# Audio file

[JetBlue Airways David Neeleman (2019).mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Hey everyone, So what kind of person has the nerve to build an?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I mean, think of the complexity, the high maintenance airplanes, the endless regulations, oil prices, bad weather, cutthroat competition, angry passengers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[But today's guest David Neilman is so passionate about airlines that he's launched five of them, his best known airline is JetBlue, and a few years ago, he told me the whole incredible story of how it came about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Here it is and I hope you enjoy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Go invited me to Ruth Chris Steakhouse in Dallas and said this is your work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You know, you're driving everybody insane in this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And he reached across the table and held my hands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

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

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

[Everybody, even your even the people that you're being a supporter, said. I you had to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

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

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

[I'm Guy Raz, and on the show today, how one man reinvented airline travel again and again and again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[To create one of the most innovative carriers in the US, JetBlue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So a few days ago I flew on a budget airline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:01:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, it's public radio, guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Anyway, this was a short flight, so no big deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I know what to expect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:01:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Middle seat in the back of the plane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:01:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I board last no recline, no leg room, no TV.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:01:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:01:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Print my ticket out at home and it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:01:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Now that's the trade off. As long as I get to where I need to go safely, I'm more or less fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:01:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[But once in a while, the route I'm taking is one that JetBlue flies and the price is the same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:02:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And with that ticket I get a seat that does recline, a snack and a beverage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Nice flight attendants and even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Which is why when JetBlue debuted in 2000, it made such a big impact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:02:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It was a discount carrier that offered stuff. The more premium airlines were already offering, or in some cases not offering.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Customers noticed pretty fast in less than a year, JetBlue flew more than a million passengers and quickly built a super loyal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Following and that was the vision of JetBlue founder David Neilman to build a more humane airline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:02:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:02:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But The thing is, davidde passion for a better flying experience actually came from his own background, his own faith.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:02:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Davidde family is Mormon and the Mormon faith emphasizes civility and every practicing Mormon is expected to go on a mission when they're in their late teens or early 20s and back in the 1950s, David's father was sent on a missionary trip to Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:03:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He loved it so much he went back as an adult and started a family there, which is why David was born in Sao Paulo in 1959.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[And when he turned 5, David's dad moved the family back to Salt Lake City, where being a Mormon was just kind of baked into everyday life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I was, you know, pretty conservative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:03:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, it was obviously a place that was founded by Brigham Young, and as they, you know, started the church. They moved across the country. And my mom said the family were were pioneers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:03:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Came and covered wagons.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[My grandmother 7 generations back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:03:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Lady by the name of Sally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:03:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The family stories that she was given, a Book of Mormon by Joseph Smith himself, who was the founder of the of our church and a lot of people have those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:03:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, almost everyone. You you meet in Salt Lake has a story of somebody who either crossed the plains or crossed the ocean or, you know, had a grandmother die on the plains.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Was just kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Part of our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Of our religion and and these pioneer families.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And as a kid, were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Were you entrepreneurial in any way? Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Do you like wash cars or walk dodge or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Anything like that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[My grandfather had a few grocery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Small grocery stores. He called the miniature markets that were like fast food, and we would make the sandwiches in the back and bring in fresh doughnuts. And, you know, kind of a precursor to maybe a 711. But everything was done fresh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So when I was nine years old, I got a job there standing on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Milk crate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Working the cash register, checking out people, you know, counting money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And so that was kind of my introduction to business and my my grandfather was a really kind of old school. He was born in Salt Lake, but his whole family came from Holland. And so, you know, he he paid me $0.50 an hour, which kind of made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Mad because everyone else made a dollar an hour.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He expected more out of me than the other kids and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He was really focused on customer service. If somebody if there was something in the store that somebody wanted and we didn't have it, he'd run out the back door and run over to Safeway and buy it and bring it back for him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Know he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:05:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He never wanted to lose a customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:05:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, I I look back on those years and I didn't get to participate as much in high school and do things as sports as maybe as I would have wanted to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:05:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But you know I I think it probably taught me a lot about a lot of things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Was church a a big sort of center of life for you as a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[To going to services and going on Sunday and things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[I mean, it was three hours on a Sunday and it's a cultural thing. You know, I think as much as a religious thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:05:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You have both elements.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:05:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:05:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You talk to one church on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You have boundaries in our church where if you lived in a certain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Geographical area. Then you have to go at this church at this time. And when it was my time to serve a mission, there wasn't even a question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Was, you know, I'm going to go on a mission just like my dad did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:05:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:06:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, I it's not that, for lack of not wanting to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I just, you know, it was something I I discovered later in life, but I had a raging case of add and I know everyone likes to say they do today, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[It was really something that was tough for me because I, you know, I was, I was gregarious and and I could get my way through things, but I couldn't read and it was really hard for me to read.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You know, I would read a page in a book and I could tell you everything that I thought about why I was reading that page, except for what was on that page.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You couldn't concentrate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:06:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[In the book, no, No, it was really hard and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:06:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And if you ask me today what was my favorite book I read in high school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:06:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Couldn't tell you because I don't recall even reading a single book in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:06:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, I got through it, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:06:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Pretty well. Decent grades.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[But did horribly on the act. I think I got like an 18 or something and I think my reading was below 10, my counselor said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:06:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Don't know how you got to score the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Had you just marked C on every answer, you have gotten a higher score.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:07:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:07:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's like you tried to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:07:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's like you tried to get the lowest score possible and this is what I learned about add afterwards and if it was something I was interested in I would devour it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[But if it was just something that I wasn't interested in, I just couldn't focus on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[It was really hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:07:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:07:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Is it? And this is like the 70s when people weren't really diagnosing add.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:07:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Wasn't like a common thing that people talked about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:07:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Now it wasn't, and it wasn't until years later when my little brother, every little brother, that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:07:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Is 18 years younger than I am almost 19 years that he was diagnosed with it and my mom. She read this book called Driven to Distraction by Doctor Howard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[LOL And my mom sent me the book and she said, you know, Marx has been diagnosed with this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:07:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I think you might have this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And it was the, you know, I of course, didn't read the book, but I did read there was there was 21 characteristics of somebody who has add. And I read those 21 things. And I just put the book down and I just like, got tears in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Eyes and I go. Wow, this is me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So I guess you were you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[19 When you went on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Your your mission for the church and and basically you are sort of assigned to a country to go and and do mission work, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:08:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Correct. And I was so fortunate to be to be assigned to Brazil. And I think part of the reason is because I was born.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:08:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[There and I had a Brazilian passport so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:08:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It was just, it's just kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You just put it in and you receive your call and your call says you're going. You're going to Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:08:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[What was your impression?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:08:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Of it I mean what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:08:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[What stood out to you when you got there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:08:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, I've been there several times and I was, but my dad, being a journalist and being a foreign correspondent and you know, he knew all the rich and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:08:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so every time we would go visit Brazil, we were hanging out in sports clubs or hanging out at the beach. We're going to the best restaurants and you know, everything was just like, wow, Brazil is a cool place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:09:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

