history of retail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Did that have any quick impact on diapers.com on your business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It definitely slowed our growth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:44:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You would have thought it would have a much bigger impact like, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We would actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Shrink in size, but all it did was slower growth rate. The customer base we had was very loyal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:44:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We didn't lose many customers, which I think was surprising to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:44:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So that didn't make you nervous when that happened. You thought we're?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Going to be fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[No, I mean, when you said nervous, it was definitely something that we had to seriously like focus on figuring out how we were going to combat that. Anytime you have a company that size that's targeting you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[So it it seems like this is 2010. It seems like your only option at that point I'm thinking is to go out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:44:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[More money? And is that what you tried to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:44:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yes, we had only raised 50 million, $55 million up until that point, which was pretty modest amount of money raised compared to today's standards. But we went out and we needed another 100.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:45:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Million to keep all the websites going and to really blow it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:45:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Out we started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Putting some feelers around the market, but everybody said, hey, listen, Amazon's coming after you. We're that's that's too risky for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[By the way, by 2010, when you're doing roughly 300 million in revenue, how many employees did you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Maybe like 3.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:45:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Right. So there's a lot of people involved at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[What? What are you telling yourself? What are you saying? OK, maybe we tried this. What was that? This, that you would try next?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[Was really like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:45:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We were gearing up to battle the raise that money, but at the same time Amazon had asked us to go out to see them in Seattle. So we did that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[They asked you to go see them and you knew it was going to be about potential acquisition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:45:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I think we had a hunch. Yeah. It's hard to remember exactly, but yeah, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:45:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Before we get to that meeting because I think this happened in September of 2010.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:45:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I mean, I imagine that that within your business there was a big dart board with, you know, with Amazon on it. I mean that that they were the enemy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:46:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:46:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So when they contacted you and said, hey, come out here, what do you remember thinking about about that offer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:46:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We're just like, yeah, they're coming after us. They're clearly targeting us now. They want to talk or they are. They soften us up to, you know, before the before they surrender, you drop a couple couple bombs and then and then have the talks, you know, about surrendering. It felt like that. That's what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It felt like all right, so you go to to Seattle to me with Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[From what I've read about Amazon in the book by Brad Stone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[On September 14th, 2010, you guys go to Amazon headquarters to meet with them and they to discuss a possible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:46:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:46:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[What happens at?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:46:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That meeting. Yeah. Now you just broke my memory. But that's when they told us that they were launching Amazon. Mom, which was a program designed to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Get moms into their membership program and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Was really driven by diapers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[From whatireaditwouldhavemeantthatlikeifyouguys@diapers.com sold a case of Pampers for 45 bucks. You could get it for $30.00 the same product for $15 less. I mean, there's no, there's no competing against that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:47:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That's exactly right, that is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[100% correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So, I mean it sounds like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We know what happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[You eventually were acquired by Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[It sounds like you were left with no choice. You had to agree to that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:47:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, it's even even worse that we got a higher offer that we didn't take.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[A higher offer from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I would just say I don't think I've ever publicly disclosed this and I don't think I can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[But you got a competing offer from somebody else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yes, for 100 million more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Why didn't you take?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That offer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Because Amazon very clearly stated that if we took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That offer they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:47:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[Do even more to own the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:48:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Business and listen, let's just be honest. This is how a lot of big corporations operate. They shouldn't, but they do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:48:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It sounds like a mob shakedown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:48:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Felt like it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[What did they do with a smile on their face? I mean, these are people from the Pacific Northwest. They're very friendly. How did they? I mean, how were they, like presenting this to you pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Passive way say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[They said, hey, you gotta accept this acquisition offer or else we're going to crush you. We're going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:48:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:48:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Listen, we're going to take the price of differences here and we're going to, you know, and they made some analogies to some other use explicit language. And it was pretty scary stuff. I'll just leave it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:48:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:48:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That so? You, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:48:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Sell