# Audio file

[OtterBox Curt Richardson.mp3](https://1drv.ms/u/s!AMhVeraEIITCz18)

# [Transcript](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:00:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

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[00:00:19 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hey, it's guy.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:00:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Here and today we have a brand new live episode of how I built this, featuring Kurt Richardson of Otter.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:00:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Products. But before we start the show, just a quick thing, a lot of people ask how can I support how I built this and really the best way to support what we do is by supporting your local public radio station, which broadcasts this show on their airwaves here at NPR, we're launching our annual fundraising campaign, which runs all the way to December 31st. So if you want to support your local public radio station.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:00:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Please consider donating by going to donate.npr.org/buildand. Thanks.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:00:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[This is a great story, so I remember being at CES and Las Vegas in Vegas, and Michael Cowen, who was the head guy for stuff at AT&T, came by and showed him the case. And he said, well, how much is it? They said well, retails for 4995.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:16 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's like you're crazy, 4980.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:17 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Raise a buy a case for me. The cases were like 5 bucks. Yeah, so he said. But we'll do a test. So they did a test and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's nuts, right?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They were going to do a three month test. Well, I think they did a three day test because.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:31 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:31 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[All sold out. They sold like crazy, and it was like that UPS commercial, you know, it's like and we're going. Ohh crap.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:32 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:36](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:01:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[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!AMhVeraEIITCz18)

[00:01:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I'm Guy Raz, and on the show today, how Kurt Richardson went from apprentice at a plastic molding workshop to building OtterBox, a company that today sells more than a billion dollars worth of mobile phone cases each year.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:02:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So in a gold rush, as you've probably heard, it's better to sell pickaxes and shovels than to mine for the actual gold. That's why you know the name Levi Strauss or Ghirardelli, or Wells Fargo. These are the companies that made lots of money by offering clothing and chocolate.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:02:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And banking services to the people who came out to California to mine for gold in 1849 and today some of the most successful companies are doing more or less the same thing around tech.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:02:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Toby Luke saw lots of people starting e-commerce businesses in the mid 2000s, so he developed software to make it easy to launch an online store and called it Shopify. Chet Pipkin created Belkin in the 1980s because as personal computers and printers started to get more popular, he realized people needed.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:03:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Cables to connect all their equipment.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:03:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And Kurt Richardson watched the rise of expensive personal handheld devices, and he realized that people might want to protect them. That insight was what turned OtterBox from a company that literally made waterproof boxes for people on fishing trips into a brand that now dominates the market for smartphone cases.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:03:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Not only that, but the company is still privately owned by Kurt himself, a company now valued at more than a billion dollars. But getting to this point involved a few bankruptcies, several lean years of almost no revenue.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:03:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And almost 2 decades of tinkering with plastic to figure out that phone cases were going to be big. But before all of that happened, Kurt was mainly just making plastic parts for other companies, mostly in his garage in Fort Collins, Co last month, I sat down with Kurt at the Paramount Theater in Denver in front of a live audience.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hear how he built OtterBox.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Lot of otters here tonight, Kurt. Yeah, lotters here.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[There's a couple. Yeah, it feels like.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:13 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A feels like a company meeting.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:16](https://1drv.ms/u/s!AMhVeraEIITCz18)

[My God.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Thank you for being here. You bet. Tell me a little bit about about where you grew up and and in your childhood cause you grew up like on the southern border, right? With of of Colorado.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. I grew up in a small town called Bon Carbo, Colorado, down by Trinidad, Co.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So anybody here from Bon Carbo?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:37](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:38 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, right. There's a, yeah, maybe up there.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:39 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:41 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I think there.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:41 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was two people in that town so.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:44](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, that was it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and what? What was life like as a kid? I mean, I mean, were you outdoors a lot were you? Were you up in in mountains? Were you? Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:04:53 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We lived in the mountains, we lived at the base of the Spanish peaks on the on the South side of the Spanish peaks. So we were in Upper Borough Canyon. My dad's a a minister.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:02 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And we moved up there to the middle of nowhere and he started a church there.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So given that you were the minister's son, does that mean you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Were, you know pretty well behaved.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Pretty good student, good listener, no.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:15 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, I was. I was probably the problem child. I was definitely AC student bordering on AD, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:24 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And I mean I'm. I'm trying to trying to figure out like what I mean, did your parents sort of expect you, for example, to go to college and and sort of pursue that kind of professional?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Life. Oh they.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:37 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Wanted me to. I I know my mom. Did you know? I I know she wanted me to be an engineer and but I really had no desire to go to college.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:47 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It was, yeah, it was all about work, working with my hands and and that really.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was formed from high school experiences.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You got really into like metalworking. I read right, like you go to the metal shop in high school.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right, right. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:05:59 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Our school had a vocational program and you got exposed to four different classes and the one that struck me right away was machine shop. So I walked into machine shop. I knew what I wanted to do. I wanted to own my shop, my own shop.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and so you finished high school and you go right into this line of work like you look for.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A job that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:20 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:22 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I had heard about a program in Fort Collins. Woodward governor had an Academy there where they taught you machining and eventually you could get your engineering degree. That didn't happen because only lasted three months.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So yeah, and Woodward Woodward governor, which is a program.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Ram in Fort Collins and you were doing what were you working on plastics at the time or or metals or?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:45 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I was just pulling a handle. I was a robot.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:48 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah. And that was that pretty much turned me off from that experience right away.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And So what did you do? I mean, you're like 1819 years old. You don't have any formal education beyond high school. And I'm have to assume you weren't technically, you probably great.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:06:56 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Run.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Metal worker or plastics worker booklet.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:05 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, no, I wasn't there yet. So I heard about a small company in Fort Collins technical molded products and they had a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Opening for an apprentice and and the guy luckily hired me on and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What do they make?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:20 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Plastic products just for about anything, whether it was garden tools, they were making a lot of parts for coolers at the time. So plastic.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Parts and so you were an apprentice and you were kind of learning how to do this, how to, right, right. And just for people who don't really understand how how this works, right, injection molding.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:33 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That's a tool maker I was learning how to be.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:35 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A tool and die maker.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Is basically.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That right you inject.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right, right. Injection my I built the injection mold so the large and even the first business I bought was that just building injection mold, steel injection.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Mold. So they're like, imagine like a steel brick. Almost right. And and you inject the plastic in that brick for maybe a little part that would appear in a camera.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:07:56 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Or a medical device.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:03 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. Just to give you an idea, you know a cup like this, that mold might make four of those every 45 seconds, but that mold probably weighs close to a ton.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[All right, so you do this for a couple of years, you're still super young and I guess like.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:17 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:20 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[In the early 80s you, you decide that you want to go off on your own, you want your own plastics company and you actually bought a small little company called GE Plastic Tooling. It sounds like a big deal. You bought your own business. I mean, wow.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:30 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. Yeah. No. Yeah. Well.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:35 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It wasn't that big a deal. The guy I bought it from had been.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:38 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Kicked in the head by a horse so.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:42 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So he he financed it for me, you know.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:48 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Great guy.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But who? Who knew that a horse kick in the head was going?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:51 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To change history that changed everybody's trajectory.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:08:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So you so you take over this business and what what kind of products was Genie plastic tooling making?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:01 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They're again, they were making custom parts for just about anybody that was out there.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:05 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You were in like your mid 20s at this point somewhere 21 and and was it just you was the business just kill Richardson?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:07 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[20.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Just.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:13 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Were you making a decent amount of money? No. No. Right. OK.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:20 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, I I mean I.