['S so amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But when you're a missionary, you don't hang out with those rich people. They've already got their gods, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:09:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The money, you know, or whatever they don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Not humble enough to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[It's really the people that are really downtrodden, really down their luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Does it have virtually nothing to listen to your message? And so I spent all my time with those people and and wow, it was a eye opener for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You know, obviously in the United States, we have disparity of income in classes, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[At least you have an ability to move from one class to another. If you work hard and you're lucky you know you have some luck and you know you do certain things. You have student loans and other things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Brazil it's virtually impossible to do that, and it it made me very resentful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:09:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And you know, I really in that, you know, I tucked away in my mind that I wanted to come back to Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:09:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I wanted to do something to help these people at some point in time in my life and kind of make my contribution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:10:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Because I I'm, I'm just trying to remember my experience seeing young, young missionaries. Like, did you wear a black tie and a white shirt and, like, go around on a bike?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Just like the guys in the play in new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:10:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[City in the book of orbit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:10:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, we didn't bike, but we had white shirts, short sleeve white shirts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:10:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, just a tie, not necessarily a black tie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[But I also I was very successful in in kind of, you know, being a leader in the first time I had ever done that before. And then, you know, also just learning discipline and and kind of overcoming my add, being able to read scriptures and to learn a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And when I came back, my mission, I was able to go back to the university and where I left, getting CS and DSI was home, getting straight as 'cause. You know, it made me. I grew up a lot and it it taught me discipline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Something that I hadn't learned in my childhood, you know, because of my add.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:11:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It might be kind of a stretch, but I mean in some in like a weird way it's. It's almost as if your experience as a missionary 'cause you are essentially pitching something to people you're pitching in. In this case, the word of God, right, you're pitching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Your faith and you're trying to convince people about what it's done for you and how it's fulfilled your life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's like business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You're pitching people something you believe in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, I mean it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Well, there's a lot of companies that are in Provo, UT.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The D door to door sales of alarm systems and pest control and whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:11:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And you know, they take all these. All these guys have come in, gals that have come on for missions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They're kind of fearless now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then they say go sell alarm system or go sell test control.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:11:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, some people laugh for the summer and make $50,000. Just, you know, selling pest control or selling alarm systems door to door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:11:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So when you got back to to the US, were you, were you single at the time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:12:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:12:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And, you know, got married right away and started having kids and went to work and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Even while you were in college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Yeah. Yeah, it's kind of what you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:12:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know it's the way it works in the church. You get home and you're encouraged to get married. And we got married in December. And our first child was born on November 1st. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Kind of 11 months later and it was just kind of off to the races from there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:12:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[When you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[When you got back and you started up at college again at the University of Utah, I guess you you started a business, right? As why you were a student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:12:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:12:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I was sitting in my accounting class one day and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:12:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I was talking to someone who was seated behind me, and her name was Lily Rona.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:12:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Guess that remember?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And she told me about this guy. Who, whose?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:12:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Who is a friend of her mother's that owns some time? Shares in Hawaii at this place called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:12:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The Imperial Hawaii Resort and he was having difficulty selling the timeshares.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so I got this idea to go talk to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I said give me his name and I'll call him up and his name was Al Lieber.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So I called him up and I went down to meet with him and I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Hey, how about if I just rent your time shares out because he was paying a weekly mileage fee on all of them and it was kind of draining you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And I said, let me let me film up and he said, OK, so I under the resort accommodation section of the local newspaper at the time, I would just run little wand ads and say, hey, Hawaii condo for $75 a night or whatever, 50 bucks a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Sleep 6 and so I started getting phone calls and I booked them and I'd I'd pay him 135 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Collect 400 bucks and then I just keep the difference. So he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I was doing a couple of those a day and next thing you know, I was making some pretty good money just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Filling up these condominiums.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then I started getting other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And one day I I heard about an airline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Was right after deregulation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[This is like the early 80s, like 8380.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:13:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, the early 80s, so 78 was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So there were airlines that were kind of sprouting up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So there's an airline called Pacific East and I called the guy that was running it in LA. And I said, hey, I'm not a travel agent or anything, but if I send you some money, will you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Can you send me some airline tickets?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[So I would send him the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[He sent me the tickets and then I I would package.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[With these hotels and then I would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:14:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[299 you can fly to Hawaii, but you gotta drive to LA, so people would say, oh, we love Hawaii. You know, Utah's have always loved Hawaii, so they jump in their cars and they drive down to LA, hop on the Pacific E old DC-8.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:14:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Over to Hawaii.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You did this while you were a college student. You would just like, create.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Package holidays for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, that's how I did it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And I eventually dropped out of college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The company was doing $6 million a year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Wait, your company was doing 6,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Know this is in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:14:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, and it was. I had, I had all staff of people and we were sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:14:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[People would come in and sit down with your own brochures of different hotels that we had or different condos, because then I would call in over to other places and say, hey, could I buy a block of rooms for 20?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[And so I just started packaging them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And that was all working well until.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[There was a new airline that started and I was a little nervous with this because it was Hawaii Express and had a big pineapple on the tail and they flew 747. So I said, well, I would have switched to these guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So I started buying tickets from them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And then right before Christmas, it was 1982, maybe 1983.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They called me up and said, you know, hey, we're ceasing operations tomorrow and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Said you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Can't see operations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They said, well, we don't need money. And I said, well, I've prepaid all these peoples right before Christmas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Have paid for the hotels by no way of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Them over, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[The airplane tick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Before I didn't have money to send everybody over there and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:15:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It was kind of a disastrous time and I learned a huge lesson from that. That suited me well through the years, but it was obviously very difficult to go from a point where I had this thriving business to one day the next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Virtually had nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Wait that that wiped the business out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It did because I had prepaid, you know, every single ticket, and it was about a half $1,000,000 and you know, I probably had, you know, a couple 100,000 that I had my own money and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, I should have at the time just called everybody out and said, like, I can just give you half your money back. But of course, you know you file for bankruptcy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Not personally, but it was the business and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then the, you know, the lawyers end up getting most everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[At the time I was in my early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I think it was 2023 or 24, something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Really didn't know anything about business or how this all worked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Wow. Do you were like a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You were probably like thinking I'm sad like this is going to be like I'm going to be a millionaire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I, you know, went out and bought myself a BMW. I thought I was, you know, things were great. You know, I never.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:16:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I never bought another one again after that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[I learned my lesson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You know, your young things are coming easy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:17:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, you can imagine you, you know, your first condo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You sell, you get to make 350 bucks on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You're like, wow, that could last me for for two weeks just for that one sale. That one phone call.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[So it started up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[It was very successful and then boom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:17:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Alright, so you are a college dropout with a failed business and by that point you had at least one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I guess 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Kids, two kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:17:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

