# Audio file

[Leatherman Tool Group Tim Leatherman.mp3](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

# [Transcript](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:02 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I was at this show. There was a man and his name was Skeets Hutchins.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:07 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Skeets houchens it's like a movie.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:09 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:12 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So Skeets comes up to my table and says what are you doing? And I said I'm waiting for someone to stop and I'm going to want to show them the prototype of my new type of parking.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:22 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And skate says you can't do that. The people walking by, they're like zombies. They're in the daze.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:30 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[They don't see anything and you got to get up. You got to get out in the aisle. You got.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:34 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[To grab them.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:35 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You got to stop them. So I stood up when people walked by. I'd say you, Sir, have you seen my new pocket knife?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:00:50 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:01:01 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I'm Guy Raz, and on the show today, how Tim Leatherman tried to market his foldable knife for seven years before he finally made a sale and grew his company into a multi $1,000,000 brand Leatherman tool.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:01:19 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In the early 2000s, I was a foreign correspondent for NPR and CNN. I covered the Iraq War, Afghanistan, Kosovo and a few others, and the only reliable way to file my stories was through a big, bulky satellite phone connected to a device called a Rd.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:01:37 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Together they took up a suitcase every time I arrived to a new place, a city or village, a dusty outpost. I'd have to set up a mobile studio. I'd haul the SAT phone up to the roof of the guest house or motel and then start to strip wires and screw and unscrew connections.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:01:57 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I'd cut rope to hold things in place and invariably I.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:01 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Needed a pair of.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:02 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Pliers or a screwdriver flat and Phillips and a.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:06 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Knife, which meant that the one thing I always brought with me on every trip was a Leatherman wave. Now it may surprise you, as it did me that the Leatherman has nothing to do with leather making. I always figured it came out of a 19th century tannery in Montana or something, but in fact.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:26 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[It's a tool that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:27 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[First came onto the market in the 1980s and it was invented by a man.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:32 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Named Tim Lee.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:33 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[German today, Leatherman is a company that sells well over $100 million of pocket knives and tools each year. But it took Tim more than seven years of tinkering on his idea before he managed to sell one, and then on that day in that convention hall, he literally sold just.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:53 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[1.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:02:54 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Tim tried to sell his idea to knife companies, who rejected it because they thought it was a tool, and then he went to tool makers who didn't want it because they thought it was a knife. And in the very early days he didn't attract any investors either. But that means that today, Leatherman is still a family owned business.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:03:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Based in the city where Tim was raised, Portland, OR.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:03:18 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[His mom was a homemaker. His dad was a Union Carpenter, and Tim grew up in the two-story house.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:03:24 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[His father had built.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:03:26 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Tim was kind of a shy kid, a self-described nerd, and from an early age he usually had a job either mowing lawns or babysitting. Tim went on to study mechanical engineering at Oregon State.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:03:40 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In Corvallis, it was during the late 1960's the height of the Vietnam War, but Tim wasn't drafted. He was actually too skinny to join the army, so he spent his time focusing on other things.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:03:53 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In college, I decided I wanted to be really good at something and I wanted to be able to leave some evidence that I'd been there and I decided that the way I wanted to do it was to become really good in table tennis and to win the the school championship.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:13 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And have my name on the on the list of of school champions.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:18 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So I've put a lot of effort into trying to become good in table tennis.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:24 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And during the summer, a friend of mine and I, well, we heard that there was a ping pong table in the basement of a dormitory for the students at Portland State.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:34 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So he and I went there and while we were playing a group of students came down and one of them was the most beautiful girl I'd ever seen.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:44 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And so I tried to play even better to try to impress.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:48 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Her.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:48 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And somehow I got the courage to approach her and talk to her a little bit and even got her.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:54 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Phone.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:54 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Number.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:55 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And her name was Cho.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:04:56 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Her name was Joe and I was so worried that when I called her back and wanted to follow up with her that I would mispronounce her name and she'd never speak to me again.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:05:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I'm imagining you were just terrified and nervous, and you had butterflies in your stomach because you were a self-described.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:05:17 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Socially awkward guy. Exactly.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:05:18](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[OK.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:05:18 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This took incredible courage for you to approach her.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:05:22 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, let's not go that far, but but I was in in college, I had three distinct lives. I had my academic life. I had my table tennis life, and I had my foreign Friends Life.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:05:37 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And so I was starting to come out of a a little bit. Well, it seems somehow I was better able to interact with with, with my foreign friends than with with my American friends.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:05:50 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So so Joe, was it from Vietnam, right? And and I get and I guess you the two of you started dating.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:05:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And and you got into a pretty serious relationship.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:06:01 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[After you graduated from college, you actually went to Vietnam to live with, with her and her family there, and to teach English. This was like 1972. I mean the the Vietnam War was was still going on. And I don't think the fall of Saigon would happen until like, like 1975. Tell me about living in Saigon in 1972.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:06:21 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Like as an American who is not part of the military. What? What was that?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:06:26 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Like.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:06:26 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[It was the best experience of my life, the most formative experience of my.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:06:31 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Life, everything was new. Everything was different. For me, everything was exciting. In Saigon, there was chaos everywhere. Having to organize chaos everywhere. There was. There's plenty of evidence that there was no sharing activity, and there are soldiers and jeeps going through the streets and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:06:51 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Lots and lots of American infrastructure there, but for me, I I went there. I I paid my own way to get there and I once I got there, I tried to live more of a Vietnamese life.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:05 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:05 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I I remember just from from being a reporter in places like Baghdad and Kabul there.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:11 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[There's always this kind of slight sense of paranoia that, you know, the rumors and and there's an attack coming or an explosion or something can.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:21 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I mean did.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:22 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You do you remember that that feeling because of Saigon was not. I mean, there were. There were attacks on, you know, on on, on US backed forces.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:31 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[South Vietnamese forces there and on on U.S. soldiers, I mean.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:34 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Were this was a.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:36 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[War, yes, but I was not. I wasn't. Didn't have any more experiences. I can move around Saigon very well. My mode of transportation initially was a a bicycle, and I would even drive ride out into the countryside sometimes. And I didn't feel unsafe.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:54 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And did any of your friends say, wait a minute, you're going to Vietnam?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:57 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right now what?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:07:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Are you doing? Did anybody say you're you're not cause people. People had images of it from from television, right, that there was a war.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:08:04 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Zone. I didn't consult with my friends and I was determined to go.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:08:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. All right. So you end up spending three years in Vietnam, right?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:08:13 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, almost three years. Within a month after I arrived, show and I decided our our love was real and and we got married. She and I rented a a room in the house.