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was I I bought a job, OK? I mean, really, that's what I.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Did I I?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:25 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was making a decent living, but I wasn't making. I probably in the end of the day wasn't making any more than if.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:30 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Working for somebody else. So you do this, and I mean, you were manufacturing the dyes or you were telling them. Right and then.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:38 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You were trying to cobble business from local local folks in in Fort Collins and and then and then how? How did how long did?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:47 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That go did that continue? It continued off and on for years. I was always building injection molds. Business was always up and down. You know it went up, it went down. But I was always in the plastics part of business whether it was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:09:47](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:01 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Importing molds or building molds. It was all around injection.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Molds. Yeah. And I guess like at around this, you know, in your 20s you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:11](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Also would meet in your early 20s. You'd also meet your future wife who was still your wife to this day, Nancy.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:16 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yes, yes, she's here. I don't know.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You you put up with a lot, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You get married and pretty soon have a couple of kids and you're running this plastic tooling company and then you kind.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Of we're sort.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Of around this time creating other businesses around plastics and molding and tools.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What? What was your plan? What was?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:47 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Your the idea of what you thought you would do.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:50 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I am.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:50 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[OK.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, I didn't have a plan. That was part of the problem.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:10:56 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The plan was just do the next thing. I mean, that's how many of us entrepreneurs are in the early days, I believe, and then we grow up. So a big part of it was really as the business grew.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And matured to a certain point, it would fail, and you'd go back and go back.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What do you mean? What? Wait. What do you mean? It would fail like you had this business. Sounds like it was pretty stable. You'd make these pretty complex parts for plastic injections. Not a lot of people could do that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:19 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:28 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[How would it fail?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:30 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It would scale so far as a business as far as revenue as far as employees and then for whatever reason it would collapse.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Like orders wouldn't.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:41 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Would come through or something would happen within the economy and the business was so frail that it wouldn't survive it. And I had to back up and start.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Over when did you have? What did you experience your first bankruptcy?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:55 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I didn't go bankrupt. I just went back to the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:11:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You go back into the, you move back into the garage when when a business wasn't working or you weren't.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:04 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, it didn't scale, so it's going OK. I'm going to back up. I'm going to go back to just me or me and one other guy and build it up again. Try something a little different, a little different slant on the business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And we're talking about the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[80s here and into the 90s was was money ever.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:21](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:22 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Money was always tight. Yeah. Yeah, it was. Payroll was always an issue and cash flow is what kept me awake. If anything kept me awake. And so it was you. But you had to get Scrappy. We were very scrappy in those days. So.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I'm I'm curious because most of what you were making in the early days were like a little component part, right? For some something that would be inside.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:40 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Grounds.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Of a device or a tool that you would never.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Even know how did?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You start to think about, you know, maybe we should make like something else.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:48 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Oh.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Like what I I guess boxes waterproof boxes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:12:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. So I I think what what? Well, what drove that way of thinking early on was the fact that I was making things for other people and I was counting on their ability to run a business and be successful with their products. So my my success very much depended on their success.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You were part of a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:10 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Supply chain I was, yeah, I was just part of their cycle. Really. I was part of the the beginning of it. And then the production of it. And the hope was that they would sell millions of these things well.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They didn't.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And millions of these things could be a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:25 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It could be a small component, could be a a small case for a duck call. I mean one of our products, this was a good one was the Loosey Goosey toilet paper holder.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:38 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You see that a lot today, don't you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:38 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Wow. Wait.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, this was something you were you. You were making a. You were making a component part for somebody else.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:42](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, it was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:44 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Ohh I made the whole thing so the guy came to me with the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and it was, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:47 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Idea. We drew it up. We.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:48 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Tool that you know it hangs on your tree while you're at the camping site keeps.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Your toilet paper dry. This is a yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Ohh this is.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:53](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A this.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Toilet paper roll for when you're camping, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:56 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It wouldn't have done well on QVC, even, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:13:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Why? Why do you need a toilet paper roll when you're camping? I mean, couldn't you just get the toilet paper?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:03 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I don't know. It was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:03 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[All right. Sorry.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:04 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[His idea, what my idea.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So. So he comes to you so and. And these are the kinds of things that people would come to you and. Ohh yeah. Hey, I got.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[This idea, what do you remember? Anything else? Oh, yeah. I remember 1, you know. Remember the oil cans before you twist it off the top? Sure. You had to open them with a can opener. Well, that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:20 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[How old I am, you know? So it was basically a spout you stuck into the top of the oil can. It was plastic on the top, had a metal stamped piece. That and it punctured. OK. You pull your oil out. It worked great. But he didn't sell.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They can.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:29 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Any nobody bought it?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:35 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[All right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:36 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know, but again, we spent a lot of time and energy developing the tool.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:41 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Doing you know, getting we had the machines to produce these. We did one run. It's a one run wonder. You know, we had a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:47 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Lot of those but.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That that sort of limitation started to prompt you to think how do I take control over this instead of being dependent on someones product taking off? You you were like, what can I?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:53 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:14:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Make.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And bring to market. Is that what you start to think?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:02 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, very much so. And I had a I had a partner at the time that was going finally.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:06 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Said why don't you do your?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:08 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Idea which was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What is what?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Which was which was a waterproof box.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[How did? How did that idea even start?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:15 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know, I'm an outdoors guy. I like gadgets. So you know, there was Pelican products out there that made the big boxes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:22 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But nobody had.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:23 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Small boxes. It's like I don't need a box this big. So.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[For like a wallet.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:30 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[For a wallet, for a pack of cigarettes, your cigars.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Because you need to keep your cigarettes and cigars.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:36 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Dry right?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:37 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. And you're going down the river. You're hunting.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[In the in.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[80S and the 80s and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Candies. Yeah, yeah, yeah, whatever. Your car keys, right. So.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and and. Was this like the idea was that people would bring this on rafting trips and fishing.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:15:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Trips right there was an outdoor products and and I always love the outdoors. So for me I always had a passion for that. Still do today. And so we started with just this.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:00 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Very small 1000 series box and it grew from there.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And how did you even get the word out? This is like pre e-commerce pre Internet. You were just selling it locally and for.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We started with the dive, the dive world, and we went to trade shows. We went to trade shows with our boxes and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:16 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Peddled them, tried to get dealers we.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:18 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Also had a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:18 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A phone Bank of guys who would call the dialing for dollars. They'd get on there and they call all the different scuba shops and yeah, we had about six or seven different sizes with way too many bad colors. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and did you think, I mean, did you think that this was going to?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Be the business like this thing. All you needed was for a big store to carry it. Bigger distribution that this was was like when you say we're going to trade shows, that's a big commitment. It's a lot of travel. You've got two kids, your.