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

[What you do for work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Well, my father-in-law had a drapery business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I was kind of working the backroom kind of doing the county and stuff, so I went to back to doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And my grand, my grandfather's grocery store. I went back to work on my grandfather's door. She started just like I did when I was nine years old, working there at nights.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Without the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Without standing on the crate, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah. No, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:17:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I lost the milk crate and it could stand up the cash register, but yeah, it was pretty devastating. I mean, he thought maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:18:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Man, when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:18:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Get out of bed, do anything. But you know, I just kind of like said I got to keep going. And so and then I got a call from my my uncle Stan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Who just happened to be the estate lawyer for the Morris family? June and Mitch Morris and June ran a very successful travel agency in Salt Lake City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Was dealing with mainly corporate travel at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:18:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so Michael Sand called up and said June Morris wants to talk to you about doing some of the things that you were doing on your own for her company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[She was older than you, I guess, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:18:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Oh yeah, she's about the age of my parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And so we sat there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And she gave me a big smile and she said, you know, if you come to work for me, make sure you get a piece of the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:18:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know what can do this together and you know, I really like what you did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:18:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[She convinced me to do that, and so I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:19:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Kept a job at the store at night and I would go there during the day and and and called up all those hotels and said, hey, I'm back. I know. I called up Hawaiian Airlines and I had this contract in my drawer at my in my old office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[It was a charter contract to fly at Hawaiian Airlines Charter from Hawaii to Salt Lake directly. You know, bypassing the drive to LA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And I just didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I was just getting together the bond, but you needed a $250,000 bond because it was a public charter and I was just trying to arrange that when the other airline failed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:19:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So I went back to the draw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[I went to June and I said if Mitch, your husband can can help with this bond, we can launch these flights directly from Salt Lake City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:19:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Hawaiian Airlines Flight direct from Salt Lake to Honolulu.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:19:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:19:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Yeah, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[It was a what we call a reverse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[The plane would, on a Friday night, would start in Honolulu and it would fly nonstop to Salt Lake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Then it would turn on Saturday morning and fly back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:20:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So that was the flight you'd spend, you know, basically seven days, six nights in Hawaii.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:20:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then fly direct and the whole package was 399 because we were buying the Charter flight. And so we started this company called Morris Air Charters and that was kind of the hallmark of our of our trip was this DC-8 that would make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:20:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[This trip, and so Hawaiian, called me after one season and said, hey, this plane is going to be going back in about 6 months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:20:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Can we come and base the plane in Salt Lake? And so you can fly straight to Hawaii and back. But for the other six days a week, is there anything you want to do at this airplane?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:20:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I said, yeah, I want to fly to LA. You know, there's lots of lots of Mormons in LA and and lots of family interest between the two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:20:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Grandparents were there and you know, I kind of spent my whole life in the back seat, you know, back of a station where I can driving.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:20:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Valley between Salt Lake and la. But if I could sell those tickets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And I had read up a lot on Southwest Airlines. You know, Herb was my herb seller.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Was my was my hero, and I had read every annual report ever on those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:21:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It was kind of my dream to be like them, so I put flights on to Los Angeles for $69 using this old airplane, flying into the Old West Imperial terminal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So this was a Hawaiian Airlines plane that was just parked in Salt Lake for six days a week 'cause it was going to Honolulu once a week and and those. And they said, look, you can lease this from us and do whatever you want with it, for, for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Other days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:21:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So I said, let's fly to LA three days a week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And so we ran an ad in the newspaper and the first day I didn't give me calls. And then I remember coming in the next day at work and I heard Volla, who is our receptionist, saying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:21:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:21:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[4 Los Angeles calls on hold with somebody. Please help me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:21:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I've been running a bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Start answering the phones myself and booking people on piece of paper. And it was funny 'cause. There was a glitch in the system, so we were basically over booking every flight by 100 people as we did booking everyone. We lost a bit of money on that but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[It was a kind of a big success from a get go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So June, I mean June Morris had set up a travel agency which then kind of focused on package tours and chartering planes. And that seems manageable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[But but then you become. You essentially become an airline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Did you ever sit down and say, hey, let's become an airline?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:22:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Did it just kind of happen that way?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Well, it was about that time that Steve Hawsey, who's a well known entrepreneur in the aircraft leasing business, he he called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:22:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Hey, my wife's from Utah. You know, my relatives come flying on you guys all the time. You need to get legitimate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You know, I I have some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:22:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I have some airplanes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I will lease you, but I want you to get your own airplane certificate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[At this point, this is what like 80 mid 80s something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:22:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, it was probably late 80s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:22:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So Steve Uvar has a famous guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:22:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Made tons of money in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Unfunded one of the Air and Space museums outside Washington.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[He comes to you, he says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Hey, you should.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Start your own airline with your own name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[And he said I got a guy that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:23:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:23:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And it was a guy named USO Schult.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And Easto was at old FA Guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:23:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So I called easto and he was living up in Idaho and he came down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Let's certify this airline he's still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[He's in his one hit 90s. This guy and called me up recently and said if you got a little something for me to do, I'm still here so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[But he did went through the certification and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And June was really funny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Play all my songs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:23:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[She wanted a compass rose on the tail because that was a logo of her travel business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So we put a compass rose and then she wanted it to be magenta.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[And so we made these planes of the blue tower the magenta compass rose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:23:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And it was called Morcer, who financed this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I mean, did, did, did, June Morris and her husband finance?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:23:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Did you get investors to because you had to buy planes, I guess, or lease them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Well, initially we were just making enough cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:24:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We were just using that and you know you aren't buying airplanes, you're just, you know, agreeing to pay them like a monthly rent payment on the air.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:24:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[With leasing and then they take a certain amount per hour in reserves for maintenance and then when the planes go in for maintenance, they use that money to do it, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:24:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It doesn't require a lot of capital from the very beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:24:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We were just kind of bootstrapping it and that's where we got. Mitch was really funny though, because during those years we were making money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Mitch, Mitch wasn't a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Yeah, it was really a a great guy, one of the most, you know, amazing men I've ever met. And he was a great mentor. But he'd say, OK, this is what we're going to do, guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:24:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We're going to do a third, a third and a third thirds going to the government.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[1/3 is staying in the company and a third is going to be whiskey drinking money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:24:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[That's how whiskey drinking money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:24:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Is OK, so that was our term for what we distributed. So, so one one year I got my, I was in my maybe 26 or 27 and I got my whiskey drinking money and it was enough for me to pay off my house. And so I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[The first thing I did is I went down to the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:25:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Where my family had done business forever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And you know where this banker was? Kind of knowing that my dad was always he was always covered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Dad's overdrafts and my grandpa's overdraft checks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:25:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[These new ones, you know, didn't have a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And so I walked in there with, I think was $165,000 check and I said I just want to pay off my house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:25:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And he said OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:25:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The took the money and so I by the time I got back to the office, June called me and said, hey, your banker called and said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:25:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Said that, he had to inform me this, but someone in your company is embezzling money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:25:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[She she got the biggest kick out of that. So I went back and closed my account and moved on to another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:25:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But is she can imagine that somebody that my age kind of a new woman that, you know, always hard working people but didn't have that kind of money could, could, could walk in and pay off their house when they were in their, you know, mid 20s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:26:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then just a few years after you launch Morris Air Southwest in 1993 buys the company for $130 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:26:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It must have been incredible to to to to have that happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:26:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Well, couple a couple of, you know, really incredible things happened around that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:26:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I idolize southwest and you know, I kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I just like I can't even tell you how I felt about that company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You know, when I was building, I would pattern everything we did after Southwest. You know, there was a few things that we did at Morris that SW wasn't doing. One of them is that we invented E ticket travel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:26:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, the first ticketless travel was done at my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:26:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Corsair in the world and it all came about because a guy who worked for me at the time, Stuart Thatcher, came into my office and he goes, yeah, you know, I just went up to the 4th floor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Have like 50 people up there printing tickets and stuffing them and mailing them out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:27:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Why don't we just come up with a computer driven form that we can just go through it? You know, automatically gets done, has a confirmation on there on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:27:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Just mail people that way and we just accept their confirmation number. And I said, well, why don't we just give it to him over the phone?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:27:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Why do we have to mail them anything?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[As well, people might have some in their hands, so I said, well, let's get a fax.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[We can still mail it to him, but we don't really need it at the airport. You know, rental cars don't have it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And so we didn't have a repository for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So I had a a young guy that was backing up the computers and he kept telling me he could write us a new reservation system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So I said, why don't you write us a reservation system? And he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:27:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I don't know if I can do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:27:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I said, well, I'll give you $20,000 and you can buy yourself a Jeep if you can do it. And so he he went out and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And wrote the system and got it all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And we would, we launched this thing as the first E ticket airline. Well, SW didn't know what a great thing they were buying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Was really kind of the best thing that they were buying from that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They were and have credit today in the Smithsonian as being the first ticketless airline, but it was really our system that did it well. But but kind of going back a little bit. So Herb called me up and, you know, said hey, you know, I hear you might.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Interested in in selling and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Tell her you're your idol.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Yeah, I couldn't believe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Louise, on the phone, I can say never heard his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I like hi. Herb, would you want to come down and meet with us?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So I went down and met with them and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Smoke filled room with all these guys in there that I had idolized over all the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then I found.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:28:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then we found out that June had a very serious form of cancer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Was a. It was called inflammatory breast cancer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so I went in my office and I was just sitting there staring at my phone and it rang and I picked it up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And it was a guy named Jim Weichert.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I was, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You doing? I go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:28:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I'm just sick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[He's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[We had chartered planes from. I said, I'm just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:29:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I just found out June has this terminal, breast cancer and inflammatory breast cancer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:29:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[What I'm gonna do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:29:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And he said get around an airplane now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:29:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I said, what do you mean?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Said she's scheduled for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[No, no, don't let her have the surgery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[We know this doctor bloom and shine that is is is having amazing success with this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So I called up June, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I just booked you 2 tickets on American Airlines. You need to get on the airplane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So she raced out to the airport, got on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[But he said get her a plane for what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:29:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Because when they what they found is if you had the surgery, it spread the cancer through your body and they needed to to ZAP it and get rid of it first so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So she got on the plane and he convinced her to go into the treatment and they just took her almost, you know, to to death. I mean bone marrow transplant everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:29:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:29:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And she's still alive today, and she and I have a very special relationship from this day because of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Of that, it was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:30:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so she was going through this treatment and Herb's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And so I'm saying I assumed you you want to sell this company. She said yes, I do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[In your early 30s, you've got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:30:14](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:30:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[A decent amount of cash, like at least 20 million bucks and all of a sudden you become an employee of Southwest Airlines, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:30:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, he always tells the story that I had my my Book of Mormon, my Bible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:30:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And my Southwest Airlines annual report in my car. And that was my scriptures.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[It was not too far from the truth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:30:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So we we were, you know, close and and he said look I want to put you on the executive planning committee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:30:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Which is our top steering committee and I would just sit in this meeting and I would just watch these guys and they would just go on and on and every time I would say something to look at me like, what is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:30:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Does this guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:30:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He's this young punk. He doesn't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:30:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He's never been here and so I used to just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I used to just write, don't say a word, don't say a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Just keep like writing and I just blurt out something else they asked me to take two years to integrate Morris into southwest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And within six months I had it all done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I I basically joint fuel purchase joint ground handling, you know joint everything was all done and Southwest had this had this deal where they were charging off peak fares on Saturdays and Sundays.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[And after like 8:00 PM at night and I went home and I said guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[My my highest fares are on Sunday and you just switched them all to off peak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I'm losing like millions of dollars every month because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You're charging off peak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Let me charge peak on these flights.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so I sat down with, you know, Q Taylor at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Was the head of revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I showed him all the numbers and and it was during that time they switched, you know, and started charging peak for Sundays and they, you know, Southwest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:31:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Has made profit for 43 years in a row over. It was and they they were so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, they didn't really need to find and I was just absolutely paranoid all the time and I had to keep tweaking everything all the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so I was pressing all that stuff with them. And finally her invited me to Ruth Chris Steakhouse in Dallas and said this is going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Know you're driving everybody insane in this company. And I said, well, you're paying more for long distance per minute than we are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Just trying to get them to take our contract instead of your contract and herb, I got the the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I got that thing integrated and I got this, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I know David, but that, that that's five months, it should have taken you longer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:32:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I said, alright, I'm out of here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:32:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Know but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So. So you were supposed to stay at southwest for at least two years?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And within six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Well, I think, I mean he kind of led me to believe that if I just might in my PS and QS that I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[A successor one day, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:32:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So I could, you know, follow in his footsteps and you know, obviously there were other people that wanted that job. And I was young and you know, but I was completely didn't fit into the corporate culture. My, my add was just raging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[So you you were supposed to. I mean, this is going to be your employer and maybe you would have succeeded Herb Kelleher as a head of Southwest and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Basically were fired after like 5 or 6 months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:33:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, in May.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So I start in December and they fired me in May.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Did he let you down gently?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Oh yeah, yeah. He reached across the table and held my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I was crying and he just said, you know, it's just not going to work, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:33:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Even your even the people that your biggest supporter said I you had to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[David Neilman may have been out of a job, but not for long. When we come back, how he built the framework that would become JetBlue. Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:33:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[This message comes from NPR sponsor vanta. If your startup doesn't have the right compliance certifications, you can't close major customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:34:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Vanta automates the time consuming and expensive process of preparing for a Sock 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[HIPAA or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[27001 audit Banta.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:34:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[With your cloud provider and tools creates a customized To Do List and continuously monitors your security.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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[00:34:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[This message comes from NPR sponsor Snack Magic, a build your own snack box service, making it stress free and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:34:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:34:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Virtual event attendees, clients, or your global team to build their own snack box from over 500 snack and beverage options.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:35:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Whether it's one person or 1000 people send all your gifts in one simple e-mail order and your recipients build their boxes online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:35:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Snack magic makes it easy to boost T morale and say thank you get 10% off with the code NPR and learn more at snackmagic.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[This message comes from NPR sponsor LinkedIn Talent Solutions to grow your business, it's essential to have the right people in place to ensure your company operates smoothly and has the potential to expand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[LinkedIn Jobs helps you find the best candidates for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:35:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Get started by posting your first job for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[To reach Linkedin's network of 740 million professionals, then use simple tools to filter and prioritize top candidates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:35:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Visit linkedin.com built terms and conditions apply.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:00 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[An officer pins a 16 year old to the ground and punches.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[His teeth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But are there any consequences for the cop?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[For the first time, we take you inside the secret investigations that show how police protections in California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Shield officers from accountability listen to on our watch, a podcast from NPR and KQED.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So it's 1995 and David Neilman was just fired from Southwest Airlines southwest, the company he idolized.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And he cannot work for a domestic airline for five years because of Southwest non compete clause.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So David, he went home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I went home and I spent a couple days at home and I I feel like I can't do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I'm not going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:36:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I'm not going to try.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And so I went down and I I I rent a little office and started going to work every day in Salt Lake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:37:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[By this time, Dave Evans, who is my partner, had been going back and forth to Texas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And Dave Evans, I'm guessing you guys work together at Morris Air.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:37:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah. And he came to me and he said, look ticketless is the future.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:37:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Don't we build a system and and sell it to all the airlines?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So I said how much money he'll take. And he said, oh, million dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:37:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Yami's hard to remember, but like even in the mid 90s when you were running this company like an airline ticket was a was like a a booklet with carbon copy pages in it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:37:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Bring this physical booklet to get onto a plane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And have it help you if you lost it, you know you were you were in trouble. If you lost, you had to fill out big forms. A lost ticket forms and then they had these big auditing departments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:37:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:37:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Would look for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:37:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And you'd have to keep calling them back every three months to see if they, if anyone, ever claimed your ticket, and if not, then you know, maybe they would give you a refund at the end of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:37:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So it was a it was a real pain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So, OK, you guys, I guess you guys wanted to build a reservation system that you could essentially then sell to the airlines, but why wouldn't? Why wouldn't airlines just just do it themselves?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Airlines had these big mainframe computer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:38:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They were using at the time and everything was done on a flat file, so there was no relational databases. The actual the database was actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Take it so if you lost your ticket and you know it became a negotiable document and they didn't have any other way of tracking anything and then they would look at things in the rearview mirror that happened three or four months ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:38:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They had no forward-looking ability at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:38:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so by us building the system, we allowed people to have real time information. All the reservations that were coming in, you know, we could tell them, you know what the average fare was with the with the load factor was on each flight, all the stuff that they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:38:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Had before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:38:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so it was a huge it was a revolutionary change for the airline business at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:38:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:38:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so, you know, did that during this period of the non compete and about halfway through the non compete I called a couple couple maybe a year and a half into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Called her and I say, hey, herb, you know I've consulted, you know, legal counsel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Thing is not really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:39:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, I didn't get in consideration.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:39:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:39:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[David, you're the last person I want to see in the airline business, so I will fight you tooth and nail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Do not want to see you in the airline business and I said all right, fair enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[That's all live by my word.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You ended up selling this company to HP Hewlett.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:39:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[In 1998 and and that's when you kind of I guess put your head down on this, the JetBlue idea, but even before then I my understanding is that you actually started to think of the JetBlue idea like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:39:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Within a year after leaving SW, is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:39:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, I mean, I knew I had four years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:39:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, I had the reservation system, so I knew exactly what the reservation system would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:39:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Be, you know, I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:39:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I just kind of bided my time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[What I'm trying to understand is why the the graveyard of like failed airlines is huge, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Trump and Laker and people movers, whatever it was called.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Pan Am people express.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[People express.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[00:40:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The world needed like there were a bunch of airlines. Southwest was thriving like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:40:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Like what was it that you thought you could contribute to that to that industry?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:40:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Well, I thought that a couple things. Southwest had a rule book that they didn't really violate at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:40:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[One of them that they never flew into kind of congested airports, they they didn't want because on time percentage and you know turning airplanes in 10 minutes was just so important to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:40:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[That they didn't want to go to New York, for example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:40:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:40:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Boston. They weren't in Boston, they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:40:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They were in Providence and so they they they kind of scooted around airports, they never went into SFO. They weren't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:41:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so they didn't really, you know, go into these, these East Coast congested airports and you know, Don Burr, who is the founder of People Express, came to see me one time. And I remember he was looking at starting an airline and he wanted to do it in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:41:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:41:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And he was saying, you know, during the middle of the day, you can run a bowling ball down the middle of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Of the runways at JFK, they're only days at night. There's nothing in the day and there's a lot of people there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So I just kind of followed that away and and you know, his his airline didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:41:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So when it came time for me to to found, you know, JetBlue, I wanted to find a place that I could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:41:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Start in a in a in an area where I knew there was a lot of people. I studied the New York travel market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:41:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so I thought, well, this is a perfect place to put an airline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:41:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You thought you could do a discount airline that would fly the places that discount airlines were not flying to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:41:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, where Southwest Airlines was and and you know, you remember at the time too the all the carriers, these legacy carriers had accumulated so much stuff and pension programs and you know the the customer service at that time wasn't very good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And we wanted to bring humanity back to air travel and, you know, and this is something that I've kind of learned over the years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Number one is you don't just go start an airline for the Sega starting, you have to have a reason for being, but also just because you're in a place where no one else flies or can fly doesn't mean that you know you can treat people poorly. So let.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Treat people awesome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Let's find a place that nobody else flies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Fly between routes and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Say say I say my team guys too much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Is never.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Let's just keep layering it on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Make it better and better and better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:42:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:42:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Did you have a vision of what you wanted JetBlue to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, it's been traveling in the 1990s like there were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:42:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, virgin for example, like that was rebel. I remember going on a Virgin Airlines flight in the 90s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Got little TV's and great food and it was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:43:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It felt completely different from any other airline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Yeah. And I you know, I was talking to Richard Branson earlier on JetBlue was going to be called Virgin America, you know, kind of a funny story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Know I'm still a little bit off the tournament truck coming from Utah, you know, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Richard invites me to fly over to it and I go to his house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[House and of course, he's there with his wife and speaking in this swab, British accent and I'm completely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then he says, let's go eat Indian food and I'd never eat Indian food before if you could believe that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Love Indian food and he said let's go watch a movie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He took me to his virgin theater and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And he and his wife and I. And we saw the Full Monty, which was for a Mormon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It was completely, you know, a little off color for me. But I came home kind of chuckled about that movie, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Loving chicken crew, which I had that night, which I haven't been able to stop eating ever since.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:43:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So, but but Richard at the time, then he wanted a franchise fee and he wanted to maybe change go to he had gone to Washington and they had convinced him that maybe he could change the laws on foreign ownership.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He could control it and I just said now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's not going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So. So there was a moment where you may have, instead of launching JetBlue, would have launched Virgin's US domestic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, I mean I, you know, I thought having a brand was important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Flew on virgin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I saw those little TV.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I, you know, saw that whole service and I thought, wow, you know, if I could create this, this would be amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So, so that five year like period of that like non compete would ended I guess around 98 at that point like right when it ended, is that when you announced that you were founding JetBlue, did you did you announce that publicly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, I mean I I I couldn't sell a ticket, but I can do everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So you know, I had the reservation system ready to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Had to bring people on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Oh, so you already ready to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You could start working on it even before this non compete ended.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:44:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, I mean, we started flying in February of of the year 2000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We were working hot and heavy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I moved the family to Connecticut in July of 99 and we were, you know, Fobore had raised $135 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:45:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We were ready to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[One of the things that SW revolutionized was they just, you know, they never served food, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They was peanuts or pretzels and free drinks and very friendly service.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And they also only flew in the still do only fly 730 sevens Boeing 730.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So did you kind of look at that and say, Yep, that's that's the model that we should go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We should get the same exact plane because then you have to maintain one kind of plane and not worry about food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[All that stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, that was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:45:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I I hired to be my CFO at JetBlue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[A man by the name of John Owen and he was the treasurer at Southwest, and so he knew all the financial stuff about southwest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:45:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:45:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They were buying airplanes from going from, and they're buying 7:30.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:46:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And we tried to go to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:46:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We wanted the 737, we really wanted it and we just said, look, how about giving us this price and they said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Too long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[We can't do that. We're going to go see Airbus. And they said, well go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:46:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So flew back to Washington, DC, where the North American offices were for Airbus, and Recoupon walked in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Was a good friend of mine today and he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[He was the CEO of the head of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:46:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Airbus you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:46:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, CEO of North America for Airbus at the time he walks in and he says, you know, you just here using us as foil or you shouldn't buying airplanes. And I said, I'm just here using you as foil, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:46:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Convince me you have a better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:46:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So he started selling us in kind of the wider cabin and the fly by wire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:46:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[All this stuff, the more seats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[We could go to 162 seats on an airplane and so I completely got got converted and boy ended up coming below that number, which I would have shaken with him on the first day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But we were willing with our bus and we've had a great relationship with them ever since.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And yet the the A three 20s. Is that what you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, the a three 20s, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So in that's their version. I mean the 737-8320 is there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Heating planes. You go with the Airbus A320 S and put TV's in the back and Free TV and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Uh snacks. Snacks I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I read somewhere a quote of yours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Look, JetBlue is a customer service company or you know you described it as a customer service company that happens to fly airplanes, which reminded me a lot of Zappos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Know we we were a customer service company that happens to sell shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, I guess I've I plagiarized that with not even knowing, but that was my thought. I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Is that is that how you saw it happening?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I just wanted to do everything and maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

['Cause I came up this whole notion of servant leadership, you know, maybe I learned that on my mission of serving others and just saw how Southwest had built their culture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:47:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, I used to help this thing at, you know, we're going to go out and we're going to take care of our people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And the people are going to take care of our customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And it was funny because when I was talking to investors in New York, they said, hey, dude, you're in New York, you're not going to find friendly people in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I said, well, I got a lot of lot to choose from. So there's there's 15,000,000 people. I'm sure I'll find some nice people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And we sure did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You guys were profitable pretty quickly, I think and at a difficult time after 911.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And one of the things that you did a lot, you fly on the planes all the time. You'd make an announcement that you were the the head of the company and then you would sit on the planes and serve snacks and help clean the planes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Was that a stick or was that real?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Mean. What was that about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Now I just really want to stay in touch with our customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I really want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Them, you know, not only would I get up and introduce myself, but I would also say I'm gonna come by and serve snacks, but I also wanna hear from your experience with our company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:48:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Wanna know what we did? Good. What we did bad. You know what? We can improve on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Know any ideas you have for us?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then I had, you know, other people in our company doing the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I just think it's just incredible to stay in touch with your, with your people, and then you know those working the flight see that you care.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[One of the things I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Southwest their staff is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And you did not have a Union staff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Why? I mean, did you feel like I don't want to deal with unions?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Going to just drag us down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Was there a reason behind that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You know, I always thought if our people need someone else to come tell us how to treat them, then that would be pretty tragic. If I thought I didn't treat our people well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Enough that they needed somebody else. Then you know that's not a company I wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So by not being unionized, you know, I could chip in and, you know, pick up trash on the airplane and there wouldn't be a grievance filed, for example, or, you know, what, one of the questions we ask in the interview process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:49:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Is, you know, in your career, in your, in your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Can you give us some examples of where you left your area of responsibility and help somebody else out in another area because that was really something that we thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:50:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's amazing how many people couldn't come up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[One single example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Of how they could, you know, chip in and help help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[About, you know, we didn't have a pilot that had 15,000 hours and he was called me up screaming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Can't believe you would hire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I'm an experienced pilot, so I went to the interviewers and they said well, he couldn't come up with one single excuse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Anything he's ever done to help anyone other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Himself so you know it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It was a cultural thing and building the culture was important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[David, one of the things about about the airline industry is that it's a volatile.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Right. Like the price of oil is is a huge factor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You've got recessions. Security scares 911, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[People traveled a lot less.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So I mean the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:50:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[My understanding is that in general, the margins you know, even though we think of these airlines as hugely profitable, they're generally the the margins are generally pretty thin, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They can be, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's a business that you can make a lot of money and you can lose a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah. So what is it that you guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[How are you able to be profitable so fast and for so long compared to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The other airlines.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Well, I think it was just weird.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, people saw us and, you know, we had the word of mouth and people love flying us, but it's just building a better mousetrap and building a better company and. And, you know, I I became enamoured with this whole thing when I was running the company and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:51:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Read this article called the Constant customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They said, look, some companies just grow quicker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They're more successful, you know, and they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They did a lot of research into what, what, what it was about these companies that differentiated them from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:51:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:51:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[These, and it was actually United Airlines and southwest in the article and it talked about the differences between the two and how they ran their businesses. And the three things they named was, you know, number one is having people who work for you that are ambassadors for your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[That adore your company, that feel valued and feel loved in the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:52:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[#2 was flawless execution on every single level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Need to be completely flaw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so I web dashboards every day where I can tell you everything that's going on at my company's you know from on time percentage one of the last bag made it to the carousel on the most delight flight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Everything about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So you need to be flawless and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The third thing is you need to make it right with the customer. If you have a make a mistake or you treat someone poorly, whatever you need to make them more loyal. Having had an issue with your company then if they have not had an issue in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:52:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So JetBlue is like riding high.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's a darling of Wall Street. Customers love it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then comes Valentine's Day, 2007. The biggest ice storm in the northeast in like decades.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:52:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And what happens?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Well, it wasn't just an ice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It was the FAA had come out with this regulation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[That it was only that year, you know, it was only in 2007 where they said if there's what they called ice pellets in the air, then you can't take off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[They reversed it the next.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[They didn't have it anytime before that. They haven't had it anytime since, so it was just one of these convergence of events.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Where our planes got out to the runway to take off, they called ice pellets. Planes were stuck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Were landing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then this storm moved in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Had people stranded on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We couldn't get them back to the gate because now we have this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[For like 8 hours right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, 8 action more I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Singing planes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:53:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Even 10 hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so it was a disaster, and it was something that and then, you know, Humpty Dumpty was all over the place. And it took us a long time to recover.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[But what happened? What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Our operational team failed their line. You know it was. It was just simply that simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Mean it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:53:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[Know they just didn't do a good job of of having the situation and you know, as as I was, I was in the command Center for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Four straight days after, you know, obviously we got people off the airplane and and after the the first day. But when we had the whole place was scrambled and there was all kinds of bad publicity, you know, to the airline which is, you know, devastating for me person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:54:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[We pride ourselves in running such a great airline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I think I set a record on that day where I started on the Today show and I ended up on the Letterman show and I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:54:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You were just up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:54:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Were apologizing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:54:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Apologies explaining what happened. 27 live interviews on, you know, all kinds of TV. But I came up with this list of of things that you know, we were going to do and and a Bill of Rights saying if this ever happens again, this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:54:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You be compensated, but how did it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:54:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, how did it happen like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:54:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I think there are 1200 flights that were cancelled over the next couple days. Like why did it did this winter storm hit JetBlue harder than other airlines?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Was it just a failure of management?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:55:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Well, ironically, I think the others may have recovered better, but Delta had planes out there, you know, for about the same amount of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Know everybody was affected by it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It wasn't just us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It took us longer to recover, but also people expected more from us and I mean I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Sometimes the media likes to build you up and then they like to tear you down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:55:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Kind of like if you're flying too high. You know we're going to come after you if you. If you're a rising story, we're going to tell about you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You mess up even just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[As much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then I was, you know, well on the way to fixing it and making sure that it would never happen again when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[In a couple months later, the board asked me if I would just step up to be chairman and, you know, kind of let the CLO at the time be the CEO and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:55:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:55:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Here we go again. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And now it's herb and this, but it was different with this time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Obviously this was my baby. I had kids and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:55:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[This was your. This was your baby.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[I killed myself for this company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And the board because you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It was a public company and now you work for the shareholders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:56:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But we don't want you to run it anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I can't imagine that wouldn't be devastating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[It was not only devastating, but it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Was just absolutely the wrong decision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[I mean, if I maybe I was, you know, my perception is better than what I actually was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[My persona is taken on a much bigger role.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But we had a couple of, you know guys on the board that were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Had developed this thing about founder syndrome and thought, hey, maybe it's better to turn it over to someone and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:56:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Run the company without the passion and just, you know, kind of not like a regular business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, they they felt that that you had to be held accountable, fair or not, for the the Blizzard fiasco, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:56:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Absolutely. I mean, I had to be held accountable and you know, and I was taking responsibility of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Mean one of the board members kept saying to me, quit apologizing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Like you to apologize, I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I said because, you know, it shows a sign of weakness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Know or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Were you blindsided by it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I completely, I mean, it was the most shocking thing, though. I couldn't believe it. I mean, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[How did they break the news to you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I was. My office was just off the boardroom and, you know, 2 two of the board members came in and said, you know, this is what we're going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Then they go, got up and left, got an airplanes and flew away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Were you personally hurt? Oh, yeah, totally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[For years, as I would land in in JFK, it would be hard to even look over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Know a jet plane because it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:57:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Hard to even see my airline, you know, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I wrote a letter to the crew members when I left and I still had access to F1 seat e-mail, so I sent it out and I just said, you know, I've always taught you that it's not really what happens to you is it's how you deal with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:57:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so, you know, I've always had this lifetime dream to return to Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:58:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And make a difference in the country of my birth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:58:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I'm going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[So I'm going to leave the board and you know, I just want you to remember all those values and, you know, treat each other well and I'll miss you terribly. And, you know, and nothing I'd like more to be back as your CEO, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[You know that's not the way life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:58:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Sometimes you don't get to make all the decisions and wish to ever win the best, and and I was gone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[We can stop this podcast now and like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:58:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:58:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You start another airline, you start a brand new airline in 2008 called Azul in Brazil by the way, which means blue was that was that deliberate?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:58:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You call it Zul deliberately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:58:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[It was, I think, you know, I obviously was have great affection for JetBlue. And as always, the closest thing, and as always, you know, blue in Portuguese and in Spanish so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:58:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I had made some trips down there and you know, I had this thing tucked away in the back of my head about going back to Brazil and making a difference and that I had when I was a 19 year old boy and one of the things that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:59:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[To me, is how few people were traveling in Brazil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:59:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And I determined that there were two major reasons #1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:59:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The service just wasn't good as far as non stops between cities. The 25 largest cities in Brazil and we had non stops about 20% of the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[Were like 50 cities that had no service that needed service.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:59:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Had no one food or these cities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:59:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Were making people drive 4 hours.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And Brazil makes airplanes, a major aircraft manufacturer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:59:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[00:59:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They had, you know, during the the military rule, the military had done a nice job of building up boats, but nobody flew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:59:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[To him, and then fares were really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[00:59:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They were about double where they were in the United States, so I thought, well, I'll go to Brazil, I'll buy Brazilian made airplanes, which are a little smaller, have a lower trip costs and then I'll start flying to all these cities that nobody flies to and will be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Big success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