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:08:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Almost 3.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:08:27 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Her family was in Saigon, so we had lots of contact with them and I was initially an an English teacher and then I had some other jobs. I I repaired helicopter.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:08:38 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And then I got a job with an adoption agency to be their logistics person, to arrange for the supplies that we needed for the kids and arranging for the transport of the kids when they're ready to be sent back to sent to America.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:08:54 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[One of the things I read was that while you were there, you noticed.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:08:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[How? How? Just any. Like kids, teenagers, kids as young as 1011. We're we're really handy. They could. They could fix motorcycles and scooters and. And you were sort of embarrassed cause you didn't know how to do that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:09:12 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, that was a real awakening for me in Vietnam.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:09:16 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I had a degree in mechanical engineering, but I really knew nothing practical.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:09:21 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And a a colleague of mine when I was teaching at the hospital one day we were sitting at lunch and somehow the subject of motor scooters came up and he said.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:09:33 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The engine of a motor scooter. It's really pretty simple, you know.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:09:37 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I thought if he thinks it's simple.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:09:40 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[There's something wrong with me.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:09:44 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And there were these kids on the sidewalk, that sidewalk businesses who could repair motor scooters. And so it was pretty much from that moment that I became very interested in the way things worked. And I'd buy clocks and take them apart and try to figure out how they worked and just anything.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:01 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Lots of things that I pick up and try to analyze and try to understand and try to repair.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:07 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I guess one of your very first ideas or inventions really was something you made for those motor scooters that you.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Were.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:15 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Seeing everywhere.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:16 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes. And I noticed that all of the Japanese motorbikes had luggage racks on the.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:21 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Back.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:22 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:22 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But none of the Vespas had luggage racks on the back.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:27 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I thought, aha, in the market opportunity, I'll create a luggage rack for a Vespa. And with the help of my brother-in-law, I was able to design one and and and make 100 of them.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[After I finished making my batch of 100, I was able to talk a shop into taking the two of them on consignment and I hired a girl to distribute leaflets on the parked vestments. When we left Vietnam.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:10:59 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[There were still 97 in the bedroom of our house.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:03 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So you never showed them no, and it turned out that all that the people who rode Vespas considered themselves a class above, and they all had homes and they had maids and their maids would go out and do the shopping and bring back the.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Uh-huh.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:23 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Groceries and live chickens and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:26 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[On the backs of their motor scooters.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:29 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow. So the Vespa was like the sort of upper class like considered to be the luxury vehicle and and you would never be caught dead hauling anything on the Vespa in Vietnam. So so nobody wanted to buy?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:34 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The luxury vehicle.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:43 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[A rack, exactly. It was your mode of transport, but it was you.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:46 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[They were driving electric vehicle and and seen as such and I learned the lesson from that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:11:52 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I learned that when you're looking for customers, you need to also know the culture within which you're living and the attitudes of the people about the products that are for.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:08 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Sale. So interesting. Wow. Alright, so I think.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:12 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I think you.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:12 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Guys.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:13 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Were planning to stay in Vietnam for a while, but geopolitical forces actually got in the way because the war was ending. Saigon was about to fall. The Americans were withdraw.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:24 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Mine.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:25 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And and I think you left Vietnam like just a few days before the fall of Saigon, right? I mean, the 1975 that the North Vietnamese come in, I'm assuming that that was what prompted you to leave.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:39 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, the country fell in on April 30th, 1975. We were able to get my wife and her family out.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:49 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[On about 10 days before.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:53 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[We still had some children at the at the agency I worked for the adoption agency that still hadn't been. We still haven't been able to get.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:12:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Who's the adoption?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:03 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Out.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:03 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yet and so about 5 days before I I left and brought out and helped to bring out about.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:12 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Our remaining 20 children or so. Wow.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:18 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I wonder, Tim, whether those scenes from Afghanistan brought back memories for you of your time in Vietnam.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Watching that, yes, I was part of the airlift out of out of Vietnam. I left on an airplane. It wasn't so late that I had to leave on a helicopter, but I did cut it a little bit close.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:42 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So that was it. That was that was.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:44 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The end of your time in Vietnam.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:47 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And you returned to to Portland, everybody went to Portland.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:13:51 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, we got Joe's family to Portland. So now the project was to get them settled and then Joe and I said, now what, what do we do with the rest of our lives?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:14:04 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So this is around August of 1975. By August, the two of you decide from from what I understand to to travel to backpack and hitchhike in Europe and maybe even beyond.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:14:17 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[We wanted us to experience other cultures and, and in particular the culture in Eastern Europe.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:14:25 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[By now we decided that maybe the best way to for us to travel would be to have our own car and we heard that the easiest and best place to buy a car was in Amsterdam. So we headed there and bought a $300.00 used car. It was a Fiat 600D.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:14:44 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In 1969, if you can imagine a Volkswagen bug scaled down to 2/3 size, this was our our little Fiat.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:14:55 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Beautiful car, by the way. Just a beautiful Italian car, right? I mean, it's a a tin box, but a beautiful.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:01 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Car. Well, my nickname for it was the little monster.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:06 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[All right, so you decide to take this trip and and how by the way, how long was the?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:10 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Entire trip going to take.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:11 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, ended up taking ten months.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Ten months. I think you traveled through 17 countries in Europe in the Middle East, right?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:19 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And on that trip, I was carrying a pocket knife, a multi blade pocket knife, like a like a Boy Scout type knife.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:29 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I was using that for everything from adjusted making well from using the knife blade for slicing food for dinner to the can opener for opening cans and the screwdriver for turning.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[There's, but there are often times when I needed a pair of pliers, so an example would be when the car had issues, but even more so when we stayed in cheap hotels and pensions and the hotel plumbing had issues.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:15:56 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah, I bet when you well on your trip to the car, I have to assume the car broke down now and again. Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:16:06 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Could you get the parts for yes? If it's not running like in the middle of? I don't know Bulgaria or.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:16:12 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Something in Bulgaria? No, but OK, alright. But yes, there were. There were parts you could get parts. One kind of humor story is while we're in Bulgaria and driving down the highway, I noticed my wife was getting shorter.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:16:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I looked across and yeah, she was getting shorter and I started. Then I looked down and I realized that the supports holding her seat had corroded and her seat was falling through the car down towards the pavement.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:16:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So Joe moved to the back seat and she was back there. She was sort of like I'm James, the chauffeur up front and chosen back, telling me what, where to go and when to turn.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:16:53 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And then when we got to out of Bulgaria and into Turkey, there was a kid on every corner that had an oxyacetylene tank and we stopped at one of Lowe's and he was able to Weld the front seat back in and and then show moved front again and we continued on.