it to Amazon. You sell the business to Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:48:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[They buy it for 550 million or something like that, but that's a pretty good return. I mean, you were raised 50 million so but of course you were losing money every year. But did that mean that your investors, you know, it sounds like they came out OK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:48:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I mean, the early investors, actually all the investors did really well, but their own investors made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You know a huge return on their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Investment. Yeah. So now you're an Amazon employee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You are running Quincy, but now under the corporate umbrella of Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And I'm just thinking if it was me, it would be a little weird here was this business that was kicking me in the \*\*\*\* for two years that I could not compete against because they were just so much bigger and they were going to crush me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And I surrendered. I had to with a great outcome, financial outcome. But now I'm working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[For you, how were you able to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You know, two weeks later, a month later, just like become an Amazon employee was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That hard? Yeah, for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Let me just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Say one thing, we didn't talk about at diapers.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Was just how Vinny and I really set that culture up and that value system in a way that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:49:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The culture was everything. Our mission was to make lives easier, for for new parents and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:50:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That was really important to us and we brought these people into this organization and we felt the responsibility to the employees. You know, one of the my personal core values is is fairness. And I felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:50:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Even though I maybe wasn't happy about how that went down, you know, we did accept the offer for 550 million. We did sell the company and I just felt the right fair thing to do was to give it the best. We we got for both Amazon and the employees more important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:50:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[OK. And so that's kind of the way we looked at. So there was definitely like wasn't happy. So we were when the day we sold the company and I you know you might have thought would go out and like have a drink to celebrate. You weren't depressed, we were depressed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:50:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Sure, wow. Even though that day was going to be transformational for you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:50:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, basically I think it was like 40 years old at the time and we didn't have a lot of money saved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:50:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Either of us and so it was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:50:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Never need to work again. Kind of moment and we couldn't even celebrate. Yeah, we had a vision for what we wanted to create. We put our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:51:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Heart and soul.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:51:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Into it, and then our dream was sort of done like Amazon didn't, even when they brought us in, say, hey, we want you guys to run the mom baby parent category within Amazon. They said, you know what, just keep doing what you're doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:51:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Just continue to keep competing with us. Wow, that felt terrible. So you were still competing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Thing, but now it was all part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Of the same family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:51:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Exactly. I understand the disappointment for sure. I think some people listening would say, but maybe, you know, mitigated by the the money, but it doesn't sound like it was entirely mitigated by the money, is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:51:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Right. Oh, for sure, definitely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:51:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. If I was still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:51:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You know, in my mercenary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:51:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Mindset. I might have felt differently, but I had made the transition by this point to be a full-fledged missionary. I've gone all the way from one side already to the other and I was driven and motivated by the bigger mission. We didn't want to sell the business at that point. We definitely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Didn't want to sell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:52:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The business we basically sold out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:52:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[When we come back in just a moment, how Mark took the hard lessons he learned from competing against Amazon the first time and decided to launch yet another business, this time with an even bigger e-commerce idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:52:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Hey everyone, just a quick thanks to our sponsor LinkedIn helping people find qualified candidates with LinkedIn jobs. Today, many small business owners are busier than ever because they're so focused on managing and growing their businesses, they can't always spend the time they wish they could on recruiting. That's why LinkedIn jobs has made it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:52:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Easier for everyone on LinkedIn to leverage their connections and the broader LinkedIn network to reach qualified candidates. Now, LinkedIn members can create a job post for free and display it at the top of their profile page, then share it to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:53:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Feed. They can also add a purple frame with the hashtag hiring to their profile photo so people on LinkedIn can see who's looking to expand their team. All of these new features were designed to make it easier to find and hire qualified candidates, so small business owners can spend more time growing their business to get started on your free job post.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:53:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Visit linkedin.com/build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:53:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So Mark is running Quincy at Amazon, but it's not a super happy period in his life. And after around three years, he decides to leave. Now, at this point, Mark has enough money that he never needs to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:53:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Again in his life, but still he can't quite shake the idea that there's more to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[I just felt like there's unfinished business, meaning we had a vision and it got cut short and so that vision we had the mission that we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[Out was still alive, like we wanted to give it another shot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:54:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[All right, so you start to noodle on idea around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[E-commerce again talk me through what this idea was going to be in your head before you you decided to launch it. What were you thinking about doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[I just still continue to think that there was room in the market for another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:54:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[E-commerce player Amazon didn't have any real formidable competition at the time and felt like I saw an angle. I saw the inefficiency that was brought about by people shopping on Amazon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Buying things and you know one unit at a time have it shipped across the country and things and a lot of expense in that and came up with this idea that you know, what, if you empowered customers to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:55:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And give them the information to shop smarter to save money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:55:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Meaning that you were able to encourage people to make to buy more things at one time instead of just like a one off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Not only more things at one time, but more things coming from the same location so they could ship in the same box. A lot of Amazon's packages will ship from different locations. Like what if?