# Audio file

[Patagonia Yvon Chouinard.mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:00:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[One of my favorite quotes is if you want to understand the entrepreneur, study the juvenile delinquent because because they're saying you know, this sucks. I'm going to do it my own way, and that's what the entrepreneur does. They they just say this is wrong. I'm going to do it this other way and that's the fun part of this is actually.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:00:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I love breaking the rules.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:00:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:00:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I'm Guy Raz, and on today show how Yvonne Chenard went from pounding hot metal in a converted chicken coop to founding the outdoor clothing brand Patagonia and why today, he says, he does not want your money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:01:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[If I'm shenard, isn't the kind of entrepreneur who's going to wow you with a PowerPoint presentation or a snappy elevator pitch? He's basically a surfer, a kayaker, and a mountain climber who sort of stumbled into the role of businessman. And he's also pretty how can I say this eccentric?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:01:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[In the best possible way, Evans never had any interest in becoming rich. He's actively worked to slow down Patagonia's growth and profit margins. And yet, despite his best efforts to keep it small.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:01:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[This little clothing company he started 50 years ago has turned into a huge business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:01:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, I never intended to start a business. It's just I I just have this knack that every time I look at a product, I look at it and I think, oh, you know, I can make something better than that it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:01:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Could be better.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:01:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[So every time we went climbing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:01:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Would come back with ideas on how to improve the climate gear, which is very crude in those days and so, you know, I became a blacksmith, I taught myself blacksmithing so that I could make some of the climbing hardware that I thought would be better than what's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Available. You would literally like pounding hot pieces of metal into shape.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[That's exactly right. You know, doing it in my parents backyard and then my father helped me convert a chicken coop into a a little shop, huh?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[So what? What were you making there?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[We're always making, you know, peak times, those metal spikes that you pound in the cracks. And I was making the carabiners of snap lengths and hard goods like that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah. Because I mean, at that time, mountain climbing was still, I mean, it wasn't what it is today. It wasn't like this huge commercial.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Enterprise, right? No, there were probably 250 climbers in the country. Yeah, and all the gear came from Europe. And and it was pretty poor quality. Like the pitons were made to be used once because the Europeans looked at climbing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Conquering mountains and you just leave all the gear in place to make it easier for the next group and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:53](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And we were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:02:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Brought up kind of the philosophy of John Muir and the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know, thorough. And we felt like nature should be left alone. And you should do a climate but leave nothing behind. And so I made pitons out of better materials that could be put in and taken.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Not.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And used over and over again. It was a lesson in in quality, I think because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[The European pitons were selling for $0.15 apiece.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And mine were a dollar and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[1/2 and I guess you did this for like 10 or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[10 or so years.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah. Were you doing well?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, yeah, we had 80% of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[The market and and you, I guess you had no intention of ever making it that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:39](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Read.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[No, not at all. I I didn't respect businessman. I had no interest in business whatsoever. I was a Craftsman. But you know, we weren't making hardly any money. We we were making about 1% profit at the end of the year. We were basically paying ourselves by the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Hour. So how?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Did you guys branch out from from climbing gear to clothing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:03:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, I was on a climbing trip to Scotland and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:04:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Winter I was walking by some shop and I saw a rugby shirt in the window and I thought, well, that's pretty cool. It's, you know, it's real colorful, had blue and red and yellow and made really tough. So I thought, wow, this make a really great shirt for climbing. You know, the collar kind of keeps the gear slings from cutting into your neck and, you know, at that time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:04:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Active sportswear for men was basically Gray sweatshirts and sweatpants. That was it. I mean, men did not wear any colorful, and so I started wearing this climbing and everybody was going, wow, where'd you get that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:04:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And so it's kind of the lights came on, I thought, well, maybe I ought to import a few of these from England and see if they'll sell. And sure enough, they sold. And then I started making some climbing shorts and pants. And one thing led to another. And I realize it's a lot more profitable than making pitons.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:04:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[So how did you come up with a?