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:17:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So I don't know if this is apocryphal or not, but there were things that that when you would do repairs to the car, you would take notes about the drawbacks of the deficiencies of the knife you had almost as if you were thinking there needs to be a new knife and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:17:28 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That, that just sounds so on the nose, like prescient. Is that true? Is that how it happen?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:17:37 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[It was a what are we going to do with the rest of our?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:17:40 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Lives.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:17:40 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Trip and I and during the trip, I was jotting down notes of any ideas I had.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:17:49 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And one of the ideas in essence said add pliers to a pocket knife and the and the reason for that was for my own personal needs just.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:18:00 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Both to fix the car, but even more so to fix the bulky plumbing in the cheap hotels and with and pencils in which we stayed.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:18:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[By the way, what were some of the other ideas?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:18:10 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That you jotted down? Actually, some of them turned out to be things that other people did, but.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:18:15 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I did not. One of them was that postage should have some kind of a bar code or something on it, some kind of a method by which.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:18:24 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[If you want to send it somewhere, you would buy a decal that had the ZIP code on it that was readable somehow, so that the post office could process the mail more easily. Another idea was to congregate service shops within one shopping Center 1.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:18:44 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Mall and in particular like repair shops. So you if you and particularly small repair shop. So if you have a TV repair.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:18:54 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Appliance repair watch repair locksmith congregate. All those into one place.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:19:01 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You said you've done some traveling around the world, and I'm sure you've been in places where they have these bazaars, and within the bazaars there's sections where everywhere the whole section of the bazaars, everyone's selling cloth. And why and you think to yourself, why would they all be in the same place? Why wouldn't why wouldn't they each?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:19:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:19:21 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[We go in various places where only where there's less competition, right? But but, but when you think about it, it works really well, because if you're in the market for cloth, you go to the place where there's the most selection.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:19:34 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Love it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:19:36 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The the problem today, and I'm going to sound like a grumpy, crotchety old man, is nobody repairs anything anymore because the prices of products are so cheap. People just throw them away and buy a new one.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:19:47 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You'd be surprised. You'd be surprised how many people for loving the tool are still fixing things.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:19:53 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That's a shameless plug for the Leatherman. All right, so you end up back in in Oregon, 1976, and you're flipping through your book of ideas.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:06 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And you decide the most viable idea, the one you want to pursue, is this this knife tool.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:11 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Exactly. It was had the most realistic chance of actually being able to do something with it, and I asked my wife could I build one just one just for me?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:24 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[She said. How long will it take?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I said maybe one month. So she said OK. And so she went to work to support us. And I went to at the time where at my parents house, I went into the basement and picked up the file and the hacksaw and started trying to build what was in my mind.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:46 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Out of just what like like scrap metal?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:50 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Like scrap metal, I was able to scrounge up.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:54 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And where were you doing this?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:55 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And whose garage I was working in, my brother in law's garage.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:20:59 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And and what did that mean? Were you like?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:02 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Where you pound, I mean you weren't. You're not like a 19th century blacksmith where you're pounding metal, right? Or were you? Was that what were you doing? Something that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:11 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[My initial prototypes I was cannibalizing parts out of other tools, but then I was and then the but to connect them and get it to design the way I wanted to.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:16 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[OK.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:21 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I was.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:22 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Cutting the.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:24 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Piece of sheet metal with a hacksaw or cutting them with 10 snips and folding them together by putting the metal in the vice and then putting the bending it over the corner of the vice and pounding by pounding with a hammer. It was really pretty crude.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:40 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So you were like, a 19th century blacksmith.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:43 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, other than I didn't have fire and flames. I was doing everything cold.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:21:48 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. OK. So you're really like you're trying to make a prototype and you come up with a prototype and and and trying to imagine it looks like a pair of pliers, but in the pliers you had like some tools that would come out of the handles, what what were the tools like knives and a file and bottle opener, that kind of thing?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:04 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, and screwdrivers.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:06 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. And what did you do with it? Did you present it to, to, to, to friends, to your wife? Did you say this is?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[It I got.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[It I think this is it. This is the thing that's going to.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:17 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Make me millions of dollars.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:18 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[No, I quickly discard.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:21 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Because even for me, it had shortcomings.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:25 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Which were what? Well, the first shortcoming was that I had a I had a strict criteria in the length that it could be closed. When you put it in.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:34 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Your pocket.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:35](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Hmm.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:36 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[It had to be pocket knife length and not beyond. No no longer than 4 inches. So by the time I had the pliers take me up about two inches.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:38 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[OK.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:45 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I only had about two inches of handle and I and I couldn't get good leverage.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:48 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:51 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:22:52 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You realize that to make this work, it has to fold over, yes. So how long did it take you to make that prototype?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:00 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[About two more years.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:04 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So all told, you start this in 1976 after and you were only supposed to.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:08 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Do this for a month, by the way.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:10 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[All right.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:11 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This is it reminds me of James Dyson, who went to the Dyson vacuum, who was on our show five years ago.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:17 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[For five years, I think you are 6 years. He worked on the the vacuum. I think he had 4000 or 5000 prototypes of his vacuum cleaner. People thought he was nuts. I mean, you were still a young man, but you're now you're kind of you're you're early 30s.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:34 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You are not earning any money. You are working on this prototype.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:38 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Pipe.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:39 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But you believed that this was going to be a business. You clearly believed it. Did anybody else? Do you remember anyone at the time saying, yeah, maybe you should just, I don't know, get a job.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:48 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, I'm pretty sure people were looking askance at me, but this was my day job. Every every day I would go to my brother in law's garage and spend the whole day in the garage. And so I spend a lot of time in the library too, right? When I was researching various aspects of.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:23:58](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:05 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[All.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:08 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Materials.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:10 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Or specifications on how good the tool should be.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[When you were when you were kind of like working on a prototype, what were you imagining this would be used for?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:19 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I mean, you knew.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:20 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That you needed something like this on.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:21 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Your trip to.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:22 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Europe, did you think this would be like a utility knife like, you know, like, lots of people have Swiss army knives. They just have them.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:29 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Even if they're not handy, they just have.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:32 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But did you think it would be that kind of person who would who would want?