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:55:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Somebody's building a basket of product and they're about to put a product in the basket that would not be available in that same warehouse to ship in the same box, but was on the other side of the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:55:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You could give the option to the customer to substitute that product for a product that was in the warehouse that could ship in the same box. That could save $6 in shipping and give $3 back to the customer, and so we built this real time smart pricing engine that showed customers lower prices on things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:55:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That would pull costs out of the supply chain. And so actually if we did have scale, not Amazon scale, but enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:56:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Scale by having a more efficient supply chain, you could actually have lower lower prices and lower costs, but it assumed that you got to some level of scale and so you needed to raise money enough money. A lot of money to help bridge to that level of scale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[And this was for what would become jet dot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:56:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Comyesjet.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:56:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[How much did you raise?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:56:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[In total, about 750 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Wow. And so this was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:56:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[If I'm right, kind of like initially like a hybrid between an Amazon and a Costco, which was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:56:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[For 50 bucks a year, you got a membership and then you would be offered the lowest prices on like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:56:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[10 million items more or less. Initially, that was the idea and and I guess like Costco cause Costco really doesn't make money off the stuff they sell. They make money off selling memberships. That was the idea that you would make the money from all those people paying 50 bucks a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:56:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:56:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

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

[00:57:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Absolutely correct. So with that $700 million, I mean you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Had to build.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Warehouses. You had to create the supply chain, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Mean you now had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Considerable experience in that space, but God, it just sounds like a huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Undertaking was massive. Yeah, it all comes down to what I call VCP vision capital people. We have the vision we need to raise the capital. We need to hire the very best people in the world. And it was the people that made the difference. The people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We hired were incredible and empowered them gave them the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Information and let them run as fast as they could run and when we got to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:57:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Billion run rate in revenue within 10 months of the business launching, which is I think probably unprecedented at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:57:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Have a feeling you know you didn't respond to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[This, but I mean if you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:57:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Were being truly honest, intellectually honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Here I mean it sounds like anybody hearing this story is going to say, OK, Amazon really was not pleasant when they went after Quincy. So Mark goes and works out for a couple of years after the acquisition, but then he leaves and he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Really decides to compete against Amazon. I mean, I know the time you were quoted saying no, it's not about, you know, them versus us. It's just something I want to do. But that had to have driven you to some extent because you talked about being a competitor as an athlete. The competitor in the math test when you got the worst score in the biology test, you want to get the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:58:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Best score that that's inside of you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:58:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It wasn't about beating Amazon. It was about, you know, a big massive market that was growing fast and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:58:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I was very excited to start a new culture and a new business with all the learnings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:58:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[From previous businesses and we've really honed a lot of the core values and the culture at jet like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

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

[00:58:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:58:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Really cool ways and I'm super proud of, you know, the transparency of of salaries so everybody could see whatever else is making the fact that everybody in the company at the same level made exactly the same amount, you know, to really prevent unconscious bias.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:59:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Creeping in and things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[But how did you? I mean, you knew what Amazon was capable of doing. They could say we're just going to cut the price of diapers by 30% and we don't care. We're going to lose a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:59:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We are going to win this battle. I mean, Amazon is a very smart company. What was going to prevent them from doing the same thing this time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:59:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[00:59:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So a little bit different because we weren't like had one product, we were so single threaded on you know if diapers were such a high percentage of our sales and such a low percentage of their sales. So you know we would go in mass.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:59:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[They weren't going to be able to cut prices on everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:59:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And your model was that the more you bought, the more you actually save.