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:04:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Name Patagonia. Well, in 68 I I did a a six month long trip from California down to South America and we drove and and surfed all the way down to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:05:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Goes down to Lima and then sold the surfboards and then climbed volcanoes down in southern Chile and skied off of them. And I kind of fell in love with that area of Patagonia. You know, in those days, nobody even knew what Patagonia was. I mean, kind of like Timbuktu. You know, how many people know where Timbuktu is? And so I decided to call it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:05:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[That agreement, because I wanted to make clothing for those kind of conditions, you know, Cape Horn and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:05:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Like super high winds, cold crazy temperatures change in weather.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:05:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:05:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah, exactly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:05:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[What's interesting is that is it like you did not know anything about clothing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:05:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah, right. I didn't know anything about clothing. I learned everything, but kind of if I get an idea, I immediately take a step forward and see how that feels. If it feels good, I take another step. It feels bad. I step back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:05:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know it's different than people with a scientific view where.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:06:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Think everything out to the enth degree before they make a move. So I I learned by just doing, you know, one of the first products we made was a pair of climbing shorts and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:06:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I made the pattern for it. I knew nothing about pattern making. I just took a pair of shorts apart and I kind of looked at it and I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:06:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And then I want to, you know, make a really tough pair of shorts. So I use canvas from outdoor furniture or something. And I had this Korean woman working for me, and she had to sew it on a walking foot machine, which is the kind of sewing machine that you use for sewing leather because the the fabric was so thick.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:06:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And when she was done with him, she stood him up. They stood straight.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:06:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:06:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[So we named them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:06:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Stand up shorts and it. You know, it took about 50 washings to break them in, but we still made those shorts. But you know, of course not as heavy as they were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:06:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[It seems like your main motivation was to just make stuff that you would want to wear and use yourself, that that nobody's making stuff good enough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And you were just sort of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Like I guess I have to make it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah, you know, I, I I used to do every conceivable sport.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And then the people that worked for me were all sports people, so we knew what we wanted. You know, I I heard somebody say that if you wait for the customer to tell you what to do, you're too late. So we were our own customer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And I think that was the secret of coming out with products that a lot of the products people didn't even know they they wanted or needed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[When you start to do this and you had to hire employees and you had to form a company and you had to deal with payroll, like did that start to scare you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Oh yeah, yeah, that was pretty scary and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[We made a lot of mistakes and in fact we were so successful in the late 80s and stuff that we were growing too fast. We were growing 50% a year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:07:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And you can't do that for very long before you run out of money. Basically on retained earnings. You can't do that and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:08:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[We were all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:08:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Wrapped up to grow 50% and we only grew 25 or something, which doesn't sound bad, but when you build all the inventory for for that then you don't make it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:08:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[It's pretty rough and then there was a recession then and and the banks wouldn't give us any more money. In fact, I had to lay people off, which was really hard because we're a family style business. We knew everybody working there and that that was really tough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:08:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Did you have moments during those periods, the ups and downs where you thought Patagonia might?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:08:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Fail. Oh, absolutely. We didn't know whether we were going to make it or not. We couldn't get any loans from anybody. In fact, my accountant introduced me to some mafia guys.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:08:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Who wanted to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:08:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Some money had 18% interest, which I turned down, but what saved us is is we got some personal loans from some friends and pretty much fired some management that got us into this problem and turned things around.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:09:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Why do you think it happened? Was it just bad luck? Was it just the economy or was it? Was there a strategy that didn't align with?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:09:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I think we were. We were just going for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:09:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Both.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:09:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know, not saying no, it's just growth can creep up on you. I mean, we were just opening more and more dealers. We were opening our own retail stores.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:09:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know, nothing goes forever, and in fact that's why the faster the business grows, the faster it dies also. And so once we got out of this, we decided to put ourselves on a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:09:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Growth program so that we would be in business 100 years from now. So all decisions from then on were made as if we're going to be here 100 years from now. So it's slowing down the growth saying no to a lot of opportunities and just being more responsible.