[01:00:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I think it's the third largest airline in Brazil today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

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

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

[It's the number one airline in terms of daily departures, #1 airline in numbers of cities serves we serve over 100 cities in Brazil. We have 800 flights a day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Fly about 80,000 people every single day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Wow, that's 10 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Ten years after you launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah. In just ten years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:00:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I mean, you must have learned so many lessons along the way. Right at Southwest, you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, they fired you after five months and you couldn't do anything about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then, you know, JetBlue, obviously the board decided that they wanted somebody new there. When you structured Azul, did you make sure that that could not happen to you again? Absolutely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I can't be fired as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's privately owned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[No, it's probably like it's on the New York Stock Exchange, but I have a voting control.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yeah, so should be sure that that could not happen again. Fair enough. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Part of like learning lessons along the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:00:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:00:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[David, you have 10 kids, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Yes. How were you able to do all this stuff? Like fly all over the place and go to board meetings and run these companies and also raise kids like, how are you able to make time for them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:01:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Did you have to make sacrifices?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[Well, I had a couple of rules and number one is I always was home on weekends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[I never since I don't golf and I hate people who golf.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Now it's kind of a joke I have, but no matter what it was in the world, I would make sure I was home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, either Friday morning or Saturday morning and stay till either Sunday night or Monday night so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[That was very important to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I needed to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I needed to be recharged with my kids and I needed to be with them and you know, and if it my daughters were dancing and my sons were playing football or lacrosse, I always tried to make sure I worked my schedule around it so I would always be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[For them, if they need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And and I, you know, tried to be the best father I could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:01:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I wasn't there at 5:00 every night to have dinner with him. But you know, I had a lot of support from, you know, my wife and and the kids, you know, really helped each other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Mean my oldest daughter was amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And then the second daughter and then the third daughter, and then finally got a son, #4. And so they helped with each other. And they and they chipped in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Then when the first one got the driver's license, they were, you know, helping all the kids around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:02:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So it was really a family.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's a great family and I, you know, you didn't mention that I have 18 grandkids and and three on the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[What is your sort of like guiding principle as a leader like now that you've made mistakes and you've, you know, driven people crazy and kind of had time to reflect on the kind of person you are and the kind of leader you are?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:02:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[What do you aspire?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[How do you aspire to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Like what do you want people to say about you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[They're like, oh, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:02:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:03:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[He made my life better. You know, I, you know, we have this thing at his old where I tell everyone I want this to be the best.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You've ever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I want you to look forward to coming to work every day and so I walk around the company saying is this the best job you ever had?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[This the best job you had. If not, why not?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Because I think if you do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, if you matter if your company matters, then you're going to be more successful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know, if you were plucked from the face of the Earth, anybody care?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You know who would show up at your memorial service and how many lives?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:03:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Because I think the more people you touch and the more good that you do and the more people you serve and the more lives that you change.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[The happy you are too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[So all these things all work together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:03:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[At 22.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Three, you were totally broke.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You like reach these these heights, and then you were broke and then back to working your grandfather's store. And then all these amazing things happened to you in your life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[How much of that do you think is is because you were?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:03:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Really smart and hard working and how much because of luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Well, I think obviously you have points of luck, but I think you make your own luck to a great degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Know add people's and I I tell people this that have add. Embrace it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You and it's who you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And take all the good from it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[My form of add has.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I have an ability to just look at a situation that's very complex and simplify it and say let's just do it this way and it drives my teams crazy 'cause they're like, no, it's not that simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Say yes it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Just go do this, this and this and we'll have it solved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And so, you know, sometimes it's not that simple, but you know, that's just who I am.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[That's how I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I can look at a situation and you know I can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[I can see solutions and so whether if it was in the airline business or any other business, I think I would have probably had that skill and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[But you know, certainly the airline business has been my ticket to a lot of exciting times in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[And there's, you know, there's nothing like sitting in a cockpit, landing an airplane and a 4800 foot runway in Rio de Janeiro.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:05:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[To give you a thrill and knowing that that's your plane and your people and your happy customers on board, it's it's it's quite a thrill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:05:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[That's David Neilman, founder of JetBlue. On top of building one of the most successful airlines in Brazil, he'd just launched a brand new US airline that will run short flights in the South and northeast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:05:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[It's called breeze Airways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:05:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[When David first set out to build it, he had a different name in mind that actually fits.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:05:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:05:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Better moxie?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:05:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Oh, and you probably noticed how SW founder Herb Kelleher played a huge role in David's life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:05:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[Well, Herb actually passed away in 2019, shortly after I interviewed David for the show. But I was lucky enough to talk to her a few years before he died.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:05:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[You can find his amazing story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:06:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[In our podcast feed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:06:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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[01:06:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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[01:06:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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[01:06:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[This episode was produced by James Delahoussay, with music composed by Ramtin Arabloue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:06:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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[01:06:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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

[01:06:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[And you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

[01:06:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWI)

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