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:59:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yep, if you bought stuff that can ship from the same warehouse and the same box, that's absolutely correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[00:59:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And so different customers might pay different prices for the same products depending on on where they were when they bought it, how much stuff they put in their basket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Yeah. I mean, the base price, would you never pay more? So it's always just like here's the price. But then as you shop in a smarter way, we share the supply chain savings with you. And for every customer, yeah, that would be different depending on how they're shopping, where they live and stuff like that. So the savings would be different, but the original.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Price never changed so so I guess like 3 months into launching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:00:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Like.com cause I remember those seeing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Those ads everywhere, all over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:00:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The New York subway is over there, everywhere. I mean, you guys have put millions of dollars into marketing this, but three months and you dropped the $50 a year membership fee. Was that because that just was not going to be a smart way to to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:00:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Make money. No, I still continue to think to this day that that would have worked well. The problem was that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:00:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Started to we knew we had to do a big round of financing and starting to read the tea leaves from investors, who said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:00:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You know, this membership, they really want to see what the retention rate is going to be if people buy the membership, do they stick with you? Do they renew?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:00:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So and sort of got spooked by that thinking we're not going to have enough time to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Prove that out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. At the same time, we're also seeing great traction without it. And so we sort of pivoted the business model in such a way that the math work without a membership didn't necessarily mean that that wasn't the right strategy for the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That we had the capital and had the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So the site launches in July of 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And you knew that it was going to lose money for at least five years. That was part of the the plan that you showed to investors. But then there was going to be an inflection point where it would turn around, you would get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I told the investors we needed. We're going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[To lose $3 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Before you started making money, that's correct. And what did you have to do to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[What, like what was the plan? What was going to happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[To start turning around and becoming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:01:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Profitable, just ecommerce is all. It's a scale game. You build the infrastructure, build the technology, get the people, and then you just need enough sales because the margin, the variable margin on sales is pretty low. And so you need a lot of sales to cover.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Your fixed expenses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I have to imagine that you knew you were going to burn through cash, but you were not worried about this because this was part of the plan you had predicted this and you were OK. And with the money you raised the 700 million. How much runway did you have? How much time did you have before you actually had to either raise?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[More money or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Shut down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We're burning about 40 million a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Month but the real?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Key was raising we did a $618 million Series A, so we'd raised some money before that and then we had the 600 million Series A. That was a really tough round to get done. That was at that time we had negative gross margins, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Going up against Amazon, you know we needed to raise $600 million to get through the next, you know, 18 months basically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[What did investors who decided not to invest what the skeptical ones what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[They saying to you that always came down to whether or not you can raise the capital you needed to create a really big business because you're going to burn a lot of money competing against Amazon until you got to scale. And so 3 billion was what I said, it could have been more and they didn't know whether or not we'd go out and be able to raise 3 billion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Even with your track record at this point, because you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You, you you were still getting lots of those. Even with what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You already built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Ohh yeah, way more nose than yeses, of course. Yeah, but I always had a great experience with venture capitalists. I think they added a lot of value to the company outside of capital of one of these entrepreneurs that says, you know, raise as much money as you can get. The best venture capitalists, the best people that can help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You around the table.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I never worried about control and all kinds of other things that people worry about. They have to trust people. I think people start from a place they distrust too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Much and it's funny, the more you're able to let go and trust, the less work you do. Just have a lot more bandwidth to do a lot more. And I do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[In my personal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Life and it's it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Gives me an extraordinary amount of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:03:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Time just straight up trusting people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:04:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I was talking to somebody who's been on the show about a year and a half ago. He's a really wonderful entrepreneur and we're just chatting and I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:04:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Do you have any resentment or do you have any? Do you hold any bad feelings against the people who doubted you or who turned you down? Or do you remember them? Or do you not take any of it personally? He said to me. I remember every single one. I take every single one personally and I love that. That was very honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:04:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[How about you? No, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:04:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Don't know. I just feel like it's, you know, usually good reasons. Like, I don't. I definitely don't take it personal. It does feel good when there's a big, you know, exit and investor say man, I should have listened to you. I can't believe I didn't invest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:04:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You know, that definitely feels good, but it doesn't feel like I'm not. I don't have anything. People make different decisions based on what's right for them and at the time and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:04:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:04:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Subject.com. I mean it's it's burning through 4 million a month, but it sounds like with what you have, I mean you could last a year and a half, but a year in you get an offer from Walmart, an acquisition offer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:05:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Before I ask you, this is sort of strange.