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:09:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Like like how it just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:09:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I don't prime the pump. I don't we don't advertise in Vanity Fair to get new customers or something. We in fact our advertising budget is 1/2 of 1% of sales.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:10:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And so I wait for the customer to tell us how much to make one year. We'll grow 3%, another year will grow 20%. It's not just smooth curve like public companies who have to grow 15% exactly every single year or else their stock goes down.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:10:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know, there's two kinds of growth. One where you grow stronger and when.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:10:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You grow fat.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:10:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And you gotta look out for that growing fat thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:10:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Evan Chenard when we come back how he slowed growth by telling his employees to go surfing. It's how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:11:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

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[00:11:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

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[00:12:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Oh, and just one more thing, if you like this program, you may like another show I host. It's called the Ted Radio hour. Ted is in Ted talks where we take a journey through a big idea. Anyway, this week's show is all about the science of compassion with some pretty incredible thinkers. So check it out. You can find the Ted Radio hour on iTunes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:12:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

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[00:12:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[It's how I built this from NPR. I'm Guy Raz. So after Patagonia, I came out of that tough period in the early 1990s. Yvonne and his team started to focus less on growing and more on just lasting as a company. And they started to do things like use more environmentally friendly material. And they also started to do something a bit weird.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:12:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Or a business instead of telling customers to buy their stuff. Patagonia kind of told them not to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:13:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah, I believe that this company is the resource that I have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:13:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And that I should use that resource to show a different way of doing business. In fact, we now have the largest garment repair center in North America. We'll repair every single piece of Patagonia, no matter how old it is, indefinitely. In fact, we've got a truck that's going around the country repairing people's clothes, no matter whether they're Patagonia or not.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:13:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And and we're trying to teach people that you don't throw things away. You you repair them, and then we we've committed ourselves to owning the product forever. So when we sell you a jacket, we still.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:13:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Own it if you get overweight or you're tired of the color or whatever you want to get rid of it, we'll help you sell it to somebody else. If it breaks down, we'll fix it. If it's finally, you know, completely shot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:13:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You give it back to us and we'll recycle it into more garments. And so it forces us to use fibers that can be recycled. It forces us to design, say, a jacket that you can replace the zipper because it's very easy to design one where you can't replace the zipper.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:14:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[It's changed the whole way we would do business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:14:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah. So, like, what about you, how many, how many Patagonia jackets do you have?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:14:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You'd be surprised that all my stuff is years and years old. I'm. I'm sitting here talking to you. My pants are probably 7 or 8 years old. My shirt is probably the same, but you know it's it's kind of interesting. Friend of mine went to a garage sale in Jackson Hole recently and and there was this jacket that we made about 10 years ago. And it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:14:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Purple man in great shape. The woman wanted $30.00 for it, so he offered her 15. She took it. Then he went on eBay.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:14:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And a guy from Japan said, hey, I'd like to buy that jacket. How much do you want for it all? You don't make me an offer. So how how about 750?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[So actually these things keep their value.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Which is pretty amazing. And I mean The thing is like a new Patagonia jacket is not exactly cheap. I mean, none of your stuff is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, yeah. I mean we have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Lifetime guarantee and we can't make things cheaply. We're trying to make the very, very highest quality we we can and it's you know, it's like organic food is cost more than regular food as it should and it causes, you know, less harm to the environment. And so let people pay for that. And I'm not interested in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And coming out with a line of inexpensive clothes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know, it's kind of like eating meat. I eat meat, but I eat a tiny little bit at a time. I don't eat a 16 ounce poor house. And I think with clothing, we're telling people, look, think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Twice.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[If you're going to buy a jacket to ski and buy one that you can also wear over your suit coat in New York City in a rainstorm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:15:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[So that it doesn't sit in the closet nine months a year and and so own own fewer things, but really good things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:16:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[But it's it's part of you still conflicted over this idea that even with all the responsible things you do, you are still part of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:16:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[The consumer world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:16:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah. No, we certainly are. Yeah. And that's why we try to kind of put a spin on it by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:16:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know, telling our customers to think twice before they buy anything, not just our product, but anything you have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:16:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You have no college degree. You're made of a business degree. You're not like you are not a businessman, but you are. I mean, you became one. And I've. I've read that you call. You've called yourself a reluctant businessman. But do you feel uncomfortable with that title?