# Audio file

[Lynda.com Lynda Weinman and Bruce Heavin.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[I cannot imagine that in 2001 the online videos really took off because people had dial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was really hard to see videos on the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Am I wrong about that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I know you were totally right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Were way too early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And the first year, I mean, I remember we took a poll among the office like in a jar, people put the number of subscribers that they thought in our first month that we would get no one guessed low enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

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

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

[00:00:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[I'm Guy Raz, and on the show today how Linda Weinman turned her fascination for the first Mac computer into lynda.com, the publishing powerhouse that produced thousands of how to videos and sold for a billion and a half dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[One of the lessons I've learned from interviewing hundreds of entrepreneurs is that there are often 3 very distinct phases in the journey toward turning an idea into something bigger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And not to shamelessly plug my book. But if you've read it, Niels Parker, my co-author, and I write about this insight in the 1st chapter. Basically in Phase 1, the entrepreneur is a hobbyist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:01:24](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[They have a passion for something and that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:01:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Leads to an idea. If that passion also solves a problem that the person has, they become a tinkerer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[But if that passion turns into an idea that solves a problem for lots of people, well then you become an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[This is the story. It plays out again and again and again like a good ROM com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:01:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The basic outline is the same, but the nuances, the details, the trials and tribulations are always different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

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

[She started out as a hobbyist. She bought the first model of the Apple Mac and loved it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:02:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[She learned everything she could about it, and soon what she learned about the Mac solved a problem she had, which was how to create better graphic designs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And with that, Linda transitioned into becoming a tinkerer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And because it turned out that lots of other people she knew needed to solve that same problem, they asked Linda for help and paid her to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And at that moment, she became an entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:02:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This is an oversimplification, of course, but it's the rough outline of how Linda and her husband, Bruce Haven, turned a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:02:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[For teaching computer assisted graphic design into an online learning platform called Lynda Com, a platform that would go on to produce 10s of thousands of videos on everything from how to build websites to how to manage your finances.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[But they started all of this as a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Literally, they rented space in Ojai, California during spring break and taught a dozen or so students how to build websites, and that evolved into videos that they sold on VHS and DVD and eventually into streaming videos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[The subscription and by the way now might be a good time to mention that like so many people we've had on the show, Linda and Bruce had no business background.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Linda was a teacher and Bruce was an illustrator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:03:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Painter and as you'll hear, they made many of their most important decisions by instinct or by accident. But as the Internet grew up, lynda.com grew too, and gradually it became so successful that in 2015 it caught the eye of LinkedIn, which?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Bought it for 1 1/2 billion dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It's a story that would have been unimaginable to both Bruce and Linda when they were growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[We'll bring in Bruce in a few minutes, but for now you'll hear from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Up in the middle class neighborhoods around LA and in the San Fernando Valley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Her early life wasn't easy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[She doesn't really remember what it was like when her parents were married.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[My appearance split up when I was three and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I lived with my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:04:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mom from the time that I was 3 until 6:00. And then I lived with my grandparents for a year when my mom remarried and my dad had remarried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:04:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Neither of their respected spouses quite signed up for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:04:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So there was a year long period where I lived with my grandparents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[You had a brother and sister growing up, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Correct. And so the three of you little kids.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:04:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Just constantly being shuffled from one parent to another, parent to grandparents to yeah. So that I mean to say the least, sounds like a pretty unstable childhood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:05:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It was, and I was the oldest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So it kind of started a lifelong sense of responsibility in me because I felt responsible for my siblings and I felt that at a very, very young age, and I also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And kind of a serious person, I can be a very hyper focused person with a lot of seriousness and I think it's from that early childhood experience of going from different household to different household and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:05:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Also, the feeling of not really being fully wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:05:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And and needing to protect or feeling that I needed to protect my siblings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:05:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[That thing you just said, just like was like a dagger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Because I think about my own kids and to imagine being a little kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And feeling like you're not wanted, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Yeah, it was a pretty powerful, you know it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It was not a positive childhood, but there were positive things about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You know, I mean, our memories are so selective and I do have positive memories many.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:06:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, I love both my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:06:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think we love our parents no matter what their flaws are and what their problems are, and I love my grandparents and I loved my siblings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:06:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There was a lot of love, I have to say, even though there were many problems.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I have never felt unloved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I felt unwanted, but I've not felt unloved, if that makes sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:06:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[How are you in school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:06:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Beginning I was a straight a student, you know, and when I went to 1st grade, they actually skipped me up to 2nd grade. And you know, my strengths were in my verbal skills and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:06:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[I was really good at art.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:06:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[I was a goody 2 shoes. I like to, you know. Do what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Teacher asked me to do I wasn't a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I was just, you know, trying hard to succeed with the air quotes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And that was, I think, also part of the beginning of another trait that I have that is not always a positive trait, that I'm a people pleaser, and it carried into business life, into romantic life, into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Friendship. Life. It's just who I am on this Uber responsible person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And that's just been one of my coping mechanisms is, you know, I had to count on myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Yeah. And I had to have other people count on me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:07:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You you went to an experimental school in in Hollywood called Sherwood Oaks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Was it like just kind of an environment where you learn by by being around the people who who choose to also be in that environment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Well, no, we did have some formal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:07:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You just had the choice whether to attend or not, and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[I remember taking Native American history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[I don't remember any science or math. I'm sure I didn't do any of that, which is so funny that I ended.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Tech. But you know, I took yoga, I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I mean, it's very funny because we had a reunion maybe about five years ago, and all of us had romanticized this high school education that we had had. And when we got together in this reunion, we just all discovered that we were raised by wolves and it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And you know, we would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:08:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Our own children in that situation, and it was not quite, you know, Animal House.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:08:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But there was a lot to it that was questionable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:08:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But you know, I credit this for, so I I think this is something in me that so many people envy that I have that I possess, which is this ability.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[To find what I'm interested in and really dive deep and take no prisoners and unapologetically just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:08:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:09:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, go at something new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Teach myself and it rewarded that that was what was rewarded, not doing well on a test, or memorization, or getting into an Ivy League school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Of that, to me, was important.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So for college you go to Evergreen College in Washington state and you study museum studies. You intended to become a museum curator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You graduate, I think in late 7076, but you could not find a job in museum curation. And so you had to figure out what to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:09:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[You come back to LA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:09:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yeah, I moved back to LA and I had gone into a gallery to apply, but that they didn't have a job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[The man also owned a gift store and he said I need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:09:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Manager for my gift store and he hired me with no gift store management experience, but I became the buyer and the manager.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[For his gift store and that opened up another career possibility to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Which was retail from under certain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Which was to own a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:10:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I talked my grandfather into loaning me the money to open a store when I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[2320 your grandfather lent you some money to open up a store and from, from what I understand it was a a new wave and punk Outfitters retail store called Vertigo. Am I describing that correctly?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

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

[And it was on on the Sunset Strip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[One was on Sunset strip and I opened another one on on Melrose in the early days of Melrose.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:10:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So this is like the height this is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[78 the height of the punk scene.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:10:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mean. Yeah. Sounds like a great idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[And this is like, you know, a new wave punk. I mean, all that musics coming out were you into that music?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:10:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I was also, I wouldn't say that I was punk. I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:10:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I was much more new wave and yeah, electronic and I was a little more mild than.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:10:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Some of my more punky friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So you had the store and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Like bracelets and things for your hair and accessories, your clothing and like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

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

[Well, you know we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:11:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:11:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[A lot of celebrities who shopped in both areas, growth on Melrose and on the sunset.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[So like one story I love to tell is I was in the store and there was this really small kind of dark skinned man who.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:11:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was draping leopard leggings over his arm like he was going to, you know, open his own store with with my inventory? And I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Or wow, just just like clearing the racks of leopards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:11:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Who is this person?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And then he came up and he gave me his credit card. And it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[You know, and I had ZZ Top by like 1000 Ray ban sunglasses for me one time to give out a concert.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:11:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Stuff like that, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Weird stuff, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[What a cool thing to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Um, but it it failed, right? The business did not. What? What happens?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:11:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Inflamed. You know what happened was I was 23, owning a store and I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:11:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Really know what I was doing and I I had a lot of, you know, there was shoplifting and there were employees who were stealing. And I was giving stuff away to friends and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Just I didn't understand the mechanics of business and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Yeah, I mean, you ran it for four years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Correct into the ground. Trust me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[What was the point where you realized it was not going to survive?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Remember, like you were looking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[At your books and there was just no more money. And and I was miserable. And I had had an enormous failure and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:12:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:12:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I did feel that I just was never going to stick my neck out like that again, and it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:12:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I, you know, I felt like it was the biggest thing I'd ever done in my life. And the last thing I could ever do that was big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:12:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[Like I was relieved to get out of the store and I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Happy to just go back to just only having to worry about me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:12:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Is this is around 1982 and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[What do you do at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Well, I was living with my boyfriend Chris Cassidy at the time, and he was an animator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:12:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So I just started helping him out and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Learning how to be his helper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[He was an animator on films.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:13:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[He had his own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[He had worked on the original Star Wars and he was doing roto effects which just it basically like the lightsabers in Star Wars were rotoscoped where they had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[In the they had to trace where the you know, it looked like the light was going to come out of the sword and then the sword effect was put in through photographic special effects.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So that process was called rotoscoping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:13:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I was. I learned how to be a rotoscope.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I learned how to run the camera and animation and lots and lots of other skills from Chris just because I was his girlfriend and and so it was sort of. I fell into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:13:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:13:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I guess it was 1984.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And you happen to buy one of the early Apple Mac computers and you just, like, became obsessed with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Yeah. And I saw the Mac on display and I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I've never seen anything like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It was so revolutionary at the time as we all now know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:14:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But the visual you know, user interface and the fact that you know it had fonts and you could draw on it and it was just so exciting to me that I just had to have one, even though I couldn't afford it. I I bought it at a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[With my May company credit card for $2500 for the very first map, which if I had saved it, it would be worth, you know, Fortune today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And this was I mean, for people who remember this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was totally revolutionary because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It was like icons like Little Pictures.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[You actually saw pictures and you had a mouse and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[To me it was just way more exciting, I think for some people they were horrified. You know, if you're in, if you're in the business world, you're looking at it going well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:14:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:14:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[A little toy, you know. And for me, it's like, wow, this is a really fun toy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So I guess pretty soon after you got that Mac and started to kind of really understand it and play around with it, people asked you to help them learn it, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Just inform what people say. Linda, can you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Me how to use this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And you know, they were willing to pay me what I was earning, doing special effects. And it was like I felt like I was getting away with murder. I was getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:15:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Learn something new. Do my hobby be part of this? You know, really fun group of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Are all learning the computer together?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:15:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And get paid to me what was really well at the time. I mean, I think it was something like $15.00 an hour.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Something that today wouldn't be a lot of money, but to me it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:15:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[I mean, I'm trying not figure out how you how you figure this out, because the manuals at the time, from what I understand were super technical and really designed for people with engineering backgrounds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:15:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Were not accessible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And yet you were figuring out how to do things that most people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Didn't know how to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:15:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Well, how do you explain that to yourself?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Did it just come?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:15:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Easy to you. Or was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:15:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[No, it doesn't come easy to me at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It's like I feel, you know, like I'm a complete idiot, as I'm doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You know, I think because it was this more friendly user interface on the Mac and there were menus and you could just try everything and you're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:16:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I think the other thing that I would do is I asked a lot of people for help. I've never been shy about asking for help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:16:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Get an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:16:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I had an assignment to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Animatics, an animated storyboard on a Mac and I work directly with William Shatner on one of the Star Trek movies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:16:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I had never done anything like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And I had to build the Starship Enterprise and I had no idea how to build the whole. The whole is a very complex shape.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I was using all this sort of Macintosh really early 3D software.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So I just started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:16:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Asking people you know how to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Going to use a group meeting met all these amazing people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[People and I was doggedly persistent and stubborn about wanting to learn it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[See, you were. So you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Doing more consulting around animation and and how to use Macs and from what I understand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I think around 1989 you were invited to give a guest lecture at an art school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[In Pasadena and and that eventually led to a full time teaching gig.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:17:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yeah, I'm while I was there, I taught Photoshop, illustrator, painter, multimedia, interactive design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And ultimately web design, when I when I taught myself how to do graphics for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Web this is the late 80s early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:17:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This is really before most people started to use the Internet. The World Wide Web and I read that like you actually bought a domain name you bought lynda.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:17:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:17:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And initially to communicate with your students.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:17:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So I had wanted to assign a web design book to my students. Once I realized that you could put graphics on the web.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:17:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I had maybe the realization before a lot of other people that this is going to change graphic design forever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:18:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And so I went to the bookstore to find a book and all the books there were only HTML books teaching how to do the coding for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:18:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But not barely. A mention of how to do the graphics. So I I decided in the bookstore I'm going to write this book because I've already been writing curriculum for my students and I wrote the book proposal and it was rejected.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And so I submitted the idea to a magazine publisher and I wrote the chapters of my books as monthly magazine installations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And while I was researching my magazine column, I came across a Debbie at debbie.com and she wrote me an e-mail and she said hi, I'm Debbie. And you know, I have a web page with all the Debbie's who are on the web. It was so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[All the debbies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[On the web, how many Debbie's were that in the early 90s?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Her web page looked like a single page with just 20 links to different Debbie's who are currently on the web that she could find, and I thought, you know what, I wonder if linda.com is available, and sure enough, it was for $35.00 so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:19:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[And then as I eventually I not only got a publisher interested in the book idea, but I had two publishers competing against me for the contract.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:19:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I ended up, you know, really using lynda.com as my sandbox to teach myself web design and also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:19:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[At the time, oddly, it was a division of McMillan that had published my first book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Did not have a website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Wow. And this was a book on web design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:19:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's a book on web design, but no one has a website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Publisher doesn't Art Center doesn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:19:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:19:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So I'm so lucky there's no social media, there's no way to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:19:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Go viral.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[But because I had had lyndacom for so long and it was in my book as the URL and it was where all my Art Center students.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:19:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It just you know, it got more and more and more popular and it was a, you know, there were times where we would look at where we ranked in the world in terms of traffic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:20:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And we would be in the top 100 websites in the world, you know, because we're just so early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:20:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Wow, 'cause, there was nothing else out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Yeah. Yeah. I mean people, you know, when I did write that book and it was at the time the best selling web design book in the world used at every college, I still have people to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Who? Tell me your book is why I had a business. How I got my first website, how I got my first job? Because my idea was different than every other publishers idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[They were focused on the techie side and the programming side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:20:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And mine was more for the visual artists and the mere mortals who want to use technology and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And nobody else kind of took that angle until until I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Sure, they would have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:20:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I just was there before anybody else, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:20:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[I want to pause for a moment and and go to Bruce for a SEC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:20:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yes, because this is roughly the period, I think where the two of you met and then went on to become partners. And as I understand it, Bruce, you met back in like 891990 at the Art Center where where Linda was teaching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:21:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

[A student in one of her classes, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:21:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yes, I was in her class and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:21:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[She taught Photoshop. She taught painter and she taught illustrator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:21:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I still remember things being in black and white.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:21:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I'm not sure if that was color then, and I remember the see things in grayscale. I'd have to send it to a printer and it would spool and take about 45 minutes to print out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And Linda, you at that point had been divorced from your husband.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:21:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Your first husband.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:21:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, did you notice Bruce?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:21:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I'm sorry. Sort of a little awkward, but did you sort of like stick out to you and you thought, oh, he's seems like an interesting guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Is he just another student?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:22:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Will you stick?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[To me, because he fell asleep in the Class A number of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[His eyes were always really bloodshot and I thought he might be on drugs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[He never made eye contact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Good first great first impression, Bruce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[He never made eye contact and I wasn't aware that he was turning in any.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So yeah, after you know they make you as a teacher halfway through, you have to let anybody who's in danger of failing the class kind of know give him a warning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[And that was the first time that we ever talked to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[When I gave Bruce that warning. Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:22:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Wow. So he was failing in your class?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[There was any kind of relationship between the two of you was not anywhere near on the horizon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was just a failing student in your class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Well, he was really what I learned later was he was an incredibly shy person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:22:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[He didn't really make eye contact with very many people, period, including me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:22:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[What I learned was his eyes were bloodshot because he'd stamp all night.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:22:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, he was just a possessed painter who, you know, just painted constantly like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:23:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:23:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Remember, you know, being in a faculty meeting and they were just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Going on and on about students and how we have to hold them to certain standards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I think I even said, you know, what would it be like if?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Had Van Gogh in your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Like what kind of student would he have been?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[And I was actually thinking of roots, not that he was like, not that he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[His work looked like Van Gogh, but he was like a socially shut down person who was doing this astonishing work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Bruce, what do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[What do you remember about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:23:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[How the relationship began?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Mean what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was it about Linda that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Made you want to spend more time with her?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:23:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, we we didn't spend a lot of time together in school when I was there at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:23:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I would see her during class and or I'd get a little finger wagging at me at the end of the class about maybe not getting something done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[I mean, it was really after he graduated that I got to know him and fall in love with him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:24:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Very unexpectedly, but it was never on my radar to fall in love with a student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:24:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Or, you know, somebody younger than me or somebody you know of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[I mean, just the difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[In our personalities and our experience levels and you know I already had a child and you know I'd been a hippie and you know, I mean, it was just like we were so different.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:24:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, we we really reconnected a couple of years after school after I graduated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:24:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We connected actually in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:24:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We were somehow at the same place at the same time and we met there and then we just talked about, you know, I think she's going to throw a party back at her place in LA. And and she had a party and she had all of her friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:24:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:24:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I met her daughter for the first time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:24:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And she handed me an empty case of chap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:24:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Stick and the cat was coated and covered in lipstick and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[The cat was covered in lipstick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:25:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Chapstick, chapstick. This is my introduction to Lindas daughter. She handed me the empty chapstick and said, hey, I'm out. Can you get me more chapstick?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So that's that's, that's how it all began.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:25:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[That's how it began.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Eventually, of course, you didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You would get married 'cause today. You are together now. Yes, but I guess around this time when the two of you got together, you you sort of came up with this idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:25:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[For lyndacom, I mean you have this domain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And you are using it right, Lynda. But really it it, it was sort of the genesis of beginning of what it would become started when you and Bruce started to date.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:25:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[Yeah. I mean, where really became a business was when we were married and we were living in Ojai.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Had moved to the small town outside of Los Angeles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:25:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, I'd already had the success of my first book, and Bruce and I had written a second book together about color.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And you know, I was being asked to constantly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Teach all over the country, internationally, everywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And it's about about graphic design and web design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And Bruce had this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:26:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know if they'll pay for you to teach a workshop in Peoria, IL.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Why wouldn't they pay for you to have a workshop in Ojai, CA?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:26:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Why don't we produce our own workshops and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Just give it a shot, but I think Bruce was sort of kicking and screaming almost, you know, to expand the idea of lynda.com because I was afraid to ever have a business again because I didn't think I was a very good business person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:26:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And we had arguments and I don't think she believed me, but I think she was willing to give me the shot to say let's go find a place to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:26:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We we found a school that we could do it at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:26:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[During a spring break, when they had no students.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Can we put an ad on our website whichwaslinda.com?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Which was known because of my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It had people looking for instruction on web design already and we put an ad that we were offering a workshop and yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[A web design workshop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:27:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Did people sign up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:27:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[It sold out and somebody came from Vienna, Austria.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Vienna, Austria. They came to Ojai, California for a one week this in 1996, I guess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Presumably there just weren't many opportunities for web design courses. If somebody came from Vienna.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:27:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:27:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[I mean, maybe they they knew about your book, but like, people really were like, this is. Hey, I can learn Web design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:27:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[They definitely knew about the book. I mean, that was the only way they could have found us. There was no social media.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:27:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We didn't even have high speed Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:27:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:27:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:27:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:27:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[So you had already known how to do this because you had taught you were a professor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:28:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yeah, I was a very established name in a very small field.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:28:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:28:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And so I also did have a style of teaching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[That I coined as being approachable and where I would try to break everything down into little bites. And I think it was why my classes were successful, why my books were successful was because I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:28:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was a really good communicator when it came to breaking down complex ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So you you basically had that playbook these students showed up and what they had to like figure out their accommodations in Ohio. And they came every day and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Yeah, and ohaisa resort towns, they're beautiful places to stay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:28:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:28:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's a beautiful place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:28:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:28:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Everybody loved the fact that we were in Ohio.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:28:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I guess once you you had that first like once you you sort of realized that there was a model there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You guys decided to open a permanent brick and mortar school in Ohio, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:28:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yeah. And then we started hiring other teachers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And that was another Bruce idea. I feel that I was very resistant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[To most of his ideas at first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It's like the story of our relationship, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[But he had this idea that, you know well, you can't be the only.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I'm going to teach them classes. Why don't you hire some of your other friends who are on the speaking circuit with you and just see if anybody wants to take their classes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Sure enough, every single person who advertised class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Pretty much sold out, including all these other teachers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:29:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And we were going seven days a week with weekend and weekday classes and it it sold out every single time, every single class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:29:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:29:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And we're having Adobe sending their employees to us. Martha Stewart was sending employees to us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:29:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We were just getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:29:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And we had people from every country coming at least one person from another country in every class, if not more there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was so much demand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:30:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[In the first year, our revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was $1.7 million, which to us was just, you know, we never imagined.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And you will add your profitable or you made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And we were profitable and we had, you know, we had a staff of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Profit on that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[We had probably had 20-30 employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[What I'm trying to figure out Linda, is, I mean, you are teaching in person classes, right? And and that can be pretty hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Scale. So when like how did you get the idea to start making videos and and did you even have the money to make them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So we didn't have the funding to to fund our video expansion because my idea was that I wanted to make videos as an alternative to writing books so that I could publish some of the topics that my book publisher wouldn't want me to publish.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:30:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And so I spoke to my book agent and told him about this desire. And he said, why don't you let me approach?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[At the time he approached Macromedia and he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Fund this idea for $20,000. She will only produce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Videos for the first year on Macromedia products.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[After that, she can do whatever she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[With the equipment, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:31:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Hey, Brenda, I I remember the number is $40,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Maybe it was 40,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[It was, you know, more money than we really had to put towards.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It, and this was for Macromedia, which I think at the time was making software like Dreamweaver. I think they're making flash, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:31:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[Yeah. So when those videos be like like what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[In front of a whiteboard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[No, I could record the screen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Just my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Just the computer screen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It was convoluted back then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:31:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's easy today, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:31:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I I mean, I don't think Bruce ever heard me curse as much as when I was editing that very first video that I made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:31:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Because every time I would move the playhead, it would spin and I just was so frustrated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Oh yeah, that was gonna.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Then it was so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I remember that spinning wheel on the yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Oh my gosh, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[But you know, little by little we figured out how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Do it so for a year, we only made videos for Macromedia products, and then the next year we started expanding into all kinds of video topics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You were presumably offering.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[VHS tapes. People still use VHS back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Is it hard to believe because it's only 20 years ago?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[C DS, DV DS were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Just kind of starting out around then and were people ordering?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mean were you making, like, money from these videos? Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[People ordering them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:32:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Oh my gosh, yes, I mean poor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[He was the one who would go to pick up the the videos. The actual, you know, product and and at the time where we were getting our videos made, it was also like they're making all this \*\*\*\*\*\*\*\*\*\*\*. So you'd have to go to, like, this really seedy part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:32:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Because they had. They had like replication machines.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And pick up all these, all of our videos. But no, it was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

[00:33:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And who was sending out the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Were you guys physically putting them in the mail?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We had a staff, we had a we had a mail room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[My daughter, her very first e-mail address.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was pro shrink wrapper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, you think of like people that do well on the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Know it's all e-commerce, but we were actually really pathetic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Had no e-commerce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We had a thing on the website that said center check and money order to PO Box.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:33:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[In Ohio, California, and then we had notified them by e-mail when we got their payment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[People were sending their checks and money orders to RPO bots nohi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[All right. So clearly neither of you guys are MBAs, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This it sounds like really, you know, you know, after you moved to Ohio, this is just taking off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:33:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Got people coming to your courses? You've got videos, you know, available in DVD's, available to sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:34:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And things are, I mean I I guess by by 2001 you're looking at at like from what I understand like three and a half, $1,000,000 in revenue like more than 30 employees and then September 11th happens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[What what happens to your business? I mean, it relies on people traveling physically coming to the classes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It have an impact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Devastating. I mean, not only did it mark, you know, the stop of air travel for several weeks if people, you know, remember back then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:34:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So all of our classes had to be cancelled and also at the same time we were having an economic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:34:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:34:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Of reckoning with thewhole.com boom and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:34:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So a lot of people have been paying to come to our workshops, had been doing it with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:34:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Funny money money from the.com bubble, which crashed the burst, correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[We had never taken investor money at all. It never, we never.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Even that word startup just wasn't in the vernacular at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mean we were really old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This was a bootstrapped business 100%, and you know, suddenly people could not fly to see us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Didn't have money to take our class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Devastating to the school, part of the business which had been the most lucrative part of our company, we had to, you know, kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Look at laying people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We had to lay off more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Half our people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You know, it was devastating and and didn't make us popular and that people pleaser side of myself couldn't please those people and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:35:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think that is a very hard lesson in business for a lot of people who hit hard times, you know, and there's that question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, how do we scale back and what do we cut and who do we cut?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:35:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Our staff was really upset with us, but it was it was sort of like we either have to do this or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:36:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:36:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Will die.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[When we come back in just a moment, Helinda and Bruce decided to branch out from VHS and launch classes online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And how that decision almost wiped them out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:36:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:36:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[And you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

[00:36:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Support for NPR and the following message come from First Republic Bank. Now more than ever, First Republic's priority is serving their clients and commun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:36:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Their personalized banking solutions go deeper than just a transaction.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:36:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[No matter what your financial needs or goals are your dedicated First Republic banker can help guide you every step of the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:36:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Visit firstrepublic.com today to learn more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:37:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Member FDIC equal housing lender.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:37:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[Hey, welcome back to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:37:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So it's 2001 and with the bursting ofthe.com bubble and people being less willing to travel after 911 Bruce and Lindas business is in a slow freefall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And their brick and mortar school, which had been doing so well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:37:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Is running out of students.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Yes, we are very worried that we are going to go out of business and we started to do more in person training where we were promoting the idea that we would go and train people at their companies and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:37:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:37:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And so we we added that, but it was still really, you know, just standing on our tippy toes with our head right above the water gasping for air.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:37:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But I think at the same time, like right around this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Period. In addition to mailing out videos, he starts to post the classes on your website, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was that because of the 2001?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was that like, hey, you know, let's put out there and see if we can do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:38:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yes, I thought this could be a bigger distribution system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:38:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There's only so much you can do with a couple of kids in a shipping room, you know? And and taking physical checks from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:38:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:38:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[00:38:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Lot of these things we didn't invent, like we didn't invent writing computer books or giving computer lectures or workshops or, you know, making VHS tapes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:38:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Had a lot of competitors who were way bigger than us who were making VHS tapes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:38:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There was one competitor who had an online library at the time and we were watching them grow and we thought our instructional videos were better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:38:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But we liked that they we like their subscription model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:38:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:38:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, they had it and and it seemed to be growing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[You started too with with a subscription model like you weren't posting videos for free, no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[No, no there was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[You know, we sort of felt that free was the enemy of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Of a successful business, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[As everybody you know, move towards free, especially with social networking and stuff like that. It was baffling to me and Bruce, you know, because we didn't understand the startup culture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was never our culture of you get investors and you, you know, run on their money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

['Cause you don't make any and you offer things for free to attract.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:39:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was never a business model ever so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So in 2001.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[If you can remember, go back then when you started to put these videos online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Probably they weren't more than what 1015 videos or the more than that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think they were more than that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think there's probably 20-4 courses at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:39:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And there was like Macromedia products or how to do web design or Adobe OK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And Adobe OB OK all the same things we've been teaching and writing about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:40:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Didn't go outside of our comfort zone in terms of topic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:40:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I cannot imagine that in 2001 on the online videos really took off because people had dial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Was really hard to see videos on the Internet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Am I wrong about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[That and no, you were totally right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Were way too early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And the first year, I mean, I remember we took a poll among the office like in a jar, people put the number of subscribers that they thought in our first month that we would get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:40:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And no one guessed low enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:40:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:40:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We all thought it was going to just be so much more successful than it was by the end of the first year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:40:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:40:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Think we had 1000 people who had signed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:40:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And what was the fee?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:40:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:40:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The fee was $25.00 a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:40:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, it was cannibalizing the VHS sales and the book sales because you could ostensibly, if you wanted to learn a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Say you were just coming in for one title.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You could just pay for one month, get the information and leave and spend less than you would on a book or a workshop or anything else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And it was actually cannibalizing the sale of our more expensive product lines.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[How much was a video?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[A video was $150.00.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Wait of one video of one course is 150 bucks that you were selling everything digitally online streaming correct for 25 bucks a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:41:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Right. I mean the loss of sales and income from physical product and DV DS and VHS cassettes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:41:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:41:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Didn't anybody say this is nuts?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We are undermining our whole business model of the via of the physical tapes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:41:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, I pretty much gave up on the online library.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Thought it was a good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:41:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There's no reason to not let it run in the background, but it's just this. You know, thing that we did that kind of failed and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It took five years in my memory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:42:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[For us to replace, you know, get back up to where we had even been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:42:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, we started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Before 9/11/2000. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:42:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Before 911, when we were at the three and a half, $1,000,000 a year in revenue and we had 35 employees, it was another you know, four to five years before we got that big again and had that kind of revenue again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

[00:42:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And but it wasn't the end of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I mean, we were still even even saying that even the year, I think our worst year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:42:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We did a little over $1 million in the year and we had like 9 employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:42:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We weren't rich, but we just wanted to be able to kind of own our own destiny and own our own intellectual property and own our own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:42:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Brand and not have to report to other people and do things the way other people were telling us they wanted it done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:42:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:42:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mean that was super important to us, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:42:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And So what was the turning point in this in the video subscription service, I mean what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[People, more people started getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was it like it like 2004, 2000?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was that what started to to to see an increase in subscriptions?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think it was a number of factors, you know, but people were able to deliver better screen recording direct from the computer at pixel to pixel accuracy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And that was all online. I do think we could attribute the speed of broadband coming more into play.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But we are actually compressing our early videos that only needed one Meg per minute.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[To be able to play in real time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And and was the growth, I mean, were you just taking the money, the the revenue and the cash flow and and were you mark with that money were you advertising?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:43:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think this is really word of mouth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean we we had ambitions of marketing and even when we had money the throughout marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:43:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I could look at the uptick on subscriptions and I could see almost nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, no matter how much we spent on marketing radio, Oregon television, even at the end, it was always the word of mouth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I I remember one day Howard Stern started talking about our company on his radio show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And we saw no uptick in subscriptions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Because you pay that you paid for an ad on his show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[No, he used it himself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Did not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:44:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[He was talking about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:44:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And you saw no uptick from from Howard Stern. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Nathan, no uptick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So I I think what happened was a lot of people who taught web design and Photoshop were using our courses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And they were bringing it into their schools and into their companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But we'd be installed in all of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[All of Adobe, all of Microsoft, all of Google.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And the employees were starting to demand companies bring it in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And it just was a word of mouth thing no matter what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:44:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Spent it just didn't make that much of a difference.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:45:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think some things that made better differences were SEO and SEM and dealing with things like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:45:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Closed captioning of the content, which provided better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:45:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Contextual searches for searching on how to learn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:45:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Believe it or not, the closed captioning was a very beneficial thing to us, more so than any marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Yeah, and. And so it was mainly like, so as people who are either in that field and wanted to, you know, deepen their knowledge, people who wanted to get into it, maybe students.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:45:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And and I guess there just wasn't a whole lot of competition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:45:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, I'd like to believe that we were doing something differently and I I really do believe that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:45:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think we had a a teaching pedagogy that other training companies did not use.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:45:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And it was about making the information very approachable, breaking things into bits and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And it's freedom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You're not in a classroom, you're not getting a grade.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Not completing something and getting a degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's really tapping into this beautiful learning philosophy that I've been living my entire life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[That is just curiosity like curiosity. Dr. You learn interesting things. Learn things that give you joy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Don't just stay stuck doing the same thing over and over. I think that was part of the secret sauce. Another part of it was that we didn't compete with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Colleges and teachers and other universities and learning centers, we really saw ourselves as a complement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I used to just love the idea that, you know, in a classroom, if you've ever taught, you never really know if everybody's keeping up with you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:46:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Have people at all different levels and the beautiful thing about the library is, you know, so many people can be taking the same course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Can be at all different sections of it, they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[They can go really slow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Can slow it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[They can watch it over and over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