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:05:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I'm ask you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:05:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Why?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:05:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But then I'm going to say the price, which was $3.3 billion it was, it was the highest anyone had ever paid to acquire e-commerce start up in the US at that point. So imagine that was an offer you couldn't refuse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:05:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It's depends so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:05:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I think we could have refused it, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:05:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Again, tying back to what I said before about mission and values, it was the conversation that I had with Doug McMillan, the the CEO of Walmart, on a white board in his office. That sort of made the decision really easy for me. He basically said listen like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:05:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[First of all, I a lot of trust was built between us from the very beginning of every conversation he did always did exactly what he said, and we also shared a similar vision of what we wanted to to achieve in e-commerce when we're heading e-commerce site that had an e-commerce site and we felt, hey, if we could bring the assets of both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[Companies together is sort of the people and technology that we had built it jet with the the the capital resources, the stores of Walmart and merge it together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:06:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Well, we could really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:06:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Really become a formidable competitor and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:06:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[This is where I say it's the difference between selling out and selling the company. Like we, we didn't sell out. Yes, we sell the company, but the mission was very much intact and everything we had set out to do was now with a higher probability of success and we had more capital to do it, we're going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:06:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[To get there faster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:06:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Were you surprised how quickly that happened? I mean, a year after you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:06:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Launch. I was surprised, but at the same time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:06:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I got it. It makes sense. And and when Doug said Mark, we want to give you and your team the keys to sort of pull this all together and run this and take us to the next level. That was empowering. Now I wanted to give Doug one more on the board, the very best I've got because it's very different than the Amazon experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:07:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Telling by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, it was very motivating. It was like, wow, now we have, we've got, you know, it's sort of like we're we're fighting there with guns and then, you know, all of a sudden you see, like, the big tanks rolling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:07:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Me the tanks. I want the tanks I want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:07:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:07:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Air Force, you know, coming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[To back us up here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[So how was it going to work? I mean, was the idea that you would run jet.com but also turn walmart.com into a more formidable player?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I mean, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The Walmart was the number one responsibility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:07:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Basically took all the best people from jet and put them on Walmart. We took the technology, we took the filming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And so it was. I think that the goal was really clear, like let's turn walmart.com into a formidable ecom player and use all the assets available to us. It didn't really make sense to have two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Mass market sites because when it emerged the best talent and put them on Walmart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:08:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It wasn't the brand they needed, it was the technology, and it was the logistics and the people, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:08:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:08:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Exactly what was it like for you? I mean, and this is now the third time you were acquired, right? You've gone to work for tops. You've gone to work for Amazon. Now you're working for Walmart. But you know you're an entrepreneur. It has to be a little bit strange or hard to all of a sudden work in an environment where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:08:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You're not totally calling the shots.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:08:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, it was very challenging, very challenging. I mean, I already had experience working inside Amazon, so I knew what to expect. And so I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:08:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:08:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Anything. In fact, I was probably pleasantly surprised. You know, at the culture of Walmart and the ability for me to make the moves you made with speed, but still, it's just hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:08:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:08:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You're a big company like that. There's so many people to get on board to convince and you have to educate people and you have to bring them along. And it's not the entrepreneur way. The entrepreneur way is, you know, you just go and you can't do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:09:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But compared to your experience at Amazon, it, it does seem like you had a better experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:09:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[With Walmart, I mean they they actually made you ahead of the ecommerce and and in that role you did some kind of interesting things like you think in 2017 you acquired bonobos. We actually had Andy down, the founder on the show a couple years ago and and that was a pretty big deal, right? I mean, people were like, wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:09:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But nobody was and Walmart, but presumably that that was part of your strategic plan around e-commerce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:09:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah. The high levels, the most strategic part of the plan was to change the narrative. I knew that we didn't have the talent inside of Walmart at the time to do what we needed to do. We had to attract the best people in the world and at that point, you know, honestly that wasn't the place. The best people in the world wanted to go. And so I knew we weren't going to go anywhere unless we changed the narrative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:09:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:09:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[We both thought that Walmart was now going to be a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:09:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And buying bonobos is part of that strategy, because that was a cool, hip, modern brand focused on millennials that was more premium product. It basically opened people's eyes and made them look at Walmart differently. And that was certainly not one thing alone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That one move, but it was all the moves that we made together. It all started to compound and it really in the last couple of years it really started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[To come together, you you recently announced that you are stepping down after four years at Walmart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[4 1/2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[4 1/2 from what I understand, Walmart's e-commerce business is still not profitable, but it's in a much different place, right? And the market cap of the company is much higher than it was when you joined four years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Ago and it's basically double, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I'm not saying that's all e-commerce, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Certainly played a role.