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:16:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[No, not at all because I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:16:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[What I did is once I decided I was a businessman, I decided to really study up on it. I studied every book I could on Japanese management styles and Scandinavian businesses.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:17:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Because I I thought there had to be a different way of doing business and I still wanted to only work for part of the year myself. You know, I I take off from June until November. I'm gone. I I got a place in Jackson Hole and I go fishing every day and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:17:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I call in maybe three times in the five months that I'm gone. People know that if the warehouse burns down, don't call me. What can I do? You know what to do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:17:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[How how are you able to do that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:17:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, you know, I I heard a great thing on NPR, actually, about this woman at Stanford who studies ants. And she said, you know, Ant colonies don't have, they don't have bosses. And everyone knows what their job is. And they get their job done and compare that with dictatorships.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:17:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And so a lot of companies are top down management and it takes a tremendous amount of effort to run those.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:17:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[So what we decided to do is just hire motivated young independent people and leave them alone. And I mean I. I wrote a book called Let my people go surfing and it's all about we have a policy that when the surf comes up, you drop the work and you go surfing. I don't care when you work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:18:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[As long as the job gets done and you know I've had other companies come to me and say, oh, I love that idea, I think I'll need to do it in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:18:21](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:18:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[My company, I say forget it, you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:18:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Bill, because you have to start with the very first person you hire.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:18:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And I've had a psychologist study our our employees and they said, oh, I gotta tell you, your employees are almost independent I've ever seen in any company. In fact, they're so independent. They're unemployable anywhere else.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:18:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yeah, I mean, I was, I was reading about the company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:18:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[In the 70s, you guys were doing maternal and paternal leave.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:18:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[People could take in their infants. You'd take care for the staff and flexible work scheduling things that we that even to to this day today are still not that common in in, in all companies, you're doing this 40 years ago.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, yeah. I mean, we wanted to have our kids with us at work, you know, put them in a cardboard box on your desk.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[In.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And that worked for a while.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[But then got some.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Screamers. And so my wife, you know, started a a childcare center and. And we didn't want to just somebody just babysitting these kids.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know, we recognize that 05 is the most important learning time of a person's life, and so it's not a babysitting service it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[That kids that come out of our company are the best product that comes out. Not one's been in prison.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I mean, all these things cost the company money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, if we're going to be here 100 years, you know it's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:19:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[We're not going to sell out. We're not going to go public and so it's good business. I mean, I have probably 70% women working for me. I have women in all upper management.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:20:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And I don't want to lose him. Where?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:20:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Did you? I mean a lot of the people that we talked to on this show are motivated by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:20:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You know, wanting to change an industry or change the way business is done or to change the world or to make money, you know, and I think everybody would agree that they wanted to make money that isn't you. And where did you and where do you find the motivation to make?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:20:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[This company run and thrive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:20:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, you know, one of my favorite quotes is if you want to understand the entrepreneur, study the juvenile delinq.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:20:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Because they're saying, you know, this sucks. I'm going to do it my own way and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:20:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I have a background of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:20:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[That's always the shortest guy around. I could play sports pretty well, you know, team sports. But when it came time for a actual game, I would fumble the ball and I realized that the best thing to do is invent your own sports. Then you can always be a winner.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[So that's what the entrepreneur does. They they just say this is wrong. I'm going to do it this other way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And if you want to be successful in business, you don't go up against Coca-Cola and you know these big companies, they'll kill you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You just do it differently. You figure out something that no one else has thought about, and you do it a totally different way and. And so breaking the rules you have to be creative. And that's the fun part of business. Actually, I love breaking the rules.