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:47 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Married. It's a grind, you know? It's travelling on planes. It's staying at bad motels. You're probably trying to save money. Well, I mean, did you think if only we can just get this in front of the right people? This can.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, if it's fine, we are doing.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:16:59 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Really take off. Well, I don't think I ever really thought the box itself would take off, but we started to get people.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:08 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I call it progressive revelation. OK, so people would come to the trade show booth and go. I've got a PDA, but I really want to use this PDA through.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:15 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The box the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Pump pilot pilot.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:17 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Palm typically was a palm pilot and ipack hands handspring those different devices. Yeah, yeah. Good times. Bad close so.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Mid 90s.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Because this is because people are coming up at trade shows and saying, do you have anything for PDA's and you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:32 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah that I can use through.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The box that was really what sort of sparked.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:33 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[This idea may I, maybe I can come up with something.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:38 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah. So we came up with a way to do that. We worked on that and we did it for all these different PDA's.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:44 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And then it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:45 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Grew into some different tablets for medical things like that. They were where they wanted waterproof as well or waterproof or clean proof.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and were the cases rigid and hard like the the the boxes that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:59 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The boxes? Yeah. We just took our standard box. Basically cut a hole in the front and put a membrane on it. So it was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:17:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Other.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:04 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Nothing pretty about.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That was it was basically, it was like a hard plastic shell around the PDA and some of them fit the palm pilots and some of them.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:05 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:06 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A brick.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:08 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah. Yeah, pretty much.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Fit the handsprings.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, they do have different membranes for different different devices.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[In.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And how did people find out about?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:17 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Them. Well, the Internet was just starting. I can always remember the first we were in Florida and we just had put their first PDA cases online and we started selling one.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[2-3 and we what man? We're doing $5000 a month online we thought.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We were. We're killing it. Yeah, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And just just to.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Get back to.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Your your home life. For a moment. I mean, what was the conversation you were having with your wife? Was was she ever saying, hey, you know what? Tell me what's going on with this. This, you know, these boxes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:48 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[By which which time?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:18:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, we we talked about the business a lot. I mean it was part of our lives whether it was in the garage or it was growing somewhere, it was, it was a big part of our lives. I mean, the kids, when it was in the garage, the kids would pick plastic parts in front of TV. The machines would screw up the TV because they make static over the TV. And there was always metal.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:10 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Dips in the carpet. So yeah, it didn't go.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Very good. Did did.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You have an ambition to be a huge manufacturer of a product. Were you thinking one day I want to be this? I want to make this huge significant thing like.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was that even part of your thought process?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, it really wasn't. I never discounted it, but I never. I didn't throw it out there like that was what was going to happen till later on. Now I did do that later on.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean, in your mind, where you start constantly searching for new ideas and new products because it sounds like you went from the waterproof boxes to the PDA cases and those are doing OK.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:44 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:45 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, that was that was part of the problem early on was I had too many ideas, so we had way too many products.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So all right, so this is in in the mid to late 90s, so I,](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Mean how are?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:19:57 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You thinking about business? It sounds like you know by this point you're almost 40.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You you got almost 20 years of experience running a small business or small businesses, some that failed and some that we're doing OK and we're semi sustainable.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:04 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Sure.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:13 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, I was. I was still of what I call a firefighter. I mean, I I got all of my kudos out of putting out the fire of the day and a lot of people do. I mean, you, if there's a bunch of small business people and you realize that there is a fire a day, some days it's bigger.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:30 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:30 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And others. And so that's what I did. I put out fires, but I soon realized I was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The problem you put out fires cause that was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Interesting to you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It was fun. So some crisis or something.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Not working right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:42 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I gotta solve the problem. Fix it. I'm.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:44 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The hero rara.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[When did you discover that this was not actually the waiter on a business?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[When I had to keep doing it, it got pretty old. I got pretty tired of doing it. It wasn't paying the bills anymore and I was getting tired of doing it and I was getting to the point.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:20:57 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Where? Where is this going? I mean I'm. I'm just doing the same thing over and over. It's insanity.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I guess you came across a book that became extremely influential to you called E myth. What?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:10](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What was the?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Story what was going on in your personal in your business life that that kind of led you to read?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:12 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Sure. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[This book.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:15 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, at that time, we were making Otter boxes and I was flying back and forth to China building.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:20 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Tools bringing the molds back, manufacturing the parts here in the US and it was just a struggle. It just felt like I was running in mud and somebody gave me the book e-mail. I didn't read it on the way to China, but I read it all all on the way back, you know, and that's about a 15 hour flight I got off the plane. I went to the pay phone and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:42 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And I called Emmitt and said I need help. It was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:46 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I whatever you got a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:47 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[12 step program for entrepreneurs I need to sign up.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:21:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And I did. I got a business coach and her name was Donnie Zelik with Emeth. And I'll start crying here because she made such a difference in that business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:06 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean, she changed the whole way, I think.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The whole way I went about doing business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[By the way, this was not face.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To face.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[She was she was assigned to me and they gave.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:16 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:16 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Me. They gave me down.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And you paid the fee or whatever.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:19 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It was. It was an expensive education, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[There was a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:22 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It was a it was a, I think.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It was 5.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[100 bucks an hour? What?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was the what was the basic wow? I mean, it's that's a that's a huge investment to make when you're when you're really.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, yeah, somebody has no money. That's a lot.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Kind of crazy. You must. There must have been something about this book that just like resonated with you. What? What was it? What? What? You read this book and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I've got to change something. What? What was?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:46 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, if you need, you read that book. It's a story about a lady that makes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:22:51 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Pies, you know, and so was her hobby. She loved making pies. She went into business, making pies. Like I went into business making molds. And it kind of turned into a nightmare. Well, my wife, it kind of turned into a nightmare, and it went. And so it resonated with me that I had to do something different. And what struck me in the book was one of the things that he said is that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Systems run the business and people run the systems. Now what does?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:18 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To me, it doesn't mean you turn people into robots, right? OK. But it does mean that people don't recreate their job every day.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and that allows them to be more creative and more fulfilled. And I wasn't doing that. I mean everybody that worked me had to recreate their job every day and I was just.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It was Newton's law everywhere, and it wasn't always a good reaction.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So you decide to get a coach to help you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Out.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Really expensive at the time. Still today is expensive. $500.00 an hour is like a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Lawyer and what they're more than.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That they're more than.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That that's a cheap lawyer. You're right. That's a cheap lawyer. My God.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:23:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Chief lawyer? Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:01 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That's right out of.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[School. I'm in public radio.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:04 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What did So what you start this process of talking to a person by phone and what?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Could they possibly? How could they possibly?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:14 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Help you? What was she?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Telling you well.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:17 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The first revelation to me with the myth was one of the first things you had.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To do that, they forced you to do and I and I talk about this all the time is to really figure out what you want. So before you can create a vision before you can create a company, you really have to get to the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Heart of who? You.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:35 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Are and and and that was really. I mean that was not an easy process.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:36 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:41 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[For me that really it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:24:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It took me about a month. I mean, she called BS on me a lot of times. You know, just trying to figure out what that really is. We can all comes up with kind of fluffy things. But to get to the heart of the matter, to get to the heart of what really matters to you deep inside, who you are, that's critical. That's really critical.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It sounds like a good, almost like therapy.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:04 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, yeah, it was therapy. Yeah. There was a lot of times. It was big time therapy. Yeah, that's all she was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:08 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Come on. I would talk to her every week. OK? And so it was 2 grand A.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:13 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Month, but they had.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A whole program of books that you went through, so you were actually getting an MBA in your business while you're working in your business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But it's interesting because you you you had considerable experience by this time, like at least 15 years, maybe almost 20 years running small businesses and just, you know, failing and succeeding with experience.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But you, you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Really. I guess at the age of 40, kind of must have come to the conclusion that like I don't.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:39 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Know what I'm doing more absolute?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's kind of amazing.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, it was it was. It was a rude awakening. I mean, I knew how to do it, but I didn't know how to really do it. And that was that was the problem. I was the problem.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:54 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And that was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:25:56 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It was tough to come to that realization, but I had to come to that realization and basically go, OK, I gotta start over as it was a big do over. I was always reading books. I mean, my idea of a vacation was seven books on a beach, you know? So it was reading business books, trying to figure out what are the best ways to connect the dots. Even today, I would say.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:17 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[There's so many people that influenced my life and the people's lives that Otter that we took their ideas and put them together to really create that business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:29 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Under really began as a kind of a spin off a side project of another one of these other kind of plastic injection.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Businesses that you, you, you were running and it was a partnership.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Actually, right. Yeah. I have a partnership at that time.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And you decided, I guess, around 2001 because you're manufacturing all of your boxes and your PDA cases in Fort Collins and you decide this was not an efficient way to run your business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:48 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:55 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What did you what did you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:56 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Do well, it wasn't first.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:26:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Of all, it wasn't scalable. You couldn't. You couldn't really grow if all your time.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:02 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Spent out on the manufacturing floor. You're not designing new products, you're out not out marketing your products. You're not building a brand, you're not. You don't have time to do any of that, so.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:13 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I started looking through e-mail, where's my time being spent? That was just part of the process and there was so much of my time consumed there that I had to say I got to quit everything I know how to do and do something different and that's that was a huge turning point.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:16 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And you said we're going to focus on design and and marketing.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Year and we will have it made overseas.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:33 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And sales, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:37 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Overseas. Yeah. And at that time, that's what we did. We we did mold some in the United States as much as we could. Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. So 2002 you have a?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Partner, you buy your partner out, it costs you. I I've read $350,000 and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:51 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. I bought him out for 3:50 and and I still owe the bank about a half million bucks.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:27:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And that see you in half $1,000,000 in bank loans that you took out to buy equipment?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:00 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, that yeah, that was leftover debt because right thenyouknow.com had gone down the toilet and and all the lot of molders along the Front Range went.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Out of business in 2002.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Box 350 to buy your.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:13](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Owner it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean, I mean that's that's a lot of money. I can't imagine that OtterBox valuation was proportionate to $300,000.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:22 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, I didn't even try to get evaluation. There was no, but it was all gut at that point that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You wanted to buy your partner out because you wanted this to be your.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Own business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:31 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. Why? I didn't want to have I. I wanted to either sink or swim on my own. And I think Nancy felt the same way that that we needed to do this on our own and and give it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That kind of shot. How did you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Come up with.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:45 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The money? Well there.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:46 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was a lot of local people.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:48 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That I knew and Matt and word spread.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:51 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, I mean.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We're the Otter was getting a reputation in Fort Collins.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:28:55 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And people were interested in it and there was people that were not making that much interest on their money. And I said, well, I'll give you 15% every month.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[If you give me a loan.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:07 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That was a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Long so you're taking 50. You're taking loans?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I was a pawn shop deal. Yeah, I was learning. They were the pawn shop. I was the pawn.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean, what a what an incredibly.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The incredibly prescient decision you made at the time, but like you would go to people say, look, I'll give you 15% interest. I need $10,000 and $20,000 here.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:25 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And there I had a minimum of like 100 grand so I.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:28 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Mean do we borrowed?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:30 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Up to 3 1/2 to $4 million. I think somewhere in that and we were paying that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:33 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Much interest, but.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:36 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We needed that to build the tooling to build the products to go to the shows, to build the brand. We had a plan.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So between 2000 and and let's say 2005, when you were going to people borrowing money, if somebody had said to you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[At the time.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hey, Kurt, I'll give you $100,000, but I want 5% of Otter.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Box, what would you said?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:57 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, no, no, I would have.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:29:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Done it, even though you needed that money to make this.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:01 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, yeah, I felt that strong. I think at that point just based on experience over the years with partnerships and and people not not that they're none of them were bad, they were friends, but it just was I was not ready for that. I didn't feel like leadership.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Work.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:19 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:20 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Could happen very well through a partnership. Leadership really needed to come from from one person.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:22 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So you start to raise the money through loans to buy the equipment that you need to create the the the tooling equipment right to go to trade shows. But why would somebody? I'm just curious.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:35 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To buy the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:36 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Trade shows to.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:37 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Be able.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:37 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Do all that right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What was the argument you would make at trade shows or the people? And they say, well, why do I need a case for my iPod?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:47 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, if you're going to.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Swim with it if you're going to swim with it. You want to waterproof airtight case.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:50 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You. Yeah, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So that was really.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:30:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Or or even. I mean, I can remember a BlackBerry skiing with a BlackBerry and sweating on it and it croaked, you know, so didn't take much to kill a black bear or any of those phones back in.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The day so. But that was pretty much your business. It was like.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Any device that came out, iPods, any MP3.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Players. Whatever where.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We are trying to cover.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Did you do the Microsoft Zune? Did you make?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:13 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Cases for that, yeah, we did.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Wow, who has a Zune?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:17 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:18](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:19 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Woo Zune. Sell it on eBay, you'll get a lot of money.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That's the person who bought presume.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:25](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Alright.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[All right, so you, you know, you're making these cases sounds like by 2005, 2006 pre iPhone, you've got a pretty good business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Going. Yeah, well, the BlackBerry really was. I mean, that was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Ferry was the game.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:37 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, the BlackBerry was a game changer. I remember getting our first $1,000,000 PO from AT&T for the BlackBerry. This is a great story, so I remember being at CES and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Chain.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[In Las Vegas.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[In Vegas and Michael Cohen, who was the head guy?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:31:54 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[For stuff at AT&T came by and showed him the case, and he said, well, how much is it? They said well, retails for 4995. He's like you're crazy, 4995.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:05 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To buy a case for me, the cases were like 5 bucks. Yeah, so he said. But we'll do a test. So they did a test and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's nuts, right?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They were going to do a three month test. Well, I think they did a three day test because they.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:18 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[All sold out.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:19](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Wow.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:19 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They sold like crazy and it was like that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[UPS commercial, you know it's like.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:23](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And we're going. Ohh crap.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[When we come back in just a moment, how current navigated those early days of cell phone cases while just around the corner, there was something that would change everything, the iPhone.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:40 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:32:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Support for this podcast comes from American Express, Director of Global Sales Strategy Chase Heinz explains how American Express works with their customers to find the right financial solution for their business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:33:05 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's a lot like solving a puzzle. Each customer is different. Each business is different. We really want to understand what your goals are for the year.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:33:12 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz18)

[For three years out, and what would extra financing do to help you achieve those aspirations?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:33:19 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz18)

[One of our customers is a long standing family run restaurant and the Sun's dream was to open up a second location. Finances were a little bit tough as they were just running the business and we were able to partner with him, understand exactly what he needed and help him open up that second location. And now they're on to their third. So whether it's a need to open a second location.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:33:39 Speaker 5](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Or fulfill a big new order. We want to make sure that we're there for you along that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:33:44 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[American Express wants to help you move your business forward with flexible financing solutions. Chat with them today to see if you're eligible or visit americanexpress.com/business to learn more terms, apply.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:34:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hey really quick before we get back to the show, if you know of a kid between the ages of, say, 4 and 12 who is curious about the world and the world of science.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:34:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You have to check out my kids podcast. Wow in the world. Me and my co-host Mindy Thomas travel around the world backwards and forwards in time. Inside the human body and deep into interstellar space for a show that will take you and the kids, you know, on an incredible journey. All new episodes begin December 2nd, so check out. Wow.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:34:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[In the world, wherever you get your podcasts.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:34:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's the mid 2000s and OtterBox is still a young brand making bulky, waterproof cases for devices like palm pilots and blackberries. But things were starting to grow and suddenly Kurt was in charge of a much larger company than he had.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:34:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Ever managed before?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[By the way, how did how?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Did you get the name? OtterBox is a cool name. Obviously. Now you know, everyone knows.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:06 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It, but how did?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:06 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, that Nancy.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Nancy came up with it. Yeah, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Nancy came up with.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:15](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hope.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, hate for that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:17 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Ohh yeah, she's doing really.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:19 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, OK.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So what? What was the story? I mean, what cause cause you had all these like I think originally like your companies were called like Richardson Die Cast Richardson Tools Richardson injection.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Richardson, fuel and most ever name a business after yourself, that is.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, like, would anybody buy a Richardson smartphone case?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Don't do that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hey I would know. So OtterBox is a cool name. How did that happen?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:41 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:42 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, we were.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We were looking for names and I mean Pelican was the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:35:47 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Big animal in the room and they still make great products, but we were looking for a name we, you know, we we had a walrus, you know, seal cases and we're driving to Denver. I remember this specifically and Nancy's like, well, how about Otter Otter. It's playful. It's fun. It's around the water water box. It had a great ring and that was it. We actually guy who designed our logo was a T-shirt.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Manufactured just down the way from the main. Yeah, the, the the OtterBox logo is still the original logo from day one.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The logo the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Other.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah. All right, so you've got the name, you've got this. You know, you're making these cool products.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know, but but I I mean it, this is still pre iPhone, right? 2007 iPhone comes out now. This is I think I think it's not controversial to say probably the most transformational consumer electronics product in the last 20 years maybe 40 years. I mean hugely important influential.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, absolutely.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[When when it came out, I mean, there are some people who say I knew it right away when I saw Steve Jobs at the Cow Palace in San Francisco with his turtleneck. I knew right away that product was going to change the world. I mean, did you, did you just see?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That as another thing to make a case for.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:57 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I just.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:36:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Pretty much.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:01 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, that was just another. Was it just another guy trying to make a phone, you know? But I will remind you, the BlackBerry was really our testing ground and our growing ground.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:10 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That was the that, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[With that, we.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I give you another story. When we did the first Home Depot came to us and said, hey, we need a case to protect our.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:20 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Are blackberries. I don't even remember what.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:22 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Model these are Home Depot.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:23 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Home Depot because.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[For their employees, I see, OK.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They're out on the floor, you know. They're the associates are out on the floor and they're dropping these things and they're breaking them.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, management said. Can you make us the case? So we designed a case. Well, this case was, you know, it was like a little kid in a snowsuit you gotta walks out in the yard and falls in the snow. So it was a big fat case. It just it. It worked. But it didn't really work. So management loved it. They thought, oh, great, we're never going to break another BlackBerry. Then we give it to the guy on the floor.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:37:50 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I'm not using this damn thing. This is huge. This thing is piece of junk, you know, he was right. And so we said. But it's waterproof. He says I'm in the store I don't need.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:01 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A waterproof case, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:03](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Because at that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:04 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Up to that point, most of what you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Were making what was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:06 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was waterproof, so ah, I need to listen to the custom.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[There's a big aha, big, big moment. And listen, I'm going to listen to the customer so, right, so out of that came the defender case.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That was a big aha moment, you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Thought wait.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A minute. Not everybody needs a waterproof case.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:20 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The defender was really what? Yeah, launched Otter and that was the first case for the iPhone as well. So we were, we had figured out at the time that it didn't need to be.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:30 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A waterproof case. So you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You say that when the iPhone came out to you, it's just another device to make a case for it wasn't.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Going.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To be this, you weren't looking at this and thinking this is going to transform my business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, no.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I I knew we were getting traction with the BlackBerry and other devices so.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:38:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I knew we were growing and we were growing at a significant pace at the time, but we didn't. I mean, the iPhone 3 was, you know, we were on the launchpad. That's when it took off. But it was also, I mean, growth can be just as tough as no money.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, you got higher. You've got more people.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:03 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Sorry.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:07 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You got systems? Yeah. So I thought supply chain. I didn't know what supply chain.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:10 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean, today I would say Otter probably does supply chain better than just about any business in United States, but I didn't even know what supply chain was. But then I mean, I was one lady in a closet ordering parts. I mean that was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That was it. I mean, you didn't not go to Business School. You.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:27 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Didn't go to college. Yeah, I was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I was building the airplane.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:31 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Flight pretty much. And that was what it felt.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:33 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Like. Yeah, wow.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Now I'm I'm curious because when the iPhone came.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, apparently Steve Jobs did not like cases he.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[His iPhone was perfect and beautiful, and he wanted you to look at this beautiful, perfect product. You didn't want to be encumbered by some obnoxious protective case.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:43 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[MHM.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:50 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right, right. So.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Beauty was he built it out of glass.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:39:57 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So it looked really good for a while.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:01 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and where? Where were people buying? I mean, where is OtterBox by that point? By 2007, when the iPhone came out 2008 was it did it? Did you have like, a pretty good market? Like, so people knew your brand by that point?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We were in all the carriers.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:15 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Or was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:15 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, it was becoming pretty well known.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And I mean, how do you remember how long it took you from the time that?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The first iPhone came out to the time you were able to deliver those to stores.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[From yeah, from the the first one or the IT probably took us 1214 weeks, right? That's how long it took us to get to the stores from the time we got the first phone in our hands, we would we literally had people waiting in line to go buy the phone and we'd buy 12 phones and start dropping them.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Did the iPhone.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean, did the iPhone, could you see the iPhone dramatically and radically changing your business?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It absolutely did. That product, that product.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Did and how long do you think it took before you started to?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:40:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Notice that pretty quick when the order started coming in? Wow. Yeah. I mean, you wore out our molds. We had to build a whole new set of molds because the molds were.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:05 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Out. That's how many we made.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:07 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know, I'm. I'm I'm really interested in this idea because as as as you know, some of you may know, Chet Pipkin has been on the show. He founded Belkin and Belkins are really interesting.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:15 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[MHM.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Product a lot of parallels.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[With what you do, obviously because.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:19 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right, I know.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They began with peripherals, so Apple back in the 80s, if you had an Epson computer you couldn't connect to another printer, you know you could Only Connect to the Epson printer because of the peripherals that they sent you. So he started soldering them right? And this really the story of of Belkin is they saw this gold rush into PC's.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And they figured out a A A.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Sort of a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A side door entry, sort of like Levi Strauss selling canvas and jeans to to to gold rush or to the gold.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:46 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:48 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Miners. Yeah, yes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Miners right this.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:51 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Is a similar story. I mean you see this?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:52 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:54 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. Steve Jobs predicted that smartphones and tablets were going.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:41:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To replace right?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Desktop computers and he's right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:03 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That's what. That's what you sort.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Of built, I mean you kind of.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:06 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We yeah, we I always, I always compare ourselves to the little fish that's on the side of the shark, you know? And it I don't care which shark or how big the shark is, we're going to be that fish on that shark we're going to. We're going to ride that shark as long as we need to ride that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Mark and and and that's really it doesn't matter who's building the phone or what device, if that device is popular, if it's a if, it's a hit, we want to be there with it. Now we cover a lot of devices today. We cover just about every model almost globally I.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Mean one of the things about Apple that I would just be so stressed out about. You know, so freaked out.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:43 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That is, they release products on their terms when they and and does that stress you out every time a new thing comes came out, you had to like get it and get this thing made and you didn't even have access to it until maybe that day came out.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:50 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Oh yeah. Ohh yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:42:57 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[There's there's a fire drill, there's a fire drill every you know.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What? What? What was the thing that worried you was? Were you worried that your competitors would get in there faster and people would go to, like, a competitors case?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know, I never worried too much about competitors. I'm always I want to know what they're doing. I think competition makes you better. I I like competition. I mean, today Otter owns 40% of the case.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Mark of the United States.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:22 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:23 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So but you but.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:25 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know, I think if you I think.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[If you weren't just on the competition, you're focusing on the wrong thing.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Everybody's focused a little bit about.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:32 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[On that right. Like if if, if.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:32 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You want to know what you're doing.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A A competitor got in there faster and people.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Like that case.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:38 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:38 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, I better do it faster next time then.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I'm curious and and maybe you don't have the answer to this, I'm just curious about your thoughts.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:45 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That's.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:43:45 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[This why, you know why do you think Apple and and Samsung and all these other companies, why do you think they kind of embraced the the cases? I mean you could imagine a world where Apple is like, wait a minute. This could be a big revenue generator for us. Let's make the cases and package them with the iPhones and just raise the price.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And then people don't have to buy the OtterBox or Samsung could do that or why?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Do you think they they?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Didn't try to like block you at every step.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Of the way or did?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They no, they never did. They they never. They never really objected. I mean. But we are out in the market. People are buying our cases. I mean, Apple makes cases. Samsung makes cases, but they really that's not their core competency. And I think they realize that and that is ours.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But not right, but different kinds of cases, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[IPads come out, I think.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Around 2010, and instantly again you're thinking, here's the next device.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:36 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[MHM.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:41 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:42 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And so for you, it's like you're agnostic. You don't care which what the product is, you just want to go for.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It right, I want them to be successful because if they're successful, we're successful because we we would attach to those new devices. You know we've always got a percentage of of sales based on their revenue. So if they're, if they're device flopped, we didn't sell nearly the amount of cases.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:44:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To make a case.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:03 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So take me into your process a little bit, you know, they announced a new product. It's all over the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What? What? What's going on at in Fort Collins? Like people freaking out. Like, let's go.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:13 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, we get as we get as much information as anybody else would get, we still we're waiting in line with everybody else back in the day and we would make, we would make tools at risk. We would make parts at.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Sure.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:26 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Risk, we knew that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You would basically make molds that you thought might fit the new phones, but you'd make a lot of them.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:31 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[In the early days, we in the early days, definitely we did that we, we manufactured. I remember there was other competition even made.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And you would actually manufacture the case.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:36 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Parts.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And it means you have to.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Made the made the iPhone Mini Mini. It was like this big it's like I I don't know how that got on.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:45 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The Internet, but they made multiple.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Some ohh they thought there was gonna be an iPhone mini mini.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:48 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They thought there was going to be a miniature iPhone and yeah, I remember.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So you were following the rumors just like everybody.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:52 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Alright, so you have your hats. Yeah, that's only, that's all.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Else is following the rumors.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:54 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You could do.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:55 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Which probably meant that you were throwing away a lot of cases in those early days cause.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:45:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You would make a. We made a lot of.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:00 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Changes. I mean the tools. Some tools got scrapped, some parts got scrapped, but so we were we were manufacturing at risk to try to get to market as quick as we could.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:12 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So here's here's.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:13 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What's interesting to me about this product, right? You're you're manufacturing it in different plants around the world. You have to be really careful with your IP. And we did a story. We did an episode of on TRX with Randy Hetrick. The TRX straps and and Jim.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:27 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And he spent years and years fighting against counterfeiters. How did I know that you had a counterfeiting? You had counterfeiters pretty much early on, which can take up a lot of bandwidth, right?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:32 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:35 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Oh yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:39 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Oh.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:39 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We have a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Whole we have a whole building on for the lawyers.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:46:46 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, we have, we have, we have a whole brand control group and and actually it's funny we we've worked with border and with the border security and and and all the customs and helped train them on.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:00 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Showing what's a fraudulent OtterBox and act we get they, they pull over containers full of Gucci coach and Otter boxes.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But it must be a whack a mole, right? Like you must still do.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah. We go out we go still today. We go after them all the time and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[This all the time you must.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Still kind of quash counterfeiters.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But you have such a huge market share that it probably doesn't really make much of a difference.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:23 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Now.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:23 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, you know where it makes a difference is it makes a difference with our customers and our consumers. I mean we.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[If they're driving the price down with counterfeit product, it's going to reflect on us. So we we have to, we get very aggressive.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Alright, so here here's the to me this is crazy, and it's probably not going to be crazy. The otters in this crowd, but I think it's going to be crazy to other people here and people listening, you start this. I mean, but 2002 you struggle you getting bank loans you're.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:47:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Struggling to like buy out, you know, pay back loans 2012. You're doing almost half a billion dollars in revenue selling plastic cases.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:00 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:02 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:04](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Amit.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean, did you think that was did, did you even have to?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:06 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Guys dream that that was going to happen. No, it happened so fast it. I mean, literally it was a rocket ride. I mean, we grew 1100% in five years. We went from 5 million to 575 million in five years in revenue and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:09 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Miss stopper.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:25 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That's just crazy, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[2012 that same year, you hit almost or more than half a billion revenue. You decide to step.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Down.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Companies doing great, you step down and you move on to kind of do other things. Why? Why? I mean, was it just it was, it was on autopilot. What? What was the decision?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:48 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You got.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:48:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Bored. I got bored. Yeah. So any days I'm doing everything right? I'm. I mean, I'm supply chain. I'm finance. I'm design. I I'm involved in everything. Well, when you hit.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:04 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A half million on your way to a billion. Believe it or not, you get rat hold and I got. I'm like.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You got rattled.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I got rattled. It's like, well, here's.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What you do? Ohh.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:15 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Rat hole, rat hole. So I'm like, I'm a rat in a hole, you know? And that's what I felt like a rat in a hole. You know, I was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:16 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A rat in a hole.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[OK, I see. I see. OK.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:22 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I was. I was bored.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You know, I wanted to go create, so for me I needed to go and create and it didn't go very well very well with my wife because I didn't really tell her that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:32 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I was going to quit.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:33 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah. And I still hear about that, but.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That was a whole nother learning for me too. That was that was another one where I didn't pass the baton very well. I mean, a lot of a lot.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Of the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:49:50 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I don't want to ever knock anybody because they're a lot of people had a lot of good things to do with Otter and growing Otter and and there's a lot of people that aren't with us today.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:00 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I give them credit for helping us build that company. You know, they were but a lot of times a company outgrows people as well. And in some ways.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:01 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Sure.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:08 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It outgrew me.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:10 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So you step away, I think, for about four years, Otter grows a lot in those four years, you're still the owner of the company, but you kind of step aside. And there was even talk at a certain point and I think 20/14/2015 that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:12 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Uh-huh.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:16 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Other gross, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:25 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You were going to sell the company and you actually were looking to.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:28 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To to sell it for somebody to acquire it. And I have to assume you had a lot of potential suitors, which could have given you and your family a windfall.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I think there are many arguments to be made that you know you should do it. You should cash in and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:44 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Why? Why didn't you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:45](https://1drv.ms/u/s!AMhVeraEIITCz18)

[1st.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:46 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Sell. I got to tell you that was not a fun experience looking to sell something you love so much, but and even going through the process was very disruptive and you know, we worked with Goldman and we worked with the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:50:59 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I still remember talking to an old guy at Bain Capital, and his name was Josh. So Josh, if you're listening, he said. He said, well, I don't know where case will be in.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Five years well.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's five years, Josh.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:18 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So you feel fortunate that you didn't sell it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, I'm very glad we didn't sell. I well, I think for for us and our family, it would fundamentally change things in Fort Collins.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:21 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[At that time.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:31 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Other is one of the top 4 employers in Fort Collins and it's part of the culture. You know, it's part of the fabric of Fort Collins now, you know if.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:45 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[If Jeff Bezos calls you tomorrow, I'll take the call.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:48 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But I don't.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:51 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I don't. You know, I don't. I don't know that we get a deal.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:55 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:57 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We talk, we talk, Jeff.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:51:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You come back to the company and take an active role in 2016. There's some turnover in leadership and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:01 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:08 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Why? I mean from? From what I've read, you were hearing that the company that employees were not happy there was discontent. Is that why you decided to come back?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:18 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right. Yeah, absolutely. I had a lot of otters come to me and and my boys come to me because a lot of their friends worked it out under going dad.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:28 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You need to you need.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To go figure out what's going on over there. And I had a lot of people that were really upset and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:31 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:35 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They were upset. Why?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:39 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Because it had been destroyed from culturally, culturally, the place had completely changed, and that was a huge issue. I mean, they were really upset with just how people were being treated, how the business was running. And again, I don't want to RIP on leadership back then.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:52:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They were just doing what they brought from where they came from, and it wasn't. It wasn't.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:04 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What my intention and my philosophy on on how to run a business work.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:09 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And did you feel like you because you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Had stepped aside.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:14 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I felt like it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You let them.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:14 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Down.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:15 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Oh, yeah, yeah. I definitely, I had. I definitely had.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And that you had to return to restore that?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:23 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I had to get.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Clarity on what was going on and once I got clarity on what was going on, I knew I had to go back. Now I I knew I wasn't going to go back as the CEO. I did not want to do that, but I had some other great people. Our CEO today, Jim.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Mark is basically I can remember he was running one of our other companies and we were in a meeting trying to figure out what to do and we started writing on the board, who's going to do what and they put my name as CEO. I went up there and erased it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:54 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And put Jim's name and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:53:56 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[He was he was a little shocked.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:00 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's interesting because there are parallels, right? Like Howard Schultz, left Starbucks for eight years, he felt like the company lost his way. He came back to restore the culture. Gary Erickson, Gary and Kit Crawford came back to Cliff Bar. They left.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:06 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:17 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And come back.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And sounds like you had to. You felt compelled to restore a culture that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:22 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You now. Now I'm not there every day anymore. I'm. I'm not. I mean, Jim and he, we have an amazing executive team, but we have an amazing leadership team there. And I think with any business any business.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:37 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We have today the biggest thing is leadership, whether it's our distillery or one of our other businesses, we're going to put great leadership there and and without that, the business is not going to not going to flourish and it has to carry out the vision. My job is that of a as a of a visionary.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:56 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But even today, that's that's not my primary.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:54:58 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Role when? When I say the word culture, what does that mean? Does that mean? What does that mean in terms of, you know your?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:55:05 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's. It's how we're going to relate to each other here. It's how we're going to treat each other. It's it's, it's how we're going to do business. That's the culture, you know, for us, the golden rule is number 1, you violate that at all. You're in trouble. You know, we're going to treat each other as we.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:55:20 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Want to be?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:55:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Treated as you'd want.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:55:22 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To be treated and to me that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:55:25 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:55:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You do that, it makes a lot of wrong things, right?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:55:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Kurt, you there? And and I think it's a very valid parallel. I mean you came to Fort Collins like as a kid, you know, no one would have taken you seriously. I mean, seriously a little bit, but nobody would have like looked at you maybe when you were 18, you know as an apprentice and thought.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:55:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[This guy is going to be like Levi Strauss like you got the Fort Collins and you own a company that if you sold it, will make you one of the richest people in the United States. And that's that's a a kind of a crazy story.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:06 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean, do you?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:08 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Do you? I mean, what? What?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:10 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Did you ever imagine that when you got there at 18 that you would you would be that person? Nope.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:19 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, I really I really didn't I and even today it's like.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:23 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, I don't think that way. Yeah, it's not.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:28 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It's it's not about the money. I mean, Otto's mission is we grow to give.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:34 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So it really is about giving back. I mean we can, if we make more money, we can give more money away, we can make a difference in Community. We can make difference in people's lives and that's what.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:46 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Auto is really about.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:48](https://1drv.ms/u/s!AMhVeraEIITCz18)

[OK.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:49](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I want.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I want to push you on that a little bit because as you know, I interview a lot of really rich people because they started big companies.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:57 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean with.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:56:59 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That kind of wealth comes responsibility, right? I don't. I don't want to sound like a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:02 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, we say.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:03](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, no, we are it was.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:03 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Marvel character, I mean, we've always been the answer. I always say too much is given much is expected now. We didn't say that you know guy named Jesus came up with that right. You know it's pretty good. Yeah so.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:15 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I mean we.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:16 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We really try to live by that and we've really tried to instill that in.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:19 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Our.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:19 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Culture. You're when you think about your legacy and maybe it may not matter to you. Maybe you don't care if people remember you in 100 years. You, you know, in San Francisco, there's Levi Strauss Square and maybe you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:29 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Don't care, but not be.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Dead. You'd be dead, but you're going to leave behind your families to leave behind a lot of money.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:36 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, more money than than you will ever need, or many generations after you. What do you want to happen?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[To that money.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:45 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I would like to see it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:57:47 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Bottom line, change people's lives. Make a difference in people's lives, be able to educate youth to be able to make a difference in the world if we can. If we can help young people start to understand giving to become part of their fabric, much like recycling.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:58:08 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Has become part of much of.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:58:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[People's lives today, it's it was ingrained in them. Very young. We feel like if we can influence them to be entrepreneurs and philanthropists now that becomes part of their DNA and think how that multiplies. Think what a difference that makes in the world. If we create a bunch of people that want to give back, not just money.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:58:11 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Sure.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:58:30 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But because not everybody's going to make a.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:58:32 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Ton of money, but.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:58:33 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[They have talents, they have experiences they can share. They can mentor kids. If that becomes part of their fabric, and that's what we've tried to do at Otter is really install.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:58:45 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A A heart of giving. I mean. For one day a year, we shut down the whole company and everybody goes out and volunteers. I mean, that's one thing we give away 24 hours of we pay them 24 hours of time to go out and give back in the community to give to the nonprofit of their choice to spend.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:05](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But we're what?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:05 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[We're really trying to put in their heart is to give back.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:11 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[One of the things that is really interesting to me is you actually encourage people who come to you, employees who come to you and say, hey, you know, have this idea. I want to leave. I think I want to leave. And here's my business idea. You actually have given loans like you don't always. I think most of the time you don't take equity in their companies. You give them loans and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:29 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You have loans, get them started. Fly the tubes. Right. Right. Now, one thing we do for every other that's been at OtterBox or any of our other companies.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:30 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:31 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And and then they pay you back and that's.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[It.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[3.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:41 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Give them a life plan after a year so much like a Strat op, they get to spend 2 days with a life planner and really discover what they want.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[After a year of work, they get set up with a life planner and.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:52 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The life Planner says so.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:53 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What do you do with your life?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:55 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Some of them quit.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:56 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Some of them quit, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:58 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, I don't want to be an honor.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[00:59:59 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And that's OK.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:01 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Because that's for me.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:02 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[For me, my primary aim is really to be able to help people understand their talents that God has given them and help them be the best they can be and really discover that and go out and do that. I want them to do what they want to do. I want people to discover that. I mean, how many people in life get to 5060 and go?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:09 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hmm.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And my job really sucks.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:26 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A lot. A lot. Yeah, a lot.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:27 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Well, why don't we, why aren't we teaching people to ask that question early on? What do I really want? What do I want to do?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:28 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The what?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:32 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[What's in my heart? So even if the most valuable employees you have say you know Kurt?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:37](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Umm.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:39 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Like I want to move on to my own thing. You say I'm going to cheer you on. Go do it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:43 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Go do it. Go do it. Absolutely.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:46 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[When you think.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:47 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[About your story, because I think it's.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:00:50 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Totally implausible. I mean high school, get their machine tooling to a company that is who knows how much it's worth billions of dollars. I mean, in, in, in in the revenues over a billion dollars.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:01:01 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[How much of of?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:01:02 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Of this story, your journey do you think has to do with your hard work and intelligence and skill, and how much? Just because you got lucky?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:01:11 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A lot had to be with being in the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:01:12 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Right place at.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:01:13 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[The right time. So there's definitely some luck there. I think there's also.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:01:21 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Did it. It did take some skill. It took some skill, but it took a lot of failure, and it took a lot of learning from that failure. We call it failing forward. It wasn't just me that built, you know, it says, how did you build? I don't want to say I built it. I want to say we built it.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:01:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[So is it luck? Yeah, some of it. Thank you, Steve Jobs.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:01:45 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[No, really. I mean, man, the guy hit it out of the park. I just followed the ball over the wall, you know. You know, so a lot of it is luck, but it is is learning from those mistakes. It's it's the e-mail, it's the the the Strada process. It's all those systems.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:05 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[And it's all those people that came into a culture that have come together to create something special.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Kurt, for all the.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:12 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[People building something I'm curious. Like if you were sitting in this audience, you know, when you were, let's say when you really, when you were, you know or in early 20s and you really had this ambition to be an entrepreneur, which clearly you didn't. It just happened. But but if you were, if you were sitting in this audience, you know, back in the early days, what do you wish you knew then that you know now?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:24 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, yeah.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:33 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:34 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[That has helped you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:36 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A lot.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:38 Speaker 4](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Yeah, I I think I I.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:40 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Touched on it. Right guys, I mean, I talked about really understanding what you want now whether you're an entrepreneur or whether you have a job.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:02:49 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I would hope for every one of you that you really discover inside who I am and what I want and what's my purpose and when I breathe, my last breath, will it be good?](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:03:02 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Will you go? That was great.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:03:06 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I lived a great life.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:03:09 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[But you got to ask yourself that question now.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:03:13 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[You're going to do it now. It's not like a savings account. You can't start saving when you're 70. You know, the most important thing is to discover what you want, because then you can build a business. You can build a life on that. I mean, it's it's something you can share with your family. It's something you can build those bonds with. You can build.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:03:32 Speaker 3](https://1drv.ms/u/s!AMhVeraEIITCz18)

[A culture on that.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:03:34 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Kurt Richardson, founder of OtterBox.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:03:41 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[I spoke with Kurt Richardson at the Paramount Theatre in Denver last month. By the way, the company's best selling case is still the defender, and Kurt says this year's OtterBox will make 39,000,000 cases in total, or more than 100,000 every single day.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:03:50 Speaker 2](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Princess.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:04:05 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Hey, thanks so much for listening to this live episode of how I built this. Our show was produced this week by Rachel Faulkner with music composed by Rentina Robley, a live events team includes Jessica Goldstein, Allie Prescott, Al Manion, Ellen Jorgensen, Joshua Newell and Marcia Caldwell. Thanks also to Julia.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:04:21 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Harney Sanaz Meshkin, Poor Neva Grant and Jeff Rogers. Our intern is Sequoia Carrillo. And before you go, I just want to remind you to please consider donating to your local public radio station by December 31st because your gift helps bring public radio to listeners like you.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:04:37 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[Donate to your public radio station at donatenpr.org/built. I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!AMhVeraEIITCz18)

[01:04:49 Speaker 1](https://1drv.ms/u/s!AMhVeraEIITCz18)

[This is NPR.](https://1drv.ms/u/s!AMhVeraEIITCz18)