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:36 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This well, I thought that it would be anybody and everybody, anybody that carried a pocket knife would rather carry this tool that I was creating because you not only got all the features of a pocket knife, you also got a pair of full size full strength players.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:24:52 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So this is what you're working on, and in the meantime, you know, it's a lonely pursuit, right? I mean, you're you're doing this by yourself and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:07 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I don't know.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I mean you mean?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:11 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You didn't have, like, an office of people to get feedback from. Did you do did you? Do you remember feeling lonely? Like, like, I don't know, you're all alone in the world working on this thing.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:24 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I do in one one time in particular, it was the eve of my 30th birthday and I've been working on this for two years already and I went to bed that night.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:40 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Thinking I have nothing to show for this.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:45 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Two years of my life are wasted.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:48](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:49 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The next morning I woke up and remembered I have a goal. I want to build a tool that works for me and if it works for me, I think other people are going to like it too.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:25:59 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And so I went back to work and on I went.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:26:05 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[When we come back in just a moment, how Tim finally makes a sale, a single sale of a single knife, but still gets turned down by dozens and dozens of mail order catalogs. Stay with us. I'm guy.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:26:19 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Us and you're listening to how I built this.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:26:29 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

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[00:26:42 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

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[00:27:12 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 1978, and Tim Weatherman has been grinding away on a prototype for a folding multi-purpose tool, and his plan is to patent it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:27:26 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Sell it to a big knife company and make lots of money.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:27:29 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And they would pay me about $1 million and I would sit back and live happily ever after.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:27:37 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You would just count your gold coins in your vault of gold for the rest of your life.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:27:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:27:44 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So the idea was, hey, I'll, I'll make a prototype, but I'll have a patent and then I'll sell the technology to another knife company. And I believe the.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:27:50 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Knife company was.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:27:51 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Gerber, which is also based in Portland, they make great knives, and you actually approached them in 1978 or 9 and and said hey.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:02 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Check out what I've built.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:04 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[What do you remember about that meeting?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:05 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, I approached the Gerber, I called them and said I have a new kind of pocket knife. I'd like to show you. They said. Sure, come on in. They agreed to borrow my prototype and do an evaluation of it and get back to me after a couple of weeks that I hadn't heard from them and I was getting really anxious.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:26 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So I called them.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And they said sorry, we decided to not take this on. It's not a knife, it's a tool.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:36 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[OK, what's wrong with being?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:37 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[A tool, they said we're in the knife business and this is a tool. It's not something that we're interested in getting into.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:45 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Did part of.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:46 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You say? OK, well, maybe I'll approach tool companies and see if they want it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:49 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I'm a little more stubborn than that, I said. Well, there's other knife companies, so I'll approach.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:54 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:55 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So I did I ultimately I think I contacted every knife company there.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:28:59 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Was in the.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:00 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[US in the US, even even Victorinox in.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:02 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Switzerland and you, you and that. That this is pre e-mail. You're you're writing letters and mailing them.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:09 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, I'd send them a letter and all of the answers were the same. Sorry, we're we're not.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:14 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Interested.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:15 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And then I finally got the message and said OK, if the knife companies aren't interested, I'll go to the tool companies. And when I wrote to them that the answers back was sorry, this is not a tool, it's a gadget. And gadgets don't see.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:34 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[What tool company do you remember going to?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:36 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Big ones like Stanley Black and Decker.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:39 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, I mean, I mean you, you're you're now talking about.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:44 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You know, 3-4 years in this is not a vote of confidence. This is not. This would not instill confidence in most people and and and I would say most people at this point would say.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:55 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I got to move on.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:29:56 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I wasn't too much different. My wife and I had a conversation.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:03 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And we decided it was time that I get a a real job.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:07 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Hmm.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:08 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I looked through the one ads and I saw found one that said wanted salesman welding products and was offered a job and and I accepted it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:19 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This company worked for was called eutectic. I think right, the welding supply companies their headquarters.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:24 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, their their headquarters was in Switzerland. It was actually a perfect job for me in in a lot of ways. It was, it was. I was calling on businesses where they could.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:35 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[They had equipment and they had processes that could be used in the manufacture of my tool, so I would show my prototype and and that was also a way of getting rapport with my prospective customers.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:47 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow. So you so while you were representing eutectic selling supplies, you could also talk to?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:54 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[These customers about, but by your passion, which was this, this pocket knife that you were.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:30:59 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Inventing yes. Umm, if you try to sell stuff to people that get their antenna up, if you ask them for advice, they're plenty willing to.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:31:08 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Talk to you.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:31:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Alright, by this point in the early 80s, I believe I read you had already received more than 100, maybe more than 200, by the rejections or no replies from knife companies and tool companies, but you still thought you were still holding on to this dream.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:31:28 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Even though you already had about 200 or more rejections or or no replies.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:31:34 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, I still had the goal. Still had the dream still person.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:31:37 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Where? Why did you think that it was gonna work if no one was confirming that idea?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:31:46 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[There is a fine line between persistence and failure to accept reality, and I was determined to try.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:31:58 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[To go on too long before giving up too soon.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:32:03 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I have to assume you probably didn't have to invest too much money because it was like scrap metal and proof of those costs for the patent, imagining you probably had put a couple of of several $1000 into developing this thing or maybe more at it. Actually, I don't know.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:32:19 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I believe the patent cost about $1400 and I probably put in maybe $5000 in into purchasing various types of equipment.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:32:31 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And the time.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:32:32 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And put in a lot of time. I I was well, I had. I felt I had more time than money.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:32:36 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:32:39 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And about seven years after starting the project, first going into the garage, I was about to give up.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:32:46 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But what changed that? What, what? What happened that made you not give up on it?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:32:50 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[A friend of mine from university days named Steve Berliner have been following my let's not say progress but lack of progress all this time.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:00](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Hmm hmm.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:00 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And he stepped in and said there, let's be partners. There's still a few things you haven't tried, and he stepped in and offered to offer to become partners, to try to see if we could get it on the market.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And Steve was a friend from college.