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[But I mean, you still must live by it by certain rules, right? I mean, I mean, is there, like, a a philosophy?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[That that kind of guides you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Well, I've been a student that kind of Zen Buddhism. Most of my life. I believe in, you know, the more you know, the less you need. I've been fishing, fly fishing with one fly. I mean one type of fly in different.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Rises and I've limited myself to that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[For a whole year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:21:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And I've caught more fish than I've ever caught in my life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:22:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I realize that all of these hundreds of thousands of different flight patterns and different colors and shapes and everything are totally unnecessary.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:22:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You can replace all of that with knowledge and technique, and it's a good lesson for me. And now you say in the world it's to simplify your life because everything pulls you to be more and more complex. And so I think what I learned from fly fishing is that if we have to either we're forced or we decide to go to a more simple.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:22:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:22:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[It's not going to be an impoverished life, it's going to be really rich.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:22:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Brian Chinard, founder of Patagonia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:22:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[He never took a penny of investment, by the way, still owns 100% of the company and because of that, the company doesn't make their numbers public. So despite the fact that endless growth may not be Yvonne Chinard's thing, Patagonia reportedly did 3/4 of a billion dollars in sales last year, their best year ever.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:23:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Hey, thanks for listening to the show this week. If you want to find out more or listen to previous episodes, you can go to howibuiltthis.npr.org. And if you have a chance, please subscribe to our show through iTunes and let other people know about it. You can also write us directly at hib.t@npr.org or tweet us that's at how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:23:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Our show is produced this week by Ramtin Arabiki, who also composed the music. Thanks also to Neva Grant, Sanaz Meshkin poor and Jeff Rogers. I'm Guy Raz, and you've been listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:23:47](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:23:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[You ever consider becoming a priest a priest?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:23:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Or like moving to a monastery? Not at all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Hey, thanks for sticking around because we are now at the part of the show where we hear about your stories, the things that you are.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Building and this week we have a story from Stateline NV.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Hi, my name is Kathy Burnside and I'm the owner and founder of Fatco.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Yep, fatco. And why would anybody want to put the word fat into the name of their startup? Well, you have to go back a bit because about four years ago, Cassie started to notice something that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And a \*\*\*\*\*\*.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I would go shopping and I would look at labels and look at ingredient panels and not be able to read anything or pronounce anything. I had no idea what these ingredients were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And she was especially bothered by products that go directly onto your skin, like deodorant and lotions and creams.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[But then she thought maybe I can make some of those things myself and use, you know, old fashioned ingredients.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:24:57 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Ingredients that we use a long time ago in soap making in candle making and I started wondering like why don't we use them anymore? Why did those things go away?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:25:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And here is where fat comes in. Because Cassie realized that animal fat, it used to be a main ingredient in things like soap and lotions, and so she decided why not make skin products with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:25:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Beef tallow, the fat from a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:25:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Cow. You chop it up and you cook it low and slow and rendered tallow is the liquid fat that drips off of the hard fat. During that rendering process.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:25:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Just to be clear, Cassie does not do this at home. She gets her tallow from a company in Colorado that specializes in rendered fat.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:25:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[And then she mixes the fat with other oils and fragrances to make things like body butter and lotion and those kinds of things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:25:48 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[They're nourishing, they're nutrient dense, and they're very concentrated, and the little goes a long way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:25:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Kessie actually took a big risk about two years ago when she quit her engineering job to start fatco.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:26:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[But last year?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:26:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[She made close to $700,000 selling her products online, and she says all the friends and family who told her this would never work. This is crazy and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:26:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[Weird. They're not saying that anymore.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:26:12 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[I can't lie, even my mom told me I was a little crazy, and now she's, you know, she's our biggest fan and she will go to her grave saying she was customer one for Fatco.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

[00:26:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

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[00:26:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

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[00:26:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s147f9d99a54e4ee58df4afc3c25ad8bc)

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