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[There. Do you feel like you accomplished the things that you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Promised you would accomplish and that that we're expected of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You. I do. I do feel good about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It what I'd.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:10:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Like to do more. Gone faster? Sure. But if I just take a step.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Back did we change the narrative? Yes. Did we dramatically accelerate top line sales? Yes. Did we created an incubator that's now building startups that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Could shape the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Future retail. So all things considered, given the size of the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The fact that it's an aircraft carrier on a speedboat to move it the way we did, I feel proud of that and I think that experience is going to make me a better entrepreneur going forward too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Which I really appreciate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You are or either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Almost or already 50 years old, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I'm 49, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[OK, so sorry, sorry I'm pushing over here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[9:50 is a scary number. It's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Big number and you've got a lot of experience behind you, but you're at an age where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[People become for some CEOs, you've done it at least three.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Times. There's no question that you're going to do something else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:11:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[That's true. People find that sometimes hard to believe, but I have more drive now than I ever have at any point in my life to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Do a start up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[What would it be? Give me a sector or industry? Give me a place that needs that needs to be improved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I mean, there's opportunities in retail. There's opportunities in healthcare opportunities in energy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Involved in a flying car company called Archer. It's Urban Air mobility, I should say Archer, which I think could shape the future of transportation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I see opportunities in every sector. I think the reason why I'm so excited to have so much drive now is because I do. I've learned a ton.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[About how to create a culture business have access to capital, access to great people and I'm in a place now where I can really do something really disruptive that can can have a lasting impact on the world. And that's what. That's what gets me gets can be fired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:12:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[When you when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You look over the course of your career.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:12:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Far how much of your success do you tribute to how hard you worked and how smart you worked and how much do you think?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Happened cause you got lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I think it's a combination of all three.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:13:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I could think of things that where I did get lucky where things could have gone a different way and I've been really screwed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[But at the same time, the drive to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Keep coming like the Terminator. I wouldn't accept failure, you know, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[This would keep going and going and going until until the luck turned my way. So I happened to get lucky because I think things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Could have been a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Worse, but I also don't accept the fact that if I was unlucky that I wouldn't have just kept coming at it until I got lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:13:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You know your every story is different, right? And every journey is different. And you know, you're still going. I mean, I can talk to you in 20 years and there maybe we may talk about none of this that we just talked about. And I wonder when you think about your trajectory, you were a crappy student and had a rough childhood and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[And if if you knew that we were gonna have this conversation, then when you were 1819 and you would say, Oh my God, like me, now, would you? What? What would you think would you think, man, I made it would you've been satisfied and impressed and happy what do you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Think you you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Feel if you had that crystal ball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I think I'd be happy the path to get to where I am today was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It's not a straight line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Like I said, you know I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[In my early to mid 30s you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Know playing dungeon and Dragons? You know that wasn't what I had set out to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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

[01:14:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Once I made the transition from mercenary to missionary and I really I let values create the value. That's what happened. Values created the value and and like I feel in a great place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[You know, and I feel like I'm set up, like you said, the next 20 years are going to be, I think we're going to be a lot better than.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[The last 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:14:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[It's Mark, Laurie co-founderofdiapers.com and jet.com right away. Even though Mark's career as a founder and executive has been loudly successful by any measure, the competitive athlete in them still can't help wondering what might have happened had he chosen a different path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:15:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Have you ever kind of wondered what would have happened? Or maybe you should have? You should have just bobsled it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:15:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Oh, absolutely, absolutely. It's possible. It's very possible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:15:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[Yeah, yeah, that'll or something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[01:15:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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[01:15:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

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[01:16:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)

[I'm Guy Raz, and you've been listening to how I built this. This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWk)