# Audio file

[Shake Shack Danny Meyer.mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hello, Danny. Hi. Hi. It's guy here. How are you doing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Ohh it's good to hear your voice. I think my conversation with you is probably one of the last conversations I had. Was that a was? Was that a Thursday or Wednesday?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You too.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:13](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yes, so Thursday.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Well, that was the day. That was the day we made. We made our decision that night.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Where where are you right now?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So I'm up in northwestern Connecticut, where I've been since March the 13th.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Are you have you been inside the whole time? Pretty much.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah, yeah, yeah. In fact, we have. We have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[4 kids, all of whom are somewhere between 20 and 26, and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We have conversations every single day. You know, I'm 62 years old, so I'm in the category that should probably play it safer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:00:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Danny, as you mentioned, we did this conference. This is the last conversation we did in the studio before, before we were all kind of sheltered in place. Let's listen to it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:01:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Because the story.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:01:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Is the same? I mean how you built this incredible company? It still stands. So let's let's listen to it. And then at the end kind of come back and just get an update on what's going on now. Is it OK?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:01:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:01:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Let's cut right to the chase. This is one of the greatest piece of advice I got from my my late grandfather, Irving Harris.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:01:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[He said, you know, stop complaining about problems. He said problems is the definition of business. The people who do best in business aren't the ones with the least problems or the people who solve their problems better and have more fun doing it with better people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:01:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[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!s7321b13778224febbee9cc73423a3208)

[00:01:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I'm Guy Raz, and on today show how a project to revitalize an old City Park LED New York restaurateur Danny Meyer to create the very first Shake Shack and then turn it into a billion dollar.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:02:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hamburger empire.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:02:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[A few years ago, I interviewed Tony Shea, the founder of Zappos. On the show, Zappos sells shoes and clothes. But that's not how Tony thinks of the company. He described Zappos as a customer service company that happens to sell shoes now.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:02:33](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:02:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Kind of the same story with restaurants. Ask a lot of chefs and restaurateurs what business they're in, and you'd think they'd say the food business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:02:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But actually food is what they happen to sell you the business they're in is hospitality, restaurants or places where in normal times people come together where we gather where we have an experience. Now when it comes to any business, only about half of them survive long enough to celebrate.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Their five year anniversary. But for restaurants, only a fifth will make it that long. The food industry is a tough industry, and COVID has made it even hard.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:13](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So many restaurants will not survive this crisis, and that also goes for some of the restaurants created by Danny Meyer, today's guest, which should give you a sense of how deep this crisis is hitting restaurants. Because Danny Meyer, he's widely considered to be the most influential restaurateur in the United States.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:23](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Good.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And not just for Shake Shack, but for his higher end restaurants like Union Square Cafe and Gramercy Tavern in New York City. Denny's influence is so deep that many chefs and restaurant owners are looking to his team at Union Square Hospitality group to figure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What to do next in the meantime?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Shake Shack is still a huge.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:03:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Business a publicly traded company valued at more than two billion.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:04:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Dollars you may have read about how Shake Shack received a government payroll loan, which it promptly returned, but still caused some controversy. Danny, we'll talk about that later in the show, but for now a little bit about how Danny had started. His dad ran a travel agency when Danny was growing up in Saint Louis. So from an early age.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:04:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[He was able to visit Europe and learn about food, which didn't immediately launch his career in the restaurant industry. In fact, after college, Danny floated around a bit before he decided to apply to law.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:04:34](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hi.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:04:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I was never interested in law, but I didn't know what else to do and the true story is that the eve of taking my L SAT's, I was out to dinner with my aunt and uncle and and my grandmother here in new.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:04:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[York.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:04:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And my uncle said I don't know what's bugging you tonight.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:04:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And and I said, well, I have to take my lsats tomorrow. And he said, well, of course you do. You want to be a lawyer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:04:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And I said, uh, and he got really, really mad. And he asked me probably the most pivotal question of my life, which was do you have any idea how long you're going to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Dead. And I said no. And he said I don't either. But I'll tell you one thing, a hell of a lot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Longer than you're going to be alive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Why in the world would you do something you don't want to do? And I said cause.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I don't know what else I would do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And he said, you gotta be kidding me. All I've ever heard you talk about your entire life is restaurants.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Food.