# Audio file

[Kenneth Cole Kenneth Cole.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

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

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

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

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

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

[What happened in 94 was the landscape changed when I started my business, there was maybe 70 or 80 department store chains in the United States.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[All of a sudden, 10 years later, this may be 15 or 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Consolidation after consolidation, since some bankruptcies and I said to myself that these guys are going to need to find economies. I thought at a certain point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They'd buy similar shoes under their own labels.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I'm not business anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You didn't think they would just continue to buy Kenneth Cole shoes and sell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[And if you don't see my designs like a tree in the forest, I'm only as good as you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[And if I'm not out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:01:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Then I don't exist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[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_gVk)

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

[I'm Guy Raz, and on the show today how Kenneth Cole launched his shoe business out of a 40 foot truck in Midtown Manhattan and grew the business into one of the best known brands in the fashion industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:01:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[There's a basic principle in business when it comes to politics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Stay away far away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But the past four years have tested that view, especially because lots of consumers want the brands they support.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[To take a stand on issues they care about things like racial justice and voting rights and climate action.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It's meant that a lot of big companies have increasingly been doing that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Even at the risk of alienating a certain segment of their customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:02:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But long before it became fashionable to weigh in on controversial topics, the shoe company Kenneth Cole was doing exactly that. In 1986, when the AIDS crisis was just coming into focus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Kenneth Cole began to take out full page ads in magazines promoting AIDS awareness and research, and this was at a time when many people in America refused to even acknowledge the disease.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:02:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[In that same year, 1986, the company ran a campaign calling for strict gun control in 1992 for strong abortion rights in 93 for equal civil rights for members of the LGBTQ community.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And throughout all those campaigns, the brand kept growing. In fact, by the mid 2000's, the companies revenue hit over half a billion dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Cole, the companies namesake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Started out with very little money, but he managed to turn the brand into one of the best known American fashion labels. Kenneth was born in Brooklyn in the 1950s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:03:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:03:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Dad was in the shoe business, but following in those footsteps was not part of Kenneth Plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[I was going to be the shortstop for the New York Mets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:03:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Were you really?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:03:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Like most of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:03:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The kids in your neighborhood probably right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:03:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:03:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Wake up every other day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Once a day and I realized that was not like could happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:03:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

[My first job was selling peanuts at Shea Stadium.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:04:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:04:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It was also creative endeavour getting that job because it was during the World Series in 1969.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Yeah, the miracle Mets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Yeah. And there were no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:04:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So there were no night games and they needed kids to work during the day and the city was very tight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:04:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So they insisted that these students all had notes from their principals that they could take that time off from school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:04:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I got my principal to give me a note saying that he thought it was a worthwhile cultural experience and he endorsed my employment at CHA Stadium.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So you got to see the Mets play in the 1969.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:04:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[And I also, by the way, I leveraged that job to get one at Madison Square Garden where I got to see the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:04:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And again, Ranger games.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:04:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And tell me a little bit about your parents. First of all, what did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Did your parents do for a living?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[No, my mother for a little bit did some charity work. My father was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[He was in different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:05:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He was later on. He was in the shoe business. He had a small shoe factory and a very tough part in New York at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Called Williamsburg, a tough part of new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[York called Williamsburg. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Not so tough today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Interesting. I think some change.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Yeah, and. And what was the name of the factory?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:05:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[El Greco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Is it me, the Greek?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:05:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:05:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[That means the Greek in Spanish.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

[That come from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I think he had acquired a small business and I think that's what it was and eventually he got he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It so he may choose and sold them in department stores at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:05:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Women choose, but the last thing on my mind was the last thing I would imagine myself doing and the least masculine thing I could have imagined myself doing was going to the women shoe business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It wasn't something I ever contemplated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:05:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What was your relationship like with your dad?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:05:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:05:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He was a tough guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:05:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He was a Marine, World War 2 veteran, World War 2 veteran.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Was he deployed overseas?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And he was he served in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:06:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He was a a gunner and it was on several missions and he was relentless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

[I learned a lot from him in many ways what to do and in some cases what not to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[He was always he was working much more than he wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And I always reflect upon that being generational because I made a point to be the opposite with with my kids to the degree I was able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:06:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Work with came first and 2nd and we were often third.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:06:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He was determined and he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[So when you set out to go to College in in the early 70s, you went to Emory I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:06:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You didn't really contemplate eventually working with your dad?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:06:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[No 2/3.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:06:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I went to school thinking I'd probably become a lawyer and I studied political science.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And Raw was something I believed would create interesting alternatives for me going down the road.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So I was admitted to a couple of schools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[And then that summer, my father had his Superintendent, who was running the factory at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Resigned to go into competitions and that factory was the proverbial hand that fed us so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:07:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I felt an obligation that summer to immerse myself in it and to learn the business to the degree that I could and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[What your dad said to you? He.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I need you to help me out at the factory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:07:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He didn't say that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

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

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

[Kind of encouraged it and he welcomed it and I wasn't thinking that this would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I would jump in with both feet, but I knew once I started doing it, I also knew that I needed to commit to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:07:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[To to learn it and to quickly have the respect of of the people I was working with and and I did, I learned it and I kept. I was fascinated by it. And I kept gravitating towards the sample room where I watched all these components, this piece of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And plastic. That was the heel or wood and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[A metal shape of a foot that became was the last, and how all these things put together in certain way became a shoe and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:08:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Your whole life you were around this world and exposed to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And then, because I I agree, I would find it fascinating to just see the pieces of cut leather and the wooden heal and people sewing the pieces together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But why do you think you you began to see it that way at the age of 22?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I think I wanted to understand not just what my father did, but what was behind the curtain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:08:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Dad, how did this work, and what made it so distinctive? And why was he able to do it differently than other people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I was and I realized very quickly that what distinguished what he did from what everybody else did, was what happened in the sample room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:08:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So that's where I I spent much of my summer that year and I learned how to make patterns and how choose were constructed and how they were crafted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And by the way, I just think of this as a dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Like if my kid joined my business, which I don't want them to want them to do their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Thing, but I'd be so proud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Like just gushing. You know, it would be amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:09:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It doesn't strike me that your dad was that kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Guy, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[He must have been pretty proud that his kid was there with his company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[No, he was, but he pushed me as hard as he felt he could in the way that he would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Well, how are you pushing them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It was always how big is big and how good is good. And he was careful with the compliments and the encouragements.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:09:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But I, but I knew he was proud and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:09:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I wanted to make sure he was in his factory for our company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:09:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[In that six year period where you worked for your daddy's business and really start to understand the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Like 2 years in, you're involved in launching a whole new line of shoes. I think they're called candies designed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Targeting young women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[What was that initiative?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:10:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[How that came about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:10:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Making shoes in Brooklyn and there were 100 steps that went into making the most simple shoe and the slightest thing that would go wrong if you're missing any of those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:10:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[100 plus components.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[We're not in business anymore and in the best case scenario, you can only make so many purchases and the worst case you're out of business, you have nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So that business model I struggled with and then we went over to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Europe and bought some shoes and started selling them here in the United States there was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Yeah. What was it like a Mary Jane like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It was a piece of leather that was stapled onto a polypropylene bottom with a high heel and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:10:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What Olivia Newton John wore in the movie crease.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:10:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Oh yeah, and what? You identified that like you, you found those shoes in Europe and you said, hey, we should sell shoes like these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:11:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Actually, I think my father and I found them and then we came back and I started to sell them and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But you weren't making them. You were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Were still importing these shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[We started importing them and then it became very clear that in that sort of a business model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Tomorrow, if you do a lot of business, you make a ton of money. If you do a little bit, you make less, but you don't have all the overhead that we had in in a domestic shoe factory and it was very compelling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So we converted the business eventually to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:11:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[That became the business because it grew very quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So he shut down the factory part. He did, and focused on importing shoes and then reselling them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:11:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Correct. When did that happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Would you remember what year?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:11:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So if I joined the business 76, maybe 79.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[So this was the new model and you were now focused on importing shoes that you could identify mainly from Europe, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And it actually boosted the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[The business grew as a result of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Exponentially and very quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So eventually, initially the factor became a warehouse. The existing factory, and then eventually we moved to a a bigger facility and then left and vacated those offices in Wales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So clearly you catch the bug, the shoe bug.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Or six years of working with your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[This becomes something not just interesting, but you see this as your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:12:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You decide to leave in 1982 to start your own shoe company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Guess you're around 28 years old at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Why did you decide to leave your dad's business and go off on your own?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:12:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He and didn't agree on a lot of things and I didn't have the right to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Do not be 100% compliant and supportive and I felt that I was young enough and probably not even enough that I could just go and do it and figure it out independently so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:12:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I woke up one day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Said that's what I'm going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:12:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Did you and your dad argue a lot or was it more that your dad was my way of the highway and you didn't argue with him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Invariably, he had his way that he felt things should be done, and I then I'd say to myself, why am I putting him through this? And why am I putting this through it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Then, at a certain point, I figured my relationship is only going to get better with him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I if I do this independently.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So when you told your dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You want to start your own thing and you're leaving? Was he? Was he sad? Was he hurt?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

[00:13:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Proud to be visibly hurt anyway, and he wasn't supportive, but he at the same time he he was supportive, but he wasn't encouraging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:13:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[That's a better way to put it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[When I did tell him I was going to leave one day, which was shocking to him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:13:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:13:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You'll be back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's very hard out there and you're going to be back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[This message, at which point I knew there was no way that was going to happen, so he says. I'm going to leave your office open for you because I know you'll you'll be back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So when you said, hey, I want to start my own shoe thing, he didn't say. Hell, I'll, I'll, I'll write you a check to to help get you started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[No, not just the opposite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And I'm not sure what. I'm not sure I would have taken it if he had either, because I I became equally proud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So you you wanted to start your own shoe company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:14:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You had experience now and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:14:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[You have any money to start it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:14:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Very little, but what I did was I went over to Italy because that's where I had been working with candies and and I found.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[An agent who had a lot of credibility in the marketplace and that agent by nature of my relationship with with agent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I had probably more credibility than I was entitled to in the marketplace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:14:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[This is an agent who helped you find factories to make your shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[That means, yeah, and everything is I I created everything at the time to be variable. And so the agent would get paid only if I did business and to the direct business. They would make more. And this agent, I I got open account.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:15:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Which was a big deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Like a line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Credit a line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[A line of credit and and I went very early on in my career that it's much easier to get credit from a factory that needs business in Italy than from an American bank that doesn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:15:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So you go to factor and you could say hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I need to make this order and I'll pay you 90 days or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:15:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yeah. And I had an arrangement with the bank where they were going to give me 80% of the receivable. Once I invoiced it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:15:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I would fly the goods to New York and we'd ship them out because we had pre sold them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And what did you, by the way, who did you sell them to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:15:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Same places that you were selling candies to the same department stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Actually more elevated. My first year in business, I sold Saks, I sold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

[Bloomingdale's. I sold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:15:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The bergdorfs I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You wanted this to be different than your daddy's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:16:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You wanted to make like higher end shoes that you would actually design yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I wanted to create aspirational shoes for for that aspirational woman. And and I also did not want to compete with him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And I called a handful of customers that his current salesman were not calling on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:16:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And then my father said, OK, take him to footwear news, which is the only industry publication at the time. And I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[When I I met with this woman Vivian Infantino, who was the fashion editor, and Vivian wrote a story about these first few shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I ever made and she said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Buy this and new up and coming designer chemical.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:16:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I never looked at myself as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

[As a designer, I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I created a little package of shoes, I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:16:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Could sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:16:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:16:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Didn't even have to draw.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I taught myself how to draw over the years, but at that point I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Did you ever think of yourself as a creative person?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[I think I had an interest in things that were creative, but I wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Never really looked in the mirror and saw that in me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You wouldn't look in the mirror and say, hey, I'm a designer. I'm an artist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It wasn't something that I had ever aspired to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:17:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So you had this designing shoes, and by the way, you have a Co founder, a guy named Sam.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:17:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But tell me about Sam.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Sam worked with me at at El Greco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And when I left, Sam said if you leave, I'm going with you. 'cause. I'm not staying here, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:17:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I was as much as I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:17:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I knew how to help because Sam was also a good friend I had, and how much fun it would be and how how great it would be to have my I was reluctant to do it to my father because I didn't want him to think that I took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Or anything so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Eventually, when Sam made a query, he wasn't staying. Sam joined me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:17:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And then we worked in my apartment on the east side on a fork. Several.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I don't think we went outside except when I went to Italy to make the make the shoes. I took a couple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Of tricks you worked in your apartment building that, like creating the business plan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We were creating, you know, the brand with setting up people to connect with, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Lawyers. Finally, they're finding an accountant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And how? By the way, how many shoes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Many different designs were going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[This is going to be woman's shoes only.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And how many different, like excuse would you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So maybe 3 constructions and each and maybe three or four or five colors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Great. How many shoes did you in total?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:18:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So going to this process, I didn't have a sense of how many.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:18:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Just knew that I could only show what I thought was great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I just wanted to create cheese that people wanted and hopefully have less than what the demand was, but enough to make it all come together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Well, the 1982 version of Kenneth Cole is not inspiring a lot of confidence in me right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[I knew I'd figure it out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Know people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[To me, when I left my father.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[God, they said to me. Well, what would you have done if it didn't work? And what I don't tell people and I didn't tell people often is that I didn't know what it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I knew I'd figure it out along the way, and that it might keep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I wasn't sure what kinds of shoes, and I wasn't sure who I was going to sell them to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:19:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I wasn't sure what the price would be, but I knew somehow I would find product that people would want and I would deliver it in a way that would people would find compelling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:19:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Tell me about about the name Kenneth Cole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Mean it's great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:19:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's your name was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:19:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Was it the idea from the beginning to call it chemical?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[No, I couldn't take the chance of a made-up name and finding out many, many months or years later whether it was acceptable or not through the trademark process. We don't have Google.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:19:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But I also knew you can usually get away with your own name as long as it's your name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I called the Kenneth Cole probably make my mother happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:20:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I did that and I ran to Italy because I didn't have credit and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:20:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'd get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[From from a shoe factory and I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I had a factory that agreed to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Factory was a single production line and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[When the production was stopped at six.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[When the workers went home is when Kaiser, who was the Modelist who I worked with and I would work all night long on the collections.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So once, once the workers would go home, then you would basically rent out the factory for your line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Yeah, I mean, they because he had a relationship to the factory. They let him have it and use it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Felt bad for this kid from New York who was desperate to have a collection within 30 days because we're getting close to market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:20:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Sorry, just clarify.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:20:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You were to have this collection done in 30 days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[First of all, I knew that I needed to get to market quickly because I was going to run out of money if I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And at the time, I think 60 plus percent of businesses, probably even more today, startup businesses fell in the first year because people underestimate the amount of time it takes before there's a return on that investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[So I knew I needed to get to market quickly, and I knew that in December, something that was going to be a shoe show and I needed a collection by then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[This is market week. She showed it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:21:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yes, it was market week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:21:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:21:24 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[You've got this deadline you want to preview your line of shoes at Market Week, which is this convention in New York. This is in December of 1982.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