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:15 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, we were fellow table tennis players and Steve's father had a manufacturing business.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:23 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And Steve, so Steve grew up with that, that environment, Steve's education and university was on the business side.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:31 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So he was he was kind of like a a perfect match. And when he approached you and said, hey, let's start a business, this is actually amazing. You had started this prototype in 1976. Steve approaches you in 1982. You had not yet incorporated the business. You did not have a business.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:48 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[No.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:49 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Steve and I did agree to become partners. It was 75%, me and 25%.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:54 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[OK.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:33:56 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And so then they we were smart enough to recognize that before starting to manufacture the tool, we should get in order for enough tools to justify going into business.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I read that that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:11 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In 1983.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So, well, they'll be, what, seven years after you started on work on this product, you finally so.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:20 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Old at all.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:22 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, my very first sale was by going to a knife show. I had a table and I had an exhibit on my table called the evolution of an invention where I had compiled the prototypes that I had.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Created it over these by, then 7.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:44 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Year period that illustrated my progress or lack of progress in trying to reach the tool that would be marketable.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:52 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Did you get a? I don't. Did you get a bunch of people coming up to the to the table and inquiring and asking you?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:34:57 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Questions and no, I was at this show. People were walking by and no one was.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:05 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Stopping. I'm sorry, I would have stopped. I would have.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:08 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Stopped for you, Tim. I promise.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:12 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, by the after I tell you my story, you might, you might agree that you might not have stop.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:17 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And the reason is is that down at the end of the aisle, there was a man selling magnesium fire starters and being at the end of the aisle, he would get up on the podium. So he's up a little higher than everyone else. And he created this well honed sales pitch that you would that kind, you'd use it by a Barker at a country.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:37 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:38 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And he would go through his dog and pony show with sparks flying and him starting fires and drawing a big crowd. And every once in a while, I would take a break. And to this day, I don't know why, but he came up to my table and his name was Skeets Houchens.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:55 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Skeets houchens.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:57 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:35:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Only a guy named Skeets Houchens is selling magnesium fire starters. It's like a movie. OK, going.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:36:05 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So Skeets comes up to my table and says what are you doing?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:36:09 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I said I'm, I'm sitting here waiting for someone to stop, and I'm going to want to show them the prototype of my new type of pocket knife and \*\*\*\*\* says.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:36:18 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You can't do that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:36:20 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The people walking by the aisle, they're like zombies. They're in the daze. They don't see anything.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:36:29 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And you got to get up. You got to get out in the aisle. You got to grab them. You got to talk to them. You got to stop them. And so.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:36:37 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I I went back and I sat down and I started looking at the people walking down the aisle. And Skeets was right. They weren't. They weren't absorbing what they were seeing. It's true. They were like zombies. So I thought to myself, well, I've had a nice show. Why are people here?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:36:48 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:36:56 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[They want to see new knives. What do you have, Tim? So I stood up.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:02 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[When people walk by, I'd say you, Sir, have you seen my new pocket?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:07 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Knife.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:08 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I'd shake their head and turn around. Look who what? Who was that?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:11 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[What?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:11 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Was that and they would, I'd actually be able to talk.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:14 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[To him a little bit.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:15 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I read that I guess I guess some guy walked by and and and offered to buy a knife from you. Who who? Who was he?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:22 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[He was a German immigrant. He had moved to San Francisco and he had started an auto repair business repairing a high end German automobiles.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:33 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[His name was Wolfe Schultz, Totten Potch, and he agreed to pay $175.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:40 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[To buy your.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:41 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Knife to buy a knife. I would that I would go back and make in my garage for him and he mailed me a check and that was my very first.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:51 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Sale.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:52 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow. Wolf got the first Leatherman ever he could. He could take a picture of that and sell that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:37:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[As an NFT.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:02 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[All right, so you finally sell.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:04 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[A knife to wolf.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:05 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, by now Steve and I were already partners. Well, we thought that if we could make and sell 4000 tools in our first year, we could pay back our cash investment but wouldn't pay ourselves anything for our time.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:20](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Hmm.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:21 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So Steve and I were looking for someone to order 2000 of the 4000.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:26 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And we thought, who could that be? And our first thought was the US Army.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:33 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[They said we approached them, they said no. Our next thought was AT&T, the telephone company, before it broke up. It had 10s of thousands of people repairing telephones. They said no. And then we thought mail order catalogs. So we.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:51](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Hmm.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:38:52 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Found a list of 280 different mail order catalogs we got.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:00 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[0 responses from 279.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:04 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Catalogs. Yeah, but the 280th catalog was in Seattle, and it was close enough to call and ask for appointment to come up and show, show them our tool in person.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:05](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Ah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:17 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This is a catalog company I think called early.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:18 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Winters. That's correct. OK. So we drove to Seattle, showed him the prototype they said. Looks good. Yeah. How much? And I have to admit, I hadn't really thought yet. So I thought quickly. And I said your price $40.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:37 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And they said that means we have to sell it for 80. Sorry. Don't think anyone would pay 80.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:45 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Dollars for this.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:47 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But early winners did us a big, big favor. Instead of saying go away, don't let the door hit you on your way out, they said. How could you make the tool?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:57 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Less complex, less expensive. I said. OK, so Steve and I got back in the car, drove back to Portland and went back into my garage and about six months later, I came out with a new prototype.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:39:59](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Hmm.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:11 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[We showed it to them. They they said. They said we like this. How much? I said your price $24.00. They said that's fine.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:20 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[My hopes are rising, so I said. So you're ready to order 2000 and they said.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[No, we don't think we could possibly sell that many.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:32 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow. So I mean, now you're talking about what this is 19/19/83 because both of you are still doing your day jobs, so no orders.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:39 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:45 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[No order from early winters.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:48 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[None of these catalog and what catalogs is, I mean Sears was probably still.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:52 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You know Neiman Marcus.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:54 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:54 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Eddie Bauer, LL bean. Sharper image.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:40:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Sharper image, sharper image. They weren't.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:00 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Interested. Well, so once early winter said sorry, we don't think we can sell 2.