['S judging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Nobody's telling them you're stupid or you can't get it, or you don't know what you don't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[So I think there was like a certain amount of brand recognition that we started to build because of the quality and the way that we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Presenting our material.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Within, I think five years of really focusing on the online model, you hit 100,000 subscribers, I'm assuming by then you kind of gave up on the DVD's and VHS tapes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:47:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:47:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Of this moment of reckoning, right around 2005, 2006, and it was, it was what do we do that's different from all the competitors in the field?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Our differentiator.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And we we made the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:47:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's the fact that we're delivering online and that's our competitive advantage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Our sweet spot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Let's stop in person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Let's stop doing books. Let's stop making.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[DV DS and just go all in on this idea and it was the right decision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So this is really taking off. I mean this is a really now becoming a major.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think you guys are starting to probably get close to the 8 figures in revenue and maybe maybe more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I guess around 2007, the two of you decided to bring in an outside CEO Eric Robson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:48:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Did you feel like the business was just growing at a pace that neither of you had the had sort of the interest?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Or maybe skills may interest. I don't know to to take to the next level that you needed somebody with an MBA. What was the thinking behind that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I I think we are fumbling with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:48:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We were having success come at us so fast, we didn't know what to do with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:49:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean here I am an art student, and Linda is a teacher. We have no business backgrounds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:49:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think we have the right ingredients there that this rocket fuel, it's there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's just we didn't have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The Worldwithal to understand what we needed to do to go to the next level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I remember when we hit this sort of magic #10 million in revenue that the phone started ringing off the hook with people wanting to invest in US and Bruce and I just thought, you know, why would we want to have an investor?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, we wouldn't want anybody to meddle in the way we're doing it, and we didn't really need money, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Just fine and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And so I had a friend who suggested Eric Robison as he could be a consultant to us and and we took him out to dinner. And that was kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Our question was, should we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:49:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Why would we want to accept this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[We know all these people want to invest in us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But what would be the benefit of it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[He said at that dinner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I've literally looked at thousands of businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I've never seen one with as much potential as what you have. Do not take the money it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

[Not ready. It's not time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[What you do need is more professional management and I would be willing to quit what I'm doing and become your CEO. If you'll have me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And help you do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:50:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And it was based on like one dinner and we agreed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And you know, Eric was with us until we sold the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:50:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[That's a very lucky decision because that could have been a disaster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean totally could have been a disaster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:50:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But I think we also were smart enough to know what we didn't know, and we definitely felt like, you know, we had never talked to an investor in our life, had no idea, even didn't understand the language.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mean. To be honest, I didn't even understand the language of what's the difference between.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[A president, a vice president, a director, a manager. You know, we didn't have nbas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Didn't ever study business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We didn't really have business ambitions. We had teaching ambitions and learning ambitions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I think our plans were more about how do we break in the new areas, should we go into programming?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[You know, business courses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Know we we kind of I think part of our success is really focusing on what matters most to the people at the other end of the stick that they're they're receiving the the education and the learning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I think that just drove everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And so you brought this team on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You brought different executives on to help you run it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:51:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, they were sounds like things they did a pretty good job and within two or three years of this transition, I guess by 2010, you had like over 50 million revenue, 140 employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Must have been one of the fastest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:52:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Easily the fastest growing business in Ohio, but maybe even one of the biggest employers in Ohio because Ohio is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:52:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[A lot of words.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[I'm not just exaggerating, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:52:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You must know one of the bigger lawyers at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:52:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We are to leave Ojai when we were much smaller.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[We were already in Ventura and Carpenteria.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Tori and Ventura and Carpenterio.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:52:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yeah, yeah. But we were still definitely one of the biggest employers and fastest growing companies, no doubt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:52:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:52:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Of our problems is every time we moved in the building we are already outgrowing it and we went with another one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:52:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:52:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Eventually we moved into an 88,000 square foot property in Carpinteria and we built incredible recording booths and, you know, have had a whole team. And we were literally producing hundreds of hours of video a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[More than most you know, feature film companies or anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:52:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:52:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Expanded the classes and we started adding like like all kinds of subjects, not just Photoshop and Final Cut Pro and stuff like that, but like business skills and interviewing skills and finance skills.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:53:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The teachers to do all that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So what you do is you find another me, you find somebody who is an industry insider at the top of their field, who knows everybody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[And then they were empowered to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:53:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, curate who they were going to invite to come in as teachers and oversee the quality of what was being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:53:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Because I think what a lot of other online platforms have done and did there, there just was no real quality bar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Like YouTube is the Wild West. There's fantastic stuff on YouTube.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:53:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There's horrible stuff on YouTube if you're going to charge for something, it has to be worth the money or no one will pay for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:53:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:53:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Interesting because you I think by 2012 you were bringing in like $100 million in revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[You had more than a million subscribers and yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[There was another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[That was the quote UN quote, industry leaders called skill soft to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And they were bigger, in part because they were better at marketing and just getting great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[The the the the story is that you guys are producing better quality, higher quality videos and they were just producing a lot of stuff that was OK, but they was that is that your sense that they were just better at like marketing and and and running a bus?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Thought about them as a competitor, to be honest, they weren't even really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:54:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:54:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[They didn't have my respect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Didn't have my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[They didn't have my attention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:54:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think ultimately we surpassed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I I could be wrong, but I'm pretty sure that we did in terms of penetration into higher Ed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:54:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Can you know we we we kind of had this funny thought that you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You can't do all this based on data analytics. To understand what you need to do for programming of content, for learning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:11 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But I kind of always had this belief you had to be a little bit of a bookie and a fortune tell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And the data analytics is very important, but it's not the main.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It only tells you where have you been and what you've done with the stuff you have. But to be that futurist, that that bookie, that fortune teller, you have to know where the industry is going and what the teach and what are the trends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And most companies didn't think that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[They just kind of picked whatever is doing best at the time and they were very proud of being driven purely by data.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[What? Tell me what the decision was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mean by by 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You went out and raised money from venture capital firms for the first time ever to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:55:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Now you're in business, really over, you know, 15 years, 16 years, bootstrapped the whole thing. And you have great cash and revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Why did you decide to go to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was that, did you conclude that that was the only way to actually really expand?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[No, that wasn't the reason.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:56:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This was a huge disagreement between the two of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Probably the biggest rift we've ever had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[00:56:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I was, you know, I am older.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I was getting really tired of the day-to-day. We had investors really banging our door down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was almost like, you know, our hands were just twisted into raising money because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The phone would not stop ringing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[People would not stop trying, so for many people on the senior team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Myself included a weird thing happens when your company becomes more valuable than what you're earning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:56:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Just this rabid feeding frenzy, almost, and I'm part of it because I saw the fact that we could sell the company and we could have another chapter in our life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:57:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's, you know, it's hard to run a company for 20 years like we did, and it was a lot of sacrifice, you know, things we didn't do trips, we didn't take parties. We didn't go to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:57:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Friends, we didn't see. There came a point where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It wasn't as fun at all, and I knew consciously that if we accept this money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:57:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We are saying we're going to exit at some point because that's they're not giving us money out of the kindness of their heart.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:57:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Very clear they want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:57:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[They want to have a sale or go public.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:57:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[O just to clarify, you felt like if we take on outside investment, it's going to lead to a path of either acquisition or or going public something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:57:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There are people on the team who are asking, hey, you know the company's worth a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:57:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You're tired, so you wanted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You actually you wanted the investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I did much more than Bruce like to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[My my thing was look, the company is worth all this money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Is sort of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[It's just the universe is telling us this, you know Bruce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Personally, I I saw this as a changer in the the business and and I was afraid of it, to be honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I knew the second you'd take a dime. We're starting a clock. We're starting expectations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It kind of changes the nature of people when they even come for a job interview. You know, the question is how much stock do I get?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:58:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, Bruce is a very long term thinker.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And he knew that, you know, this was a deal in a way, with the devil. Like, you know, this is this is like plotting your own demise in a way to take this money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[That is what it is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:58:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[When we come back in just a moment, how the decision to take the money totally changed the power dynamic at the company and not in Bruce and Lindas view for the better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:59:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I'm Guy Raz and listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Support for this podcast and the following message come from Upwork, the world's largest remote talent platform.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:59:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Here we are, the world of work has evolved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:59:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[We can either go back and work the way we used to, or we can keep moving forward and work the way that we can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:59:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Upwork, the world's work marketplace, is where independent talent and game changing companies come together to share opportunities to make great work and to build the relationships that inspire Upwork.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:59:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[00:59:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Support for this podcast and the following message come from Ring Ring. Alarm provides protection and Peace of Mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[00:59:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's a powerful, affordable home security system that you can easily install yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Ring Alarm works seamlessly with other ring products to protect every corner of your home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Inside and out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Best of all, it all works together in one simple app, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:00:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Eye on your home from anywhere, right from your phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[Go to ring.com/H I BT for a special offer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[On a ring alarm security kit today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[Hey, welcome back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

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

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

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

[So it's 2013 and for the first time in its nearly 20 year history, Lyndacom takes on some investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Just over $100 million from a few venture firms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, when we first took on the investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And they're fabulous people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:00:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Really, like all of our investors as people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:00:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[They had the best interest air quotes at heart for the company, which really means they want to get the best return and they think they know better because we're just the founders were just, you know, a teacher and an artist is basically who we are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:01:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[How did it practically change the day to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:01:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, you guys were still the founders and still had most of the power. Or did the investors start to come in and sort of put pressure on you to make certain decisions?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:01:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[How it changed was, you know, even though at the very first time we took on money, we owned more than 50% of the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:01:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So we felt that we were still in control and we had always felt in control before we took investors, even though we had aceo because, you know, we were clearly the owners.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:01:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But what happened was the power shifted and the pressure that our CEO and all of our senior staff felt to perform.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:01:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[To the investors, not to Linda and Bruce's value system, but to the value system of how will we get the most amount of money for this company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Was a very different drum than they had ever marched to before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And so there started to be a real conflict in terms of how, who to listen to and who's in charge and who makes decisions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I realized very late in the game that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The CEO had more power than I did and more power than Bruce did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This is Co that you had hired.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The CEO that we put in place and we've gotten along with all these years, you know, just great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, I think there were hurt feelings in every which direction. Of course, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But I don't think it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think he was doing what he saw, his job and so he had the prerogative to act on those, you know, different directions that he wanted to go in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:02:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Practically, that the leadership of the company was trying to sort of sideline you guys and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:02:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, it was like it it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It got really unpleasant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I actually had the CEO put a lot of pressure on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:02:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And he didn't really want me around for the day-to-day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I think my fear was realized because it took away our passion and focus on education, and it drove it down. Just a pure business path.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:03:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It was just about how to gain EBITDA and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It made working there a lot less fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It made it working there a lot less interesting and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I could tell you I could count on one hand how many people chose to leave before we took money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But after we took money and the business started changing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Because of investors. Because of this pressure, we had more employees leaving than ever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I don't think anybody you know who was there at the time knew how miserable Bruce and I were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:03:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But we just thought progressively more and more and more miserable, so that when the second round of money was offered, where we would lose control.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Of more than 50%. For me it didn't matter because I didn't have it anyway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:04:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I just was like, I have to stop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This is so painful to watch this thing that we've built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And it's not to say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Anybody did anything?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[They just did things differently than.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Would have done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But when that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[When that second round of money came in, I think it was in January of 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You guys still had more than 50% of the company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:04:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Said we don't want to raise this money or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[That point the investors and other people wanted to do another round and they they were going to make that happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I don't know if we could have said we don't want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean probably and I actually even at the time, you know talked to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:04:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Some counsel about what do I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Do I just take the company back because I still have power and but I was just so burned out and so demoralized and so tired of the fighting and the the unhappiness, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:04:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[I I almost, you know, I don't know how long I could have stayed on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[So you were 5960 years old, understandably. Also like wanting to maybe move on after 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:05:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Years of just really because you started. This really started in earnest in in your in your 40s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:05:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And by the way, there's nothing wrong with people wanting to make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There's nothing wrong with people wanting to run an efficient business, but it does change a dynamic, especially when it's a community that you build and then it becomes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This billion dollar money machine that everybody wants a piece.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:05:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Now nobody is going to cry us a river, you know, trust me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's going to change things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mean. I'm not saying we lost control.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[By accident or mad at anybody else about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:05:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's hard to stand by and watch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:05:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And it's painful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[In in March of 2015, it was a pretty low time for the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Of you, correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:05:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:05:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Linkedinapproachedlynda.com with an acquisition offer and this came out of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:06:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Totally, totally out of blue. They came to you and they said, hey, we want to acquire this business. And from what I understand that acquisition from the time that they made the offer to the time it closed was three months, which is like record time, I mean 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Correct. Two months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Acquisitions take nine months. Years sometimes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:06:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This happened in in in record time which is amazing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So it's public what they paid billion and a half dollars, a huge amount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Of money you guys also had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Silent about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Could not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, this is how acquisition offers cannot talk about it totally to pretend like nothing's going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:06:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Oh, it was so hard, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, you have a room just filled with lawyers and not even our employees know this is happening, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:06:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And LinkedIn lawyers are going at full speed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And it's just a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:06:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You don't even know if it's even going to really happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I didn't even think linda.com would sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know when we're talking about under two months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think the deals were happening till 4:00 AM in the morning is supposed to be announced and we didn't know it was going to sell until maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Four or five in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:07:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:07:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Pacific Time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But here's the thing, it sounds like on the one hand, you regretted losing control over the business, but on the other hand, this LinkedIn offer was almost like a A an act of of the gods or something, right, because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:07:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It in the sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It really did align with what LinkedIn was trying to expand towards because totally LinkedIn wanted to be a one stop shop for how to connect, how to get jobs, but also how to get training.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It was almost like the perfect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Place like you could have gone public and maybe yeah. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think it was perfect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:07:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It didn't feel perfect at the time, but it was a perfect suitor with the perfect business and the perfect time. And even though you know they've done something different with it than what we were doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:07:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:08:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I know it's been super successful for them and that they made the right decision and a lot of our employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:08:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Worked for us store work for them and love working for them and everything worked out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:08:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know I can't say it was without casualties yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:08:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[In life is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You I think the two of you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Just stayed on for like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[A month or so after the acquisition was complete, right in 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yeah. I mean, they had a consulting agreement with me, not with Bruce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It was for three months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:08:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And then and then it became a LinkedIn company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:08:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:08:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's no longer called lynda.com, but it's the same.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Correct, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, they've obviously added to it, but but the library is is linda.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:08:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:09:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:09:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, in a sense, I'm trying to think about how I would feel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:09:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, of course, it's bittersweet because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's not of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There's a lot of money, which sounds great because most people here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Like, Oh my God, you guys are loaded.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Life is great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