[The story you want to get there and do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Do you meet your?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:21:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Do you get your shoes done on time for the show?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:21:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I yeah, I'm doing that. But in the process I needed to be prepared to show the shoes because at the time you teachers Hilton Hotel, not a lot of individuality, not a lot of creativity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:21:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Not without significant cost because you have to take A room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Have to decorate the room you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[That was what market week?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It was a bunch of people with rooms at the Hilton Hotel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:22:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yeah, about 1100 of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:22:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[OK30 fours 30 some odd companies per floor, and the buyers would just come and they'd walk the floors. They go room time to room, they'd go more like go into the rooms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:22:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Knew people they had done business with, and the alternative was a big fancy showroom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:22:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[Block radius of the Hilton Hotel, which clearly I didn't have the money all the time to do that either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So neither alternative really worked and on a whim, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Spoke to a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:22:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Person who was in the trucking business and I asked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:22:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He said if if I could figure out how to park your truck on the corner of 6th Ave. and 56th St. on December 2nd 1982, would you lend it to me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[What kind of truck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Like a 40 foot trailer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:22:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You asked him to borrow it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Because I was thinking that if I maybe I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[The shoes in a truck on the corner 'cause. Everybody was gonna be on that corner at one point in the process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:22:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[So you would see instead of being at the Hilton or in a showroom, you would just have a truck parked there 40 foot truck that people could go into the container of the truck and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:23:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Your shoes correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So I asked them could we do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And he said you can't park a bicycle in New York for 10 minutes or on a truck for three days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[If you could figure out how to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Now I wanted to help you decorate it. So I called the mayors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So how does one get permission to Park 40 patrol on the corner 6th Ave. 56th St.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

[Answer is sun, they don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:23:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Is new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:23:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We can permission only into two circumstances. If you are utility company servicing the streets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Or if you're a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Production company shooting for commercial picture because we are going through the night of New York campaign.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[The early 80s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So that afternoon went to station restore changed with the companies, the letter head and Kenneth Owens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Kind of got productions in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And then we filed for a permits author that afternoon asking for permission to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Shoot a full length motion picture called the birth of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:23:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:23:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You filed a permit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:23:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:23:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[File for apartment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:23:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yes, 4 apartment to shoot a film called the birth of a shoe company, correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

[We open for business on December 2nd and we had two New York prisoners. A doorman compliments of the fine mayor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Wait, they gave you the permit? They believed you, that you were gonna.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You shoot a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:24:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[00:24:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It never quite got edited, but we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Wait. You had killer camera people? Just just filming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[We had a directors sometimes this film in his camera, sometimes it wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[It was cheaper that way, and we had stanchions and Quigley lights.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Was anybody from the city like permitting office there to confirm that you were legit film company, or was it just 1982 and that people were just more trusting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Back then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[They had no reason not to trust it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:24:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I guess I don't think anybody had done this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:24:45 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:24:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Before and the cops were there, like as part of your, you know, security detail provided by the city and they weren't like 8.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Guys making a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I guess they wouldn't ask that question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[But you know what did happen, though we had a union guy came by after our first day of shooting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[To make sure that this was a union crew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:25:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[And we totally weren't really shooting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:25:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So he didn't buy that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So I just needed more security that night and they didn't bother us. I guess eventually he just accepted it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Was not a Union job and that he wasn't going to be a beneficiary at some level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[This was not a even a film production.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:25:27 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

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

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

[Some of the footage is actually on our website if you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:25:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[OK, I got you. Got you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But so. So there was some feeling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Really, this was kind of a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:25:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It was a stunt to get people to come to your trailer to see your shoes, and by the way, how did they know to come there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You like paint? Kenneth Cole Productions on the side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:25:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[There was a banner outside of the truck and I would stand there and Sam would stand there and we would kind of, you know, wave to people. And then we saw everybody in New York. And after the first few days, people, it became apparent. People heard about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:26:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And there was it, by the way. There's a phone booth on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:26:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I had committed to the factory to buy 40,000 per shoes, but I refused to commit to which specifically which ones.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I told them I would let them know as the show was happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So you know, I'd get a little more wet, a little more on the lower hill or less of the boom or the red.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:26:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I was calling from the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I had lots of quarters in my pocket and changing and adjusting the supply chain as we were selling the shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:26:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We get delivery in four to six weeks, which was unheard of, but we committed to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:26:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I've air freighted threw everything in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[How many shoes? By the way, did you sell at the show?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:26:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I sold maybe 40,000 pair at the show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:26:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Wow. So you could call these factories from just the corner of St.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:26:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[This 6 and 50.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[656 in Manhattan and say, hey, yeah, we need those shoes. We need 20,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Need 30,000, whatever it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Well, no, wait. I've already committed to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I was just adjusting them and and I was aspiring and believing and dreaming that I could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:27:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[All these shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:27:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:27:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We sold all of the shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[After that show, was there buzz about Kenneth Cole, this hot young designer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Not quite yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I think there was invariably people wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[We'd only let up agree to sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And the more we said no, the more they wanted it and we got a lot of good editorial so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:27:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Bloomingdale's gave gave me my own shoe department on the main floor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[In 1983.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[In 83. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:27:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Which was a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[What's your name on the wall and everything?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:27:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Did your dad see that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:27:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:27:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He was very proud and he came into the truck to the trailer and saw it. And you know, we we lost him a couple years after that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[He didn't really get to see how the business evolved over the years, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:28:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He was very proud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[What was so different about the shoes you were making at the time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:28:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Were they so hot?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Well, they were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Different in in street fashion was really starting to happen at that point in time in a fashion up until that point, had had emanated from the runways of Moana Paris.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Now it was all it was coming from the streets and it was coming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:28:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[People like Calvin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:28:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yeah, Calvin Klein. And I think Donna can move a little bit after, but that was about the time that rise the New York designers and American design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:28:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Became a credible pursuit and people were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:28:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They write the shoes that people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[They bought them and I had them flown in from Italy and I would then turn around and ship them before I had to pay for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And then I got paid before I had to pay the factories.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:28:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I had positive cash flow like 3 months into business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[But I mean the actual design of the shoes was at the price point. Or was it the design?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[And do they look very different from other things in the market at?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:29:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The time they were very different from other things in the market. They were at a very distinctive look, a very high heel, pointy toe pump and then also flat pump and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:29:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:29:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Convertible boot that had the ability to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You could wear it at any height and it was made in canvas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:29:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And in the early 80s, denim was, you know, it became a big fashion statement at about that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Hi even in shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Well, but denim friendly footwear, some of the shoes were made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[In stonewashed canvas, which looked like denim and then some of them were in stone washed suede, which also kind of looked like how people were dressing at the time. And I think people just they liked it because it was new and different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:29:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:29:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We're going through a interesting downturn. The economy in the 80s in the early 80s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Yeah, 82 was a was a was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:29:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Slow down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:29:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It was a recession, so and then in tough times, I've always said are the greatest opportunities because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:00 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[People you know, things are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[What people want to just do what they're doing and do more of it, and it's only when things are difficult that they that they looking to kind of reinvent and reengage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You know, in tough times these shoes were different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Was nothing like them in the marketplace.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And people were intrigued and everybody felt they should have some. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We got off to a really great start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So where were you getting your ideas from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I often would go out at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[These are also the studio 54 days, so I would go to the nightclubs and I would kind of get a drink and it sit in a lit corner and I'd see what people would wear when they were trying to look their best for whoever it was they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Trying to dress for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I learned also that what are they wearing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What do they wish they could be wearing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And you know, people have to choose from what the universe would exist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:30:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I had to be aware of what existed in the market, not so that I could make what existed, but how I could make what doesn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I read a quote of yours talking about your early years, where you said initially I would make what I thought people should wear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But then I realized that I needed to make what people wanted, which is sort of the opposite of what Steve Jobs used to say. He would say you don't know customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Don't know what they want. They need to be told what they want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[My job isn't to tell people what they should wear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:31:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[My job is to give them what they want, but not how they expect it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And I have to be sensitive to it and I have to interpret it and I have to give it to him in a way that doesn't exist in the competitive universe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But I I need to listen better and the best salesman I learned early on were not the best speakers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:31:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Were the best listeners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So essentially by 1984.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:31:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You've got this brand here in Bloomingdale's and I'm assuming that now your customers are mainly big department stores mainly in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:31:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You starting to sell nationally by.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I'm selling nationally 1982.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:32:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I mean they I my first season is sold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So Fred Siegel in California, I sold Bergdorfs in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[I we sold most of the better stores in the in the country. You know we worked very hard to and Sam was a great salesman and we worked very hard to get the product placed in in the best stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:32:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The company its first year of business, did $5 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It's unbelievable. I think about a year in San went off and started his own thing or he he left to go work for, I think Esprit or something, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:32:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:32:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But you guys left on good terms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:32:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:32:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So you I guess pretty soon you know early on in the within the first two years you branch out you you move beyond just winning shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:32:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Go into men's shoes. You go into women's handbags and leather goods, presumably because you thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:32:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:32:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Demand for this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:32:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yeah, I started with women's shoes and and at the time there's a company called 9 W that started about the same time that we did share and they were making A and sauna. Lot more shoes quickly than we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I had a choice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:33:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[There was clearly an opportunity to make more shoes and sell them to more people, or as opposed to the one I took, which just to sell similar accessories to the same person I was selling to. But I was trying to sell the coolest person on in town and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Only so many of them, and I knew that if I had to, if I was going to sell more shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:33:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Have to change the my relationship with the customer and I was going to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:33:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Be a little less cool and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:33:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Maybe them in a little more accessible manner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:33:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Which means.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:33:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You had to offer a lower price point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:33:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I would offer a lower price point and there would be a little less extreme in their design and execution and I could have done that, but instead I chose to keep the essence of the brand the way it was and create more products for the same person and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:33:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Not that much later, including the male compliment to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[The women shoes, which is myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:34:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I made shoes for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Yeah. What I often say is I put myself in the customer shoes to try to get them to want to put themselves in mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Let me ask you about men's shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Because it seems intuitive that it would be easier to design men's shoes because they're more straightforward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[It was for me, 'cause, I would put myself in my shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I I will look at it much more critically.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:34:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[At it and say is this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:34:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[This issue need to exist in the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:34:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[4 the designs of men's shoes, of course, are different than they are today, but there's some pretty substantial similarities, right? I mean, you get loafers, you get lace ups, you add Chuka Boots and Chelsea boots. I mean, those existed in 1984.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:34:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:34:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Men's fashion was just, you know, finding its stride at that time, you know, up until that point, men basically had suits, and then they had twin jeans and T-shirts and sneakers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:35:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[That's what every guy we were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:35:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Uniform, right. And at that point, people were almost being encouraged and motivated to express themselves and that there was a that vehicle was first really becoming accessible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[One of the things that you would eventually become really well known for in some ways has well known for as your shoes was because of bringing attention to aids, the AIDS crisis. And I think in the mid 80s you were already really getting involved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[In this because of one of your designers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:35:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[David Brugnoli was the first person that you knew who.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Who is HIV positive and eventually died of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Was it David who inspired you to become involved in, in, in AIDS awareness?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:35:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So David didn't, because David didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:35:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Never really acknowledge to me that he had aids. He would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:35:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[He never even told me at AIDS, but but I I knew he did. And and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:36:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And again the mid 80s I adored David.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Actually was an interior designer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[He actually designed the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I think I had originally made it from Sam.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Think Sam knew him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[He designed the trailer for you in 19.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Two well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yeah, he designed the inside of the truck and he designed the inside of our showroom. And David was a gay man in New York, and that was a, you know, that wasn't something you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[In your sleeve in those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Days and what I would do at the beginning of every season is I would essentially, as I said, put myself in people's shoes and I would try what is on peoples minds. What are people thinking about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And in many ways, I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:36:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I was speaking to myself. You know what was consuming me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:36:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What was I obsessed with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You were thinking about AIDS and HIV?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Well, HIV was consuming all of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It was in everybody's minds, but very few people's lips at the time, and it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Countless amount of of mostly gay men in New York and San Francisco and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:36:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Cities and intravenous drug users and then but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[People would like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Talk about it because this stigma was so devastating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I always sought to find ways to make what I was doing as meaningful as I could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Arguably, and I say this today, shoes are in and of themselves are not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Nobody needs what we sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[If every she's still in America caused its doors tomorrow, 12:00 Carter, the American will go barefoot for 15 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And I knew early on in her early that it needed to be about more than how much money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Making and HIV was affecting our industry in a disproportionate way and people weren't talking about it because they couldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I decided to do a campaign.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And and also at the time contextually, I had all these initiatives happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We are the world hands across America, Live 8 World aid far made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They were all about hunger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:37:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So there was this little black crowd and no one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[People were not comfortable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Talking about aids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Talking about AIDS and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Sure, people would want to be around you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Are afraid that they would catch it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Hatchet people were afraid and you could potentially lose your job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:38:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[You could lose your health.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You could lose everything that you valued.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So it was a frightening time and maybe because I wasn't a member of one of those at risk communities, I wasn't as fearful as others.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:38:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:38:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And many women, actually time were some of the biggest advocates, and I committed myself to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:38:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[Quickly what I was doing was becoming meaningful to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:38:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And just be clear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:38:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You launched an ad campaign to raise awareness around AIDS and and and I mean for people to remember. That was like a really iconic ad, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:38:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Mean it showed up in all these magazines.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:38:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yeah, you had all these fashion models and they would just really becoming icons at that time and being celebrated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:38:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I asked Andy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[The little you know, up and coming designer, but I asked Annie if she would do it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Take photographs. If she would pro bono.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I didn't have any money if she would help me do a campaign, do a photograph.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And she agreed to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And then we reached out to all of the top models in the industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Like the word thing in the mid 80s where the top models of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It was at the time Christie Brinkley is one of them, and Christie did it, by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[She was 8 1/2 months pregnant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Chris Christie hadn't been seen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I don't know for five months, but she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Let herself be photographed for this at 8 1/2 months pregnant, as was Paulina and Beverly Johnson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Over. OK, remember all these supermodels from the 80s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[First of all right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And John, John, 7, John Beverly Johnson and John Severance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Beverly Johnson? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:39:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Kelly emberg.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So everybody said yes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They would just be photographed. What she'd been wearing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So they were the concept with the campaign was the message was for the future.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:39:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And the notion was we're talking about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:39:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[How do you talk about what nobody would speak about and that was there? Was this silence that was deafening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And then I had to decide what they were going to wear, and I figured I can't put them in my shoes because then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[This campaign loses its.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It's going to look like it's I'm self-serving it and I didn't want to send that message to any anyone send it to the viewer or anybody else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I said, you know, I'm not going to put my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I can put anybody else so they'd be barefoot and that at the end of the day turned out to be even a bigger statement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[They were not even wearing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[They were not wearing shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And and and how so? The idea was to take out ads in like publications and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So I wasn't sure how we were going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I had a pretty small budget and there was no such thing as pro bono advertising. Also in those days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So we got to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Do it and then with children and these were two groups that were not stigmatized.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:40:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Beautiful woman and we loved all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We didn't have a problem with them until they had a grew up and had opinions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:40:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So we had this beautiful photograph that Andy took of of all these women, and the message was for the future of our children. And then in small ages.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:41:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[And it didn't say Kenneth Cole anywhere on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Said Kenneth Cole in a list of sponsors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Wow. And he really worked. Like not. This was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It was a gamble. I wanted people to know I was behind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:41:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Wanted to know. I used my limited fragile resources for this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[But I was very careful my role to our sugar was creative and very conceptual and bringing everybody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:41:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Together and that campaign in many ways changed me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:41:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:41:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It changed the brand and it changed my business in in a in a profound way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Because all of a sudden you became more focused on a social mission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:41:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It became important what we were doing just became important and it became meaningful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:41:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm looking at that ad. It's so cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:41:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Just seeing all these young.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:41:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Christie Brinkley and Andie McDowell and Paul Naprosco and all these kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It's really cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:42:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[So I now had the message I had now had the ad and I ran and I started calling all the magazines to see if anybody would run this for us because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:42:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Didn't have the budget to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And and I had everybody had done everything pro bono, and that wasn't really what you did in those days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:42:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[That notion didn't really exist out there, so the models all did it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

[00:42:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[Hair makeup I think was donated. Even had cars donated to people could pick people up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:42:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:42:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I think the message ran in 23 magazines was just a lot and at the end and then once it ran in a couple, we had a lot of other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[For it offering to run it for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:42:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:42:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm curious because this was sort of a foundational moment for your career and for you personally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:42:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Mean you would become the chair of anfar, the the foundation for AIDS research.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:42:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Which you helped raise hundreds of millions of dollars for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You would go on to be involved in other causes that are quote UN quote, liberal or considered to be liberal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You are openly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Liberal talk about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I mean, I mean is it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:43:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I mean, you know, some some companies and some business leaders can hide their politics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And I mean, not only do you kind of wear it on your sleeve, you're married into the Cuomo family. You got married in 1987 to the sister of the current Governor of New York and and daughter of the former Governor of New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:43:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I mean, did you ever think maybe I shouldn't be political because I could hurt my brand?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Was it like a non negotiable?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But you look at guy, I I have been asked that question over the years and I and I tell people I'm not political.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:43:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[That my messages are not political messages. They're social messages.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Maybe human messages, but but they're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:43:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They're social messages that have been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:43:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But I don't talk about politics, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:43:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I mean, I have on one or two occasions 'cause I can help myself, but for the most part I have made a very exerted effort for 30 plus years not to talk about things that I or certainly in ways that I thought was political.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:44:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So your business is really kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Kind of growing in the 80s and really your distribution model still through big retailers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Because this is still the heyday of department stores and where lots of people got their clothes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:44:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And and I guess in in like 94 you decide to actually make a change to actually really focus on direct consumer sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:44:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What happened in in 94? Was there like a catalyst, that sort of inspired you to start to open up shops?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:44:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What happened in 94 was the landscape changed when I started my business, there was maybe 70 or 80 department store chains in the United States.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:44:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[All of a sudden, 10 years later, this maybe 15 or 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:44:53 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:44:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Consolidation after consolidations and some bankruptcies. And then I woke up one day and I think if I recall Campo was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Trying to buy Federated Department stores and these are two stores that were in and of themselves leveraged and questionably solvent, and I said to myself that these guys are going to need to find economies because they don't exist today and they can't sell any cheapest they have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:45:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Better and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[That's likely going to mean is they're going to take out the middleman and I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:45:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Middleman and I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:45:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I didn't like the way that felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Why were you the middleman? You were selling your your products to them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Yeah, but they could buy it directly from factories and then take out middleman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:45:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Oh, I see.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:45:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And then no longer sell Kenneth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:45:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Just buy your shoes and not sell your label.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:45:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They buy similar shoes under different labels and I'm not in business anymore, which was happening to some people here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:45:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So unless I my brain was a destination.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:45:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Then I was had no reason to exist in those stores and I wouldn't. I didn't. I believed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You didn't think they would just continue to buy Kenneth Cole shoes and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:46:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:46:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I thought it at certain point they're going to eliminate the middle men if they could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Come on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So I needed to open stores. I needed to grow my presence, increase my market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:46:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I also knew that I couldn't fund that I wasn't going to fund that so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:46:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But just to be clear, you had to to fund that that that is building stores, building stores. I'm just trying to understand because the value proposition was your designs?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:46:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They couldn't steal your designs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:46:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Other designs and if you don't see my design, it's like a tree in the forest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Only as good as you know me to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And if I'm not out there, then I don't exist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:46:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[When we come back in just a moment, what Kenneth decides to take the company public and why he takes a big financial loss to go private again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:46:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:47:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:47:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm Guy Raz and listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

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

[00:47:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Hey everyone, just a quick thanks to our sponsor Invesco.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[The world is propelled forward by the ideas of inventors, scientists and engineers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So they created a way for ordinary people to invest in the innovation of the future.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:47:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[With Invesco QQ, consumers have the opportunity to access 100 of the largest non financial companies on the NASDAQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:47:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[In the last four months, companies and invesco's qqq fund have used algorithms to help doctors understand the coronavirus.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:47:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And implemented a low contact airline experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[To learn more, visit invescocom QQ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:03 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[There are risks involved with investing in ETFs, including possible loss of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:09 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Are subject to risks similar to those of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:11 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[An investment cannot be made directly into an index before investing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:16 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The funds investment objectives, risks, charges and expenses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:20 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Visit invesco.com for prospectus with this information.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:24 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Read carefully before investing Investco Distributors Inc.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Thanks also to Comcast business, whether your customers want more or your office is closed, don't bounce back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Bounce forward with Internet speeds of up to a gig and get a network with added protection.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:48:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Learnmore@comcastbusiness.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Since the 1980s, hip hop and America's prisons have grown side by side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And we're going to investigate this connection to see how it lifts us up and holds us down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:48:58 Speaker 6](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Hip hop is talking about where we live. Trying to live the American dream Fellin at the American dream. I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:05 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Sidney Malin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Rodney Carmichael now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[To the louder than a riot podcast from NPR Music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Choose the collision. A rhyme and punishment in America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[An one more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The New York Times bestselling book How I built this is now available.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's a great read and a great gift for anyone looking for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Inspiration, wisdom, and encouragement to have the courage to put out an idea into the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's filled with tons of stories you haven't heard about how some of the greatest entrepreneurs you know and respect started out at the very bottom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Check out how I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[This the book available wherever you buy your book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:49:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:49:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm Guy Raz. So it's 1994. And Keith Cole decides he no longer wants to depend on selling his shoes through department stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What he wants is a direct relationship with his customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[So how do I become present where I need to be when I need to be to the degree I need to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You can't do that without controlling. Ultimately, the distribution. Having your own stores at I felt at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So you need the cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You need to need money to to make this happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I needed the cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I wasn't going to put myself in any more debt than I needed to be, and I decided by going public, what's the best way to do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Invariably, when you go public and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The public for funding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[There was a question everybody asks which is use of proceeds, what are you going to do with the money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:50:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I had a very clear use of proceeds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You were going to expand like crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I was going to grow the business as responsible as quickly and as responsibly as I knew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:50:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:50:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It isn't because on your own you've taken the company from a $5,000,000 operation in your first year to a $85 million operation by 1994, which is impressive but not enough because that's revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:51:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:51:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[That sales and revenue, that's not enough cash profit to fund the ambitions that you had you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Go public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:51:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Presumably you raised a lot of money in that IPO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You got the cash to expand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[What was the expansion plan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:51:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So the expansion plan was to open stores in important markets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:51:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:51:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Are as special markets in Chicago and Los Angeles and Miami and Boston, and we systematically went down that road and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:51:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:51:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[How did and how did that do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Mean do people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:51:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I mean by the by the late 90s, where people flocking to Kenneth Cole storage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:51:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:51:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Wonder if I just they were \*\*\*\*\*\*\*.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:51:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[However, we were stores were all profitable and they were driving custom engagement and the brand was doing better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:51:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Wherever it existed, it did better in the department stores and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Because people would see the brick and mortar stores and that was like a an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Advertisement you know? And then there was people. I remember a conversation with Nordstrom at the time and they were a big customer and they were challenging the fact that we had all these sto.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:52:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I would show them quantifiably how every mall that we had a store where they had a store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[They did better with our shoes than Nordstrom's. That did not have a chemical store. And I think because there's people that wanted to buy from Nordstrom or from Bloomingdale's or from Sachs or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:52:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And they're going to do that and I just helped create a cachet and elevate the brand equation on their behalf.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:52:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:52:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Very similar in a strange way to the story of Footlocker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:52:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I interviewed the former CEO, Foot locker. Kennex, and he told me that whenever there was a Nike store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:52:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Opened up in a mall, actually, it increased foot lockers business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:52:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:52:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You would think that the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:52:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So so you had these stores and by the way we're, I mean, were you licensing your name at this point in the late 90s or not yet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[You were licensing a name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Other price apparel, men's dress shirts, things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I don't think I was doing a parallel dress shirts yet, but I was doing for sure I had done women's handbags and then I had done outerwear and I think I had done men's ties and a couple of things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Right. But was your brand and your reputation was kind of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[So you call it highernder aspirational. What have you. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[When you started to license your name, did that have an impact on on how the brand was perceived because some of those products would show up at like TJ Maxx?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Well, it didn't initially because that wasn't the case initially, but I I made it one of the biggest deals I had ever made as a company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[License women's wear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Clayborne and they agreed to huge.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:53:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Minimum sales levels, actually $250 million a year, which is crazy high numbers and guaranteed by the 5th.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[That was a guarantee that they were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[By the 5th year of our relationship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[Deal, but it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But until you realize that they had to make the product more accessible, more accessibly, price more accessibly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Fit design so it fits a broader customer base and it's priced to appeal to a broader customer base, which is what they wanted to do at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I was as a running a public company. I was blinded by demands and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And encouragement to drive sales and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Did shareholders they wanted to make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[That was what we signed up for as, as as Chairman of public companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I I'm sensing a hint of regret in that deal with Liz Claiborne because it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Sounds like maybe it started to affect the reputation of the brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:54:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You know, again it's it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[It was a good short term decision but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:54:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I didn't have appropriate foresight and over time it did dilute the brand value.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So it did take the product down market and as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Fashion company, you have to keep reinventing yourself and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:55:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And you need to maintain some level of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Otherwise that's you have no reason to exist at a certain point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So the brand was a little bit of its esteem when we did that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Meantime, you reach a market cap of well over half a billion dollars in 2006.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:55:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[In the subsequent years, we begin to hit the financial crisis and I guess you decide at the time to step down as aceo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:55:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Did you decide to step down because you felt like somebody could better manage the crisis or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:55:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Did you feel were you under pressure from shareholders?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:55:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:55:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[If I recall, I step down at the same time that I agreed to be the chairman of Amphar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I got you, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I got so it had nothing to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[With the financial crisis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:55:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[No, it wasn't the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But I also felt I needed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The company needed somebody who could be a little bit more accessible and more focused and could be All in all the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Focused right by action.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So you you had kind of stepped away from running the day-to-day operations for a?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You had a different CEO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And during that time, the revenue went down like 30% or more and you decide to return to the CEO role. I think around 2011. I mean I think I know why, but did you feel like you had to come?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Schultz came back to Starbucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[After being away from it for so long, did you feel like you had to regain control and and try and bring it back to life?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I thought I needed to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:48 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:56:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Fix the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And it wasn't working the way it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We've gotten too big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We're selling some of the wrong product to the wrong people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Real licensing to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:56:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Maybe we shouldn't have been had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:57:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It shouldn't have been in because invariably that's what the public markets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Will do to companies like ours. But you know what's happening is we as an executive team are spending most of our time talking about how we're going to talk about the results rather than trying to fit how to fix them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You were trying to figure out how to spin things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[And that's the that's what you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:57:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And how do you make what you're doing sound as good as you can, and rather than, how do you make it better?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:57:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So being public is not, you know, a disabled place to be unless you need the public markets to finance and or run your business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:57:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And we needed to get smaller to get bigger, we needed to shrink the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:57:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Step back and we couldn't do that as a public company, partially because of my personal visibility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:57:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But as a private company, you can do those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:57:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So we felt we needed to go private and I needed to make that happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:57:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So you had you decided to come back to the company with the goal of taking your company private?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And for anyone who doesn't understand this and I I don't fully understand, it is very hard to take a company private once it's gone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:58:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Is you essentially.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You got to buy back the shares from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It means you have to raise a lot of money to do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And that's very challenging. I mean I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But how did you go about doing it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I don't remember exactly step by step, but we did what most people do and we hired a law firm and we retained bank advisors and I spoke to a lot of people in the industry and you know, actually the process getting here is I spoke to all these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Smart people that I knew and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Many of them were friends and I asked them, you know, if I totally tried to overhaul the business and put in a whole new board and restructure. And they all said to you, well, it's great, but you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Do this public company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:58:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And then they'd say, well, and by the way, why are you public?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[00:58:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Because I don't know how to not be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Well, they said well, just it shouldn't be that hard and you know, looking at your balance sheet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Because I I had always maintained and held on to a reasonable amount of the shares so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[00:59:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We realized that upon analysis that I could do this without a venture capital firm because to do it with them, many will argue is harder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's harder to exist in that structure than it is public company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So you could do it with the shares that you already had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Shares I had in traditional bank financing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Right. And and from what I understand you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You bought the company back at 15 and 1/4 per share, which value the company at like 280 million, which which was hundreds of millions of dollars less than it was at its peak. So was there, I mean I imagine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[There were some shareholders who were mad about this, who who didn't want this to happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[00:59:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You know, when we announced that we were going to do this, we announced it at 90 clock when the New York Stock Exchange Open, we put out an announcement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:00:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We had a class action suit filed and on our desk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[By 10:00 an hour later. So you have this built in process where you know these law firms just file suit and then they build the class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:00:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They start a class action.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Then they find class and they sue you without knowing any of the facts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:00:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Because that's irrelevant and they will attach them later on as part of the process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[You have been quoted as calling these lawyers who file these lawsuits extortionist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:00:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And you may not be wrong here, but but just just play devil's advocate for for a moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[I mean, could you make the argument that some shareholders were, you know, legitimately \*\*\*\*\*\* \*\*\* because they bought the shares for, you know, $20 or, you know, 18 dollars?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[They're going to lose $3 a share.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:00:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But if I if we offer $15 in the stock at the time of it's 13, so we offer premium up 15 to 20%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:00:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:00:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So there was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Everybody was realizing and then the process was going on. So long, we lowered our offer because the value of the company had gone down in this process and we had basically said to the marketplace, if you and I had also said, I'm happy to do this and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:01:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Just went down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[To do a vote and it's called the majority of the minority, so I won't even vote my shares.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[My shares were more than 50% of the outstanding votes, so my shares will not vote and the public shares will. And if the majority of the minority shares win, then we the deal will not go through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:01:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[If it does, then it won't happen. We'll accommodate that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:01:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And it did. At the end of the day, the lawsuit, the cross section continued.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:01:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And overtime, we prevailed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[But it must have been costly and stressful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:01:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It was costly, but it's part of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:01:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's part of the the way you have no choice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[01:01:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Have to do that and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:01:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It was one of the best days of my professional life when you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Went private when I went private.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:02:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You take the company private and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Now you're unshackled, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[All of a sudden you didn't have to think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:02:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You could focus on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:02:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The brand you could focus on long term strategy and it was your company think you you. I think you still own about 80%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Of it, at that time I owned 80%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Some of these friends who who are advisors and invited them to buy in at the same price that I did, and that and they formed an Advisory Board.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I should also mention that I think not long after that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You start to close down your stores. Most of your stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Systematically started the closest stores and the prior management team had opened up a lot of outlet stores and places where we shouldn't have been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Like 63 outlet stores across.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The US and the model had changed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We should not have been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:02:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:02:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:03:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Do outlet stores also kind of devalue a brand?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I think they do, but also a change in that period of time is the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You know, the arid stores were a way to bring value to the customer, but the Internet does it effortlessly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[There's a whole marketplace that aggregates the best.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Existing product, wherever it is and makes it available wherever there's supply to wherever there's demand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So the outward model, in my mind anyway at that time was obsolete and I wanted to make the brand a better brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I I felt we should not be in these stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We systematically went about closing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You closed virtually all of your stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I think today today is just what I think, just one or two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Is once one story up until about 6 years ago, we had a hundred stores in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I mean completely overhauled this model that you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:03:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I mean, the reason you went public was to expand the stores and expand the brand with stores, brick and mortar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And the reason we're private is to cause them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But really, it's now you on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's your personal financial situation because if at this point you you want 100% of the company, if it goes bust, you're broke.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You've assumed the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:04:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm assuming all the risk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yes, that's correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Which is comforting. Truthfully, at some level, because you know when you're driving somebody elses car, you drive more carefully because it's somebody elses car.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You could be a hair more reckless if it's your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Not. Not not that. That's where you can take more risks and you know you can explore kind of new paths.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:04:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[That others might not otherwise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You step down as CEO for the second time and then brought in Mark Snyder to run the company and the brand in 2015. And together you kind of focused on on a rebranding like rebranding Kenneth Cole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:04:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What was because you had a bunch of different things that Kenneth Cole reaction and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[Parts of Kenneth Cole. What was the rebrand supposed to signal to consumers?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[In 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Well, we wanted to do is to you can have a a label and that that could be a lot of products that have your name on it. But if you have a brand you have to deliver a consistent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Point of view at every point of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And that's the hardest part about doing it, especially over as many years as we've been doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And it it's a we're on a lot of different products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We licensed the brand in 20 somewhat products and we've been I've been a licensor for 25 years and it's probably something we do relatively well. But I think the brand definitely is diluted in the process at some level because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And you have to everyday make very difficult decisions and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Every single business decision has financial implications, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:05:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Brand implications. But right now we're running and operating the shoe business ourselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Else until.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[We were operating the clothing businesses too until recently and then we licensed them out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So right now we're running shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:06:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You still think of your shoes in that same way, aspirational, looking at the website, you know these are not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Is not fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I mean, you're, you know, you get a pair of your woman's heels are still 100, and some of them 160 hundred $70.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They're not, you know, designer prices, but they're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They're not the low end either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The goal is to. I don't need people buy price, they buy value and people learn the long time ago you pay a dollar for something you never wear, you pay too much.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:06:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[How do you create a product that is that looks good, that's comfortable, that will look and feel good today as well as tonight?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And that's the challenge and that's what we try to do every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I want to go back to the rebranding side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Because you you you had a very clear idea of what the brand was when you launched. And it of course evolved because brow brands evolve.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:06:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But when you rebrand it, who? Who, who did you want your customer to become?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Who did you imagine your customer to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[The goal was to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I know in my mind I wanted it to be me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:07:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I wanted it to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I wanted to want everyone of the shoes that we want to wear of one of those shoes and I wanted it to be my wife and people who I think have great taste and so was it realistic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It a little aspirational.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Did I go a little far too fast? Maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But I still always believe in aiming higher, knowing that even if you come up with a short, you're you're in a better place than you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Still involved in designing the shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I am not as involved in the data as is, but I ultimately see everything and approve everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What is a shoe that gets you excited right now that you guys are making?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's something that does everything for you, that checks all the boxes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Know that today post COVID I I talk about APC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:07:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What's the PC?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Which is post coronavirus and what are going to be our expectations and and what's our appetite. I don't think there is a closet anywhere that today is in full.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So we have to give you a reason to make room in your closet, which is in and of itself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And it's very attribute driven and right now I'm very focused on the most important new accessory, which is one that nobody has in their closet right now. And everybody knows they need and even if they have it, they know it could be better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:08:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's the mask I see on your website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Nice masks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So we're trying to make the perfect mask.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It doesn't just look good. It has 6 layers of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Protection. It is temperature.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's waterproof so that is a kind of getting on for resources put behind that right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:08:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[One of the benefits of our show certainly this year has been as a source of comfort for our our audience. Our listeners who are running businesses because it's tough, tough year for pretty much everybody unless you're unless you're running an online productivity software that everyone seems to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:09:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I have to imagine it's been a tough year for Kenneth Cole because it's been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The entire fashion and retail industry full stop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[How are you building resilience into your company this year 'cause? Am I right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It must be a slower year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It is a very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's a very difficult year, guy, and you know we're better off than most because a lot of our the business models built on is on contractual relationships and licenses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:09:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So this this is some level of assured income, but this isn't sustainable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Need to partner with our last season? We do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And this shoe business, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Goes into a degree, is. How do you very boys as much of your business as you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:09:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So you don't have all this, you know, massive overhead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Fortunately, we had closed stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Unfortunately, had made other decisions as well too, to become a little bit leaner and our goal is to become this agile, relevant and profitable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Are the kind of the three.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:09:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Boxes we look to check and we're trying to, you know, stay a step ahead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:10:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Cathy you earlier this year launched a new initiative called the Mental Health Coalition to raise awareness about mental health and try to remove the stigma around it and help people get access to mental health services.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[First of all, we haven't talked about this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Have you ever been depressed or or or gone through mental mental health challenges?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You know, I don't think I do. And I don't think I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Know you shouldn't say. I don't think I did. It wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Kind of set me off down this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But so many people in my life are living and struggling with this every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Then I came to realize maybe I am as well in different ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I I've been in a perpetual fog since Covad happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:10:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[One in four people will live with mental health conditions in their lifetime.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Say it's 4:00 and 4:00.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We say it's everybody because it isn't you. It you love. It's somebody in your family, in your community or in the workplace. But we're all living with it. In fact, today post COVID, I think it's five out of four people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:10:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:11:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Think it's also your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I think it's just so overwhelmed us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I don't think people have a clue how devastating this is going to be for extensive periods of time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But so we you know, we as a company were working with NAMI at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Daughter. Also Amanda kind of encouraged this in some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Very important to her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Nami was has a an initiative on anti stigma free companies as we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Look to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But what is?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Sorry, I'm not familiar with Mommy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm sorry. Nationalized mental.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[They're the largest grassroots mental health.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:11:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Service provider in the country. So they say to us. Will you help us with an anti stigma campaign like you did with HIV and that that stigma for mental health is is bad today as it was with HIV 20 years ago so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:11:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:11:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We work on a whole new narrative to is five psychiatrists just out of curiosity for a definition of depression?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I got 5 different answers and the reality is none of them are empowering.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:06 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:12:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[One of them are diminishing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So how do people talk about their?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And you wonder why 2/3 of the people with mental health issues are are in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Because they don't have a narrative they can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So let's create that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:12:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And let's build the community. So we go out and we reach out to the American Foundation for suicide prevention, anxiety and Depression, Association of America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Change to mind brain and behavioral institute child mind crisis text line, jet foundation, mental health America. Every one of them says we're all in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Built this massive coalition of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Providers. And then we now set out to create this narrative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So it's a, it's an inspiring journey that I've embarked upon and it's become a big part of what I'm doing and an impact I think and a privilege that I have to be able to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:12:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Have such extraordinary organizations and individuals who have agreed to cooperate to hold hands and to to work together on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Yeah, Ken, when you think about your journey right, starting out, you know, kind of helping out your dad and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And then you really had incredible success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[With this business, not only financial success, but cultural impact to me became a name. A designer talked about with Donna, Karen and Calvin Klein and Ralph Lauren and Kenneth Cole all the same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Breath. Pretty amazing achievement alone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Well, you're very you're very kind guy. Thank you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Do you attribute your success to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[How hard you worked and how smart you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Or do you think more of it just happened because you got lucky?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Well, my father used to say to me that the harder I work, the luckier I get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But I don't think it's just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:13:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I think it's also having a sense of what people want and putting yourself in their shoes. And I I work hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm very emotionally invest in what I do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And I guess the time comes that I don't. It'll be harder to keep it going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Are you comfortable calling yourself a designer now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[After 35 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:14:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Isis amisha dog.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[An expression.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[People in the shooting shoe industry say, and I embrace it still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I mean, you are still a young man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:14:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[A lot of life left in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Maybe you know 30-40 years. Who knows? With with genetic engineering, maybe 50 or 100?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[But at some point you won't be around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What do you think should happen to Kenneth Cole?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You see it as 100 year brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You see it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:14:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I I think if the brand can have a role today, if it can make an impact and it has a reason to exist tomorrow, then so be it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[The world is is very fragile and people don't buy brands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:14:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I don't believe any people recognize today that they have their own brands and every day they wake up and they curate their own brands on their social media.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And they don't just curate the content, they also curate the audience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So and I'm just an accessory. I'm just I Co brand with them and I hopefully they'll allow me to be part of their brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[So if my brand is a reason to exist for how belong it does, then that's a privilege and it's something I'll forever be grateful for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[We have to earn the right to exist. I think after 30, some ideas I've earned the right to be considered.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Every day we have to earn the right to be chosen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:15:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[There's Kenneth Cole, the founder of Kenneth Cole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:15:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And by the way, remember how he registered Kenneth Cole as a film production company in the early days and how they started to make a film called Birth of a shoe company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Well, you can actually see clips from that film on the company's YouTube page, where you will also notice a young linky and bearded shoe salesman who happens to be Kenneth Cole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:15:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:15:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:16:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[What kind of shoes are you wearing right now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm actually wearing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Kenneth Gold sneakers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Nice, assuming your shoe closet is only Kenneth Cole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's not only Kenneth Cope, it's all that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:16:16 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

[Fair enough, because I think about my own shoe closet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Got 6 pairs of Chukka boots.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm sorry, I've.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Had Kenneth Gold, too, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I respect you no less.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[I'm wearing Birkenstocks right now, just so you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Are you pushing it? But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And thanks so much for listening to the show this week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Can subscribe wherever you get your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[You can also write to us at hibt@npr.org and if you want to follow us on Twitter, it's at how I built this or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Guy Raz and on Instagram.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[It's at guy dot Ros. This episode was produced by JC Howard, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:16:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[Thanks also to Liz Metzger, Derek Gales, Julia Carney, Neva Grant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:17:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And Jeff Rogers, our intern is Faro safari.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:17:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

[01:17:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[And you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

[01:17:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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

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

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

[01:17:22 Speaker 7](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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[01:17:27 Speaker 7](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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[01:17:34 Speaker 7](https://1drv.ms/u/s!ACuE0Z-4JoB_gVk)

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