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Really did love the idea of becoming a restaurateur, but I didn't have any idea what that meant and probably it was the Monday morning after that that I called one of our best friends from college. And I said, you know, you know how much fun we used to have going out to eat all the time up in Hartford, I said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:05:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I'm actually thinking about maybe opening a restaurant, but I need some help. How about if I be the food guy and you be the money guy? I said I just found out there's this thing called the New York restaurant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[School and there's a course in restaurant management. Would you consider taking it with me? And he said sure and he was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[He was in a bank training program at that time with the US trust.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So he took the class with me and we went through two out of the 8. By the time his dad found out and his dad.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Who was a very proud Yale, he said. No son of mine is going into that awful business. So my pal dropped out, felt terrible about leaving me in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:29](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Lurch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And he said I feel so bad that I want to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Introduce you, our bank US trust has exactly 1 restaurant client and this was an Italian seafood restaurant and the restaurant was called Pesca and my interview.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Consisted of the owner asking me to walk back and forth a couple of times and then stand in front of him and as I stood in front of him he looked me, you know, from my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:06:58](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Curly hair down to my Wallabies and he said you'll too. That was my interview.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It was an interview to do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It was an interview to become the assistant lunch manager, and so every morning I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Check in the waiters. Make sure they had done their.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Side work and then I would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The specials, in consultation with the chef.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So I got.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What I wanted, I'm curious, I mean, you weren't going to Pesca to be the assistant lunch manager and to turn that into a career. You were really going there. Learn the business because in your mind, already at that point, you thought, I want to open a restaurant is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Was that was that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Absolutely, absolutely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[OK, so this was a very strategic decision that you were making already thinking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I've got to learn.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[This completely strategic and and I told my parents that I was going to try this and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The way that I could.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:07:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Get them to sort of take it seriously was not to say I was going to be a resurrector.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:08:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But to say I was thinking about becoming a chef and my plan was let me do, you know, a year or so at PESCO to see if I like it. And then after that, the plan was that I was going to go cook in Italy and in France, and my dad.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:08:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Agreed to connect me with one or two of of his friends. So he connected me with a restaurateur in in France and I got to work there. I got to live with the chef.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:08:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:08:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Go to the market every morning and work in two of this guys restaurants. I took cooking classes from a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:08:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[A woman who was purported to be the Julia Child of Italy in Milan, and I also got to work in Rome and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:08:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Being in the restaurant business for me, once my uncle opened that that can, I couldn't get it out of my system and and it was like having a mosquito bite where everybody says don't scratch it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:09:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Don't go into that business and it kept itching and when no one was looking, I would itch it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:09:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So you go to France, you learn a little bit more about cooking, and you come back to the US with a plan to open a restaurant. You've got some savings, and this is the mid 80s in New York, a very different New York than it is today because from New York, I think people don't don't realize this. We're you know, comparatively.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:09:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Affordable to today, like you could take a like a normal person, could take a lease out on a on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:09:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Ohh yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:09:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[A building and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:09:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[No. As a matter of fact, the, the, the place that I bought what I did was I just started walking. That's all I did for January of 1985 was walking, but I was walking everywhere. I was walking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:09:42](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Walk.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:09:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[To neighborhoods and just trying to imagine what might that neighborhood one day become. And so I got to know Tribeca, and it wasn't hot back then. I got to know the meatpacking district and nobody was there back then. I got to know the Union Square and nobody was there. And finally, I walked into a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What I would come to learn was a 49 year old beloved vegetarian restaurant called Brownies, the first vegetarian restaurant in New York City, and I just introduce myself and I said, can I meet the owner while he's not here, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Why? Well, I just want to see if he's ever interested in selling the restaurant. I mean, Can you imagine saying that to somebody?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah, there was. No, there was no sign out said for lease. There's nothing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[No, no, nothing like that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You just like this spot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yes, I like the spot because it was a half a block off of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The Union Square green market and it reminded me of what I had done in France and Italy, which was starting every morning, shopping for food with the chef at the mark.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:48](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So basically I guess it turned out that you were able to to purchase this restaurant you found because luckily the owner was wanting to retire and the deal you took over the lease on that space, which you had, what, 14 years left on I read.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:10:57](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[MHM.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Correct, correct.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I think about this. You're like 27 years old. I mean, 14 years must have felt like a a really long lease. I mean, weren't you scared of making a a commitment to a lease for 14 years?