['S wonderful.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's more complicated than that because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's a family, it's a community, it's friends, it's people you've known for years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The thing you built like it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:09:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yeah, I mean, we, we spent our days in there. I mean, all the people we talked to are there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[The day we made the sale and I couldn't walk back in the doors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I just sat on the couch and I just like, oh, my gosh, my entire social network.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:41 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I can't talk to any more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:09:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:09:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Yeah, the people I worked with closely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I can't work with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And I wasn't prepared for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[What did you guys do after? What did you start to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:09:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, how did you all of a sudden you've gone from 90 miles an hour to things slow down?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Mean you guys were so busy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Did you immediately start to think OK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Now I'm going to focus on this or that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I don't think it was immediate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There was definitely a a moment, you know, like a period of uncertainty, definitely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Discomfort. I think you know, for me personally, I got invited to Sundance to become a film investor in documentaries and features.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And that was really exciting because I felt there the kind of community that I'd felt at lyndacom. But it just wasn't anything like building your own thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I'm curious and I've I've asked lots of people on the show this question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Because, you know, look in and you probably remember this if you were listening to this show 25 years ago, you'd probably be wondering the same thing, which is how substantially has.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Money changed the quality of your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:10:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Is it significant or not really that significant?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think it's significant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[For, I mean, I'll answer and I I don't know what Bruce Willis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Say, but I mean, even before we sold the company, Bruce and I were fairly wealthy because the company did quite well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:11:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So we had gotten involved in philanthropy long ago, and we've continued with that it's been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, Bruce said he wants heard an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think it was well Smith who just said wealth is an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It's like if you're a really greedy person, it makes you more greedy. If you're a really generous person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:11:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Makes you more generous, but I don't think as people we've we've really changed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Don't think I'm that different. I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:11:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, I think I am a person who I am happy when I am doing things when I am creating things. If it's a house, if it's documenting with videos, if it's working on a company that works alongside with creatives, I think there's something in me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:12:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And a drive that I have to contribute something to be happy and that's independent of money. But the money could be the thing that could enable you to go further with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:12:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

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

[Do you feel so both of?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:12:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean, when you think about the the journey you've taken?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:12:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I mean it is pretty amazing that you know, it just kind of you went from you kind of followed your curiosity, Linda, you love that Mac and you just thought it was amazing and you start teaching people and and and then they can do consulting business and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:12:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:12:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Did some some design work and then the two of you got together and started teaching and then this business and then of the 9/11 happens and then you put the videos online, then the videos take takes a couple years for that to kind of take off and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:12:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And then sell for billion and a half dollars a an overnight success story in 20 plus years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:12:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But when you only think about that, how much of what happened to you, do you attribute to just luck, Linda?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I would say maybe 25%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I don't know why all this happened to me and Bruce like I feel really lucky to be born. At the time I was born to have the interest that I had to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[To meet Bruce to, you know, to have taught at Art Center, to have, you know, been interested in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Capable of of writing and teaching and all these things, I mean some of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[But it's what you do with that luck, and we're all responsible for our own ship. And and we have to steer it around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Else will steer it for us, somebody else or something else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:13:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I think a lot of it was timing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[You know, Linda, you always talk about the time you were born, the time of the technology and the time of all this exposure. Your ideas had that right alignment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And this is kind of the story of no, there's no place to teach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:13:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:14:00 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[There's no our publisher didn't want to publish titles, so she wanted to make them herself and make her own every time we hit a barrier. Every time we heard the word, no, we had to figure out how to do it ourselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:14:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[So all these things that started our business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:14:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Were a direct result of people telling us, no, we can't do that and I think we are so headstrong, saying we are going to do that, that we figured a way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:14:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And our naivete of not knowing how hard it is to do the things we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:14:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[And being foolish enough to actually attempt it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:14:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[That's Bruce Haven and Linda Weinman, cofounders of Lyndacom. By the way, outside of philanthropy, work and supporting the local art scene, Bruce and Linda are still creating and still building Bruce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:14:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:14:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Is actually finishing designing their new house, which will be underground and covered with soil. And Linda is working in a clay printing studio. One of her favorite recent Creations, A6 foot tall 3D printer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:15:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:15:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[This episode was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:15:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[By Liz Metzger, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:15:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[It was edited by Neil Grant with research help from Claremore Shima. Our production staff includes JC Howard, Casey Herman, James Delahoussay, Rachel Faulkner, Julia Carney, Farrow Safari, Elaine Coats, Annalise Ober, and Harrison BJ Choi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:15:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:15:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[Jeff Rogers is our executive producer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:15:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[I'm Guy Raz, and you've been listening to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

[01:15:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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

[01:15:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWQ)

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