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:08 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Steve and I then took a picture of this latest prototype, wrote a cover letter, mailed it to the remaining 279 catalogs. Do you want to see this prototype?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:19 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wait, because you had this this new prototype you just reached out to the exact same catalogs as before? Yes and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:27 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This time we got one response. It was from a company called.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:32 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Plus.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:33 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Cabela's, which I think is owned by Bass Pro shops today.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:36 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Today, yes, it's owned by Bass Pro shops and one day in late May of 1983, eight years after I first thought of the concept, I got a letter at my business address, which was really my home address.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:37 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:39 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[OK.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:52 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I opened it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:52 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Up and inside was a purchase order.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:41:56 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[For $12,000, wow for 500 tools.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:01 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow, do you do you remember?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:04 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I mean, I would cried.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:06 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You can't believe how happy I was.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:08 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I was climbing the walls. I called Steve. He was so happy.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:14 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And then we both settled down.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:15](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Uh.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:16 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And realized well, this is only 500 tools we wanted 2000.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:23 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah, but still.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:25 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Pretty great.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:25 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Still, finally, after eight years, an order a.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:28 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Sale and presumably this is May of of 1983 presumably?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:34 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[How much time did you have to make 500?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:37 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Tools their order came in late May of 1983 and they wanted a delivery date in late December of 1983.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:46 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[OK, that seems reasonable. But who was going to make 500 tools? Just just you and?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:50 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Steve, well, we were very lucky.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:42:53 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That Steve's father had a metal working business, and Steve's father agreed to let us move the equipment I'd accumulated my garage into his shop.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:04 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And he let us use his machines and his employees on a subcontract basis.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:11 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. How long did it take to make one? One knife. One pocket knife, like several hours.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:16 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, if you think of the labor hours those days, labor, like pretty good wages and manufacturing jobs were like.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:24 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[$5.00 an hour so.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:26 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You know, we had two, two or three hours of.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Labor in every tool you.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:29 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:30 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Were we've been calling it a pocket knife up until this point, but I think in 1983, once you.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:35 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Got that order?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:37 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Or maybe around the time you got the order you, you you gave it an official name. You called it the pocket survival tool, which which from what I read.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:46 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Was a very well considered decision like you thought about a bunch of different possible names for it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:43:53 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes. And we we were, we were surprisingly astute at considering markets and marketing and who our customers could be. And we finally settled on knife enthusiast as one category and back in those days.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:14 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[There are people who are building bomb shelters because they thought the Soviet Union was going to drop the big one.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:21 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[On us.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:22 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[On.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:23 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So we quite consciously added the term survival in our tool to with the thought that maybe that would trigger a response.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:32 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[From them.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:33 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, as it turned out, during that seven month period when we were building the the tools for Cabela's and and anyone else we could convinced to buy them.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:43 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Early winters called and said anything happening. We said yes. We're in production. They said to put us down for 250 tools also also for delivery in late December 1983.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:53 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Oh, all right.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:56](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[OK.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:44:57 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[All right. So that's great. So now you're closing in on on the 1000 tools.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:02 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. And by the way, you were in the daytime, you were a salesperson selling welding equipment. And then in your any free time you had, you were rushing to the metal shop and making these tools, these personal survival tools.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:16 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[During that period, I was basically totally neglecting my sales job. I was pretty much spending all the time.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:23 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And Steve's dad's shop.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:24 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Just trying to turn out you were one of the, I mean it was as an assembly line you were on.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:29 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The assembly line I was personally checking every tool.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:34 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[My name was on every tool and I wanted each one to be perfect.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:39 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[All right, so 1983, you're getting these orders in and it's December approaches and and and what's going on. Are you gonna, are you gonna have enough product to send send to Cabela's and to early winters?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:52 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Late December arrive much more quickly than we.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:45:57 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[About two days after Christmas, we got a call from early winters.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:02 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Asked. Our tools are 250 tools. Where are they? We need them really badly because they've all been sold.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Ohh, they actually had it in their cattle office.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:11 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:12 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[At that point.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:13 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Their catalog has been printed and released, and they already had 250 orders.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:13 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And it had all.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:14 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Sold.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:19 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You are so lucky that you did not do business in the Amazon Prime 2 day delivery era.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:25 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That's for sure.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:26 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You would have been wiped out and everyone's like what I just ordered this two hours ago. Where is it?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:31 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, we were lucky that in those days people had a little bit more tolerance for how long it took to ship an order. But but the catalogs didn't had very little tolerance. They wanted their product in stock and when they got an order, they wanted to be able to ship immediately.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:46 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So they weren't too happy, but they said the 250 have been sold. Here's an order for 500 more.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:53](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:46:54 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And a week after that, they called and said the 500 are gone. Here's an order for 7:50.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:00 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And just to to one point something, this is the same company, early winters who were supportive, who said, hey, try to make it cheaper, but at the same time, they were also skeptical that they could, that that whether they could even sell 200 and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:13 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[50 of these things.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:13 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. Two weeks later, they called back and said the order is now with 1000 tools and then it turned out that the catalogs were all monitoring each other.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:25 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And if they got a sense there was a hot product and they all want it on.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:29 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Board, of course, of course.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:32 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Then we started getting calls from all these catalogs that had turned us down before or hadn't even responded.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:39 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[They were saying.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:39 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Oh, they said we want this. Hey, hey, yo.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:40 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[They call up and say, hey, we understand you have a new product. Would you mind sending us a sample? And Steve and I have rather than saying, you idiots, we sent you a.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:45 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I love.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:51 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Letter.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:52 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[He said no. You could have had an exclusive. You didn't even reply.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:47:56 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[No, no, no, we didn't say that. We said yes, sure. We'll be happy to send you a sample.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:48:03 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[When we come back in just a moment, how a few samples morph into many, many sales for Leatherman. But how September 11th sends business back into an unexpected slump? Stay with us. I'm Guy Raz. And you're listening to how I built this.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:48:26 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

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[00:48:45 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

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[00:48:52 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

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[00:49:12 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

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[00:49:27 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 1983. And after years in the wilderness, Tim Leatherman's multi-purpose tool is finally finding a market with mail order catalogs and sales. They start to grow like mad.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:49:46 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, it was. It was by then. It was quite evident that there was a market for this tool. When we're able to go from 200 tools to in 1983 to 1,000,000 tools in 1993. Those were really exciting years with growth rates of 50% per year compounded.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:49:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:50:06 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[How? How were your profit margins? I mean cost you $24.00 or you were you were selling them for $24.00 I guess, but I imagine they were not cheap to make. Imagine your margins were kind.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:50:16 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[If pretty thin or am I wrong?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:50:19 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In that first partial year, we did manage to sell 200 tools and we had revenues of $6000.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:50:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And with that money, we were able to start launching launch the business and eventually be able to make and sell some tools in that first year of of 30,000 tools of sales, we had to about $680,000 of revenue and actually made a few dollars.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:50:46 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Made a profit.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:50:48 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:50:49 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[He here's here's I wonder. I mean now all of a sudden you are scaling fast. You go from 200 year one full year 1 you go to 30,000, then 70,000. Then you're doubling 160,000 by 1986.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:51:05 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:51:06 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You were funding the growth and the scaling of this purely through the cash flow almost entirely.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:51:14 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[After about three years, we finally found a young banker who shouldn't have been willing to talk to us, but but did and was willing saw our that our balance sheet was strong and and agreed to give us a a line of credit.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:51:31 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[All right, here's a question. One of the things that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:51:34 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That you did, I think it was 191996. So this is like.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:51:39 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You know, but but thirteen years in you build a very big facility in Portland to manufacture the product. And I think to this day they are assembled in Portland, right. Every pretty much every other man product, yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:51:57 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Do all the assembly ourselves into the vast majority of the manufacturing.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:52:01 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Sells in her own factory in Portland, OR.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:52:05 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[How? I mean I know that because some of the components you import right, some of the components that you use in the knife for made in Europe and maybe even in Asia, but how why was it so important to make them in the US? I mean I I think I know why.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:52:20 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But it meant that they were going to always be more expensive. I mean, your wife was from Vietnam. You you you had some probably some contacts there and it and it would have been but much cheaper to make them in Asia.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:52:32 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Why did you decide to continue to make them in Portland?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:52:35 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I was. I was born in Portland. I was raised in Portland. The jobs created were created in Portland.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:52:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And among the things I'm most proud of in the whole Leatherman journey is that I've created all these jobs and that they were not at cannibalization of the world supply. They were in addition to the world supply, because this was a whole new product category that added jobs that didn't take away from.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:53:04 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Companies that were selling other.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:53:07 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So 1 is one of my everlasting goals is to keep do everything I possibly can to keep these jobs here in Portland OR.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:53:17 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I know, Tim, that at at one point there was a a lawsuit a A class action lawsuit against Leatherman.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:53:25 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Because your tools.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:53:26 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Were stamped need in the USA, even though some of the component parts are actually made in Europe or or elsewhere.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:53:34 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But most of it was assembled and made in the US, including most of the components anyway. I know there was a it was based on on an obscure law, this lawsuit, it was, it was a complicated legal back and forth. But but The upshot was, or the the the outcome was that you ended up taking made in the USA off of your products.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:53:55 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, as as a result, we were required to label our tools a proper label. Our tools could be made in the USA of US and foreign components and assembled in the USA. Actually that lawsuit it could have spurred us to.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:54:12 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[To say the heck of it, we'll just go all the way and make our tool abroad. But the opposite happened. It it spurred us into being more resolute and seeking more domestic suppliers and adding even more US content into our tools so that we can, in most of our tools now we can.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:54:33 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Label them as made in USA.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:54:36 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[A Leatherman is not cheap, right? You can get a knock off. You can get another knife that is a knock off that's made in in China or in a in a cheaper country. How do you how do you make sure that that people.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:54:56 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Are, UM, you know.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:54:58 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Are aren't going to those alternatives.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:55:01 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, it's true that you can buy a knockoff of our tool or made in China for $10, whereas a A Leatherman tool might be $100. We used to fight the knockoffs we used to file lawsuits against the importers and the retailers that were selling the knockoffs.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:55:21 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[It really wasn't possible to go after the manufacturers in China and we were quite successful in those lawsuits for quite a few years.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:55:29 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And of course, our labor costs are higher here in Portland, but we we do have some advantages we we we swept the details I think it was Mr. Sears of Sears and Roebuck long ago said quality is remembered long after price is forgotten.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:55:47 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I mean I I know that.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:55:49 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That that lots of people have have stories of of of the Leatherman, right? Cause it's one of those things that you bring with you for for the you know, for, for for the eventuality when something will go wrong and you need to fix it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:56:04 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. We get testimonials of.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:56:08 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The Leatherman tool saving lives. We get testimonials of from Leatherman tools from a couple of soldiers who said the Leatherman tool has stopped the bullet. We've received the testimonials of the Leatherman tool being used as a surgical instrument saving a life.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:56:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In an emergency, we've have many testimonials of a Leatherman tool being used to.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:56:35 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Rescue someone out of a burning vehicle or another one out of a a fallen helicopter. There's many, many, many different markets that where everyone finds the leather material to be of.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:56:48 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Great value. You were really just every year growing, growing, growing, growing and I.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:56:55 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Think.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:56:56 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You know, around 1999 your sales reached over 100 and $100 million you your private companies, you don't reveal your numbers but but that was reported at the time and then?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:08 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[3-4 year sales dropped 2030%. What what was going on? What happened? What happened around 1990?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:14 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[9911.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:17 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Ohh 2001 911 yes and 911 had a huge impact on sales.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:23 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Because people couldn't travel with them in their pants bags.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:25 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes, they were still carrying him when they.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:27 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Got to the.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:28 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Airport and they as to use the euphemism that the.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:32 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Let's say was using is that they were voluntarily abandoned.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:37 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Which meant that people had to leave them at the airport, these $70.00 knives.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. Well, we thought that the people that lost their tool would would go out and buy another one, so that wouldn't hurt business at all. But it turned out that, well, maybe they some of them did buy another one, but then they stopped wearing it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:47 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Buy another one, yeah.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:57:56 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Because they were afraid that if they went to the airport again that they would forgot they still have it and they'd lose it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:02 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Again, because it comes with it comes with a leather, a leather holster that you put. You could put your belt in through.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:07 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Right. So then they stopped carrying them. They stopped using them, other people didn't see them using it, and we lost that word of mouth advertising that was so valuable to us.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:19 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So all right, so.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:22 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So really, people were not buying them and and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:26 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And you and you had to get to do layoffs in 2002, I think, right? I mean then your sales were had dropped off considerably to the point where you.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:33 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Actually, to let people go.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:35 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[That's one of the down points of my Leatherman journey that was really, really hard.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:42 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[But she had no.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Choice really, we had no choice. It was you have to. It's better to have most employees employed rather than have no employees employed.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:51](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yep.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:58:53 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[How did the company turn around from that low point? What was it just just the economy bounced back? Or was there? Was it a more methodical like new product line, new strategic approach?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:07 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Well, we bounced around in that low 9 figure revenue number for for quite a few years.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:14 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In the last few years we've we've been able to introduce.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:18 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Some new products.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:20 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[We've been able to take a little bit better control of the market.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:24 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And after the pandemic hit, we thought there will never sell another tool and we did make a few adjustments. Then a few months later, a couple of months later, we started getting orders again.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:38 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And by the end of 2020, we had our third best year in our history.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:43 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow. Wow.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:44 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And this year we project, we'll have our our best revenue year ever in our history.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:51 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[00:59:52 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You stayed on as CEO until 2005, when you decided to step down, I guess.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:00 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:01 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Kind of change your role at the company and and and become the chairman of the board.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:08 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Were you just?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:09 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[At that point, burned out. Were you kind of done?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:12 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[With the day-to-day.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:14 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[By that point I was a bit tired. I earlier on I had.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:22 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[What the criteria for my leadership of the Company 2 criteria, one that the job remain fund and the other that I be on asset not a hindrance and all those many years from 19 from the garage even from 19 but from 1983 to 2000 and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Five, the job was fun, but near the end it was fun most days, but not every day and also.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:00:50 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So when I would go home at night and Joe would ask me, what did you do today so often my answer was I processed paper and there was one other factor. But at that point I was 57 years old and calendar years. But in terms of all the hours I put in all those.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:11 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[All those previous years I was 67 years old in work years.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:17 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And I thought I had earned the right to be able to cut back a.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:20 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Little bit.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:22 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow, I I read that in in 2019, actually heard you in an interview, you said you were getting make about 8000 tools.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:27 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[A day yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:30 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Are you making more now?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:31 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes. So that are you selling about 8000?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:34 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah. So that 2 million tools a year is now closer to 3 million tools a year.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:40 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Wow, I know you don't reveal your your revenue, but it's not hard to do the math. I mean it's, you know, at least.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:45 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yeah, I I've, I've admitted. I've I'm quite ready willingly to admit because it is pretty well publicized that we're in the very low 9 figures of revenue.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:01:55 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I'm quite proud that about 30% of those sales are export sales and for an American company, 30% of sales being international is pretty good.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:07 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[So Tim, when you think about the the journey you've gone on, right?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:10 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You know this?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:11 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This is just kind of crazy story. When we're toiling away on this thing that nobody wanted and.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:16 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[And you're kind of like you.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:20 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[You have every reason to question why you were doing this and everybody had a reason to question why you doing this, because it was not. It was not rational. This was not selling. You were not.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:31 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Making a product people seem to want because you weren't getting confirmation from the market, and yet you persisted and it's a.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:38 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[No 100 + 1,000,000 dollar company today.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:42 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[How much of of of of this story do you think has to do with?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:46 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Just your hard work and persistence and smarts, and how much do you think has to do with luck?](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:02:52 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I think that it's about 10% luck and about 90% pluck. I've persevered. I've worked hard, I've I've had great people working with me. Obviously I'm privileged to born into a life of privilege.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:03:12 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[In the in in in the United States and growing up in a middle class household, I've been in so many places in the world where life is not nearly as good as I've had it.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:03:23 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[There have been things where in life where I've beaten the odds.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:03:29 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[The fact that Leatherman tool.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:03:32 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Became successful of products that are patented. I've read that only about 5% of or less of products that are patented.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:03:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[To get on the market. So I feel like I've been a lucky person. I've never bought a lottery ticket because I feel like I've already beaten the odds and that's not going to happen again.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:03:55 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Tim Leatherman, founder, owner and chairman of the board at Leatherman Tool Group these days, Tim describes himself as a very engaged part-time employee, but he's also spent the past few years becoming quite an accomplished pickleball player. In fact, in 2019, Tim won the National silver medal in double s in his age.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:15 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Group.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:16 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[With that silver medal was in an ancient age category.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:20 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[At a middling skill level.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:22 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Ohh, you're just being modest. It was the 70 plus division. That's still national pickleball championships.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:26 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Yes.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:29 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[It's.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:31 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Led to a new entrepreneurial spark in me. Ohh really? I've come up with a product that I think many pickleball players will love.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:40 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[A pickleball multi-purpose.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:42 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Tool. No, it's I'm not. I'm not ready to disclose it entirely.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:04:46 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[I'm thinking you could combine like a portmanteau of the Leatherman and a pickleball paddle like a Chinese fan that folds and then you unfold it and then like the Leatherman. But then you've got the pickleball paddle.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:05:00 Speaker 1](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Good job of trying to scuff out what it is.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:05:06 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

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[01:05:19 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Our account is at how I built this and mine is at Guy Raz. Our Instagram account is at how I built this NPR and mine is at Guy dot Raz. This episode was produced by Carrie Thompson with music composed by.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:05:32 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[Sarabhai it was edited by Neva Grant with research help from Catherine Cipher. A production staff also includes Casey Herman, Liz Metzger, Farrah Safari, Jaycee Howard, Elaine Coates and Julia Carney. Our intern is Margaret Serino. Jeff Rogers is our executive producer. I'm Guy Raz and you've been listening to how I built.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:05:52 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[01:05:55 Speaker 2](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)

[This is NPR.](https://ballstate-my.sharepoint.com/personal/wei_hua_bsu_edu/Documents/Transcribed%20Files/Leatherman%20Tool%20Group%20Tim%20Leatherman.mp3)