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[No, not at all because I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I've come to learn that a hallmark of being an entrepreneur is that you are upside. And as in you can only see up, you don't see what could go wrong and it just not only did it never dawn on me that this thing would fail or could fail, but it almost didn't matter.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[If it had failed, I was confident that I was not going to spend all the money that I had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Had and I was also confident that I had nothing to lose because reputationally nobody had ever heard of me. So who would know or care if it failed? I just had to get.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It out of my system.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Do you remember what the what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:11:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The lease was going to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Cost.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You $240,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[For the 14 years.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[14 years and then I spent.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[$500,000 building it and that was it. That was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It put it in perspective. That's an insane bargain. Certainly by today's standards, you couldn't go a parking lot, stuff you couldn't build. You can get a parking spot for that today and you got a 14 year lease.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Today I don't think I could build a, you know, a restaurant for that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Or not if I yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[For 200.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[40,000 and then you put in $500,000 to build out the restaurant. Yeah, presumably you had to ask people for to help you out, right? You couldn't do this with all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Your savings? Yeah. I asked my, so I asked my mom and one of my aunts and one of my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:12:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Uncles and I did not ask my dad and sadly, my dad did not come to the opening. We were sort of on the outs back at at that point, which which is really sad. But I also think that he felt somewhat threatened by it and to my mom's credit and my aunts credit and my uncle's credit, we all structured this as a loan.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Which was great because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[They then put me in a position where I could actually own all the equity after I paid off all the loans, so it was a it was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Good deal. Alright, so you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Could borrow this money to build it out, but like, you gotta find a chef and the staff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And like what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Did you how did you start to do that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Well, remember now I've I'd spent an entire year working in a restaurant in New York and in Europe with chefs living with chefs, cooking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But you learn a lot. And so when I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What what? Where would you advertise? Just like in the classifieds?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I didn't advertise anywhere. This is an interesting part of the story. Before I went to France, I was taking a wine class at a place called Lacademy Duvan in New York, and there was a person in the class who I really hit it off with. And every night after the class, the two of us would try to go discover a new restaurant in the city to go eat at.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:13:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[His name was Brian Miller, and he had just left the Hartford current as a young journalist.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:14:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So I'm now in France cooking and I get a letter one day from Brian and his letter says I've got great news. The New York Times has just hired me to become the journalist responsible for a column called Diners Journal.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:14:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:14:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I wrote him back and I said, guess what? I've got really good news. I'm going to be opening a restaurant in New York and so I don't want to diminish the role that Brian Miller played in helping me because he introduced me to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:14:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Some pretty important people in the food world, people like Craig Claiborne, who was really the first restaurant critic in America. People like the top meat purveyor to all the French restaurants in New York named Mark Salazan.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:14:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Who knew every chef and sous chef at all the French restaurants in New York? And that was back in the days when you weren't taken seriously as a chef. If you were not able to cook in a French restaurant. So he introduces me to a young guy and his audition with me was the same.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Audition that I think I've given to two other people and I hired them too. I hired them to be sous chefs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[By the way, where were you doing this? What kitchen were you using?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We were using the kitchen in my apartment on the Upper East Side at that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Time. So you started to kind of piece together a team.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But you were kind of collecting names and meeting people who you knew, I guess down the road could help you build this restaurant. Is that is that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You're you're absolutely right and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I had a vision for what I wanted to do and it was a weird vision. The vision was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[To open a restaurant that you couldn't necessarily put your thumb on and that was different. You had Italian restaurants, you had French restaurants, you had American restaurants, but you didn't have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:15:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[With eclectic restaurants, you didn't have a restaurant that had a little bit of Rome with a little bit of Tuscany with a little bit of Leon with a little bit of Bordeaux with, you know, with a little bit of San Francisco, I might add. And. And so when Union Square Cafe opened, even though we had absolutely no idea what we were doing and we made mistakes left and right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And it was a different kind of restaurant and and it worked.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And so you. So you basically said, alright, we're going to make this restaurant, we're it's going to be this sort of you know high end food but not a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[High end feel.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Exactly right. And at a fraction of the cost and without one ounce of snootiness whatsoever. And you know my my hiring.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[If you were from New York, I didn't pretty much want to hire you. I was looking for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:44](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What? What?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Because I didn't think of New York as being a very friendly place back then, I wanted a place that that was welcoming and basically that's that was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The gift I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Got from growing up in Saint Louis and I I did like going out to eat in Saint Louis, but much more for the hospitality, it turns out, than for the food.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:16:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:17:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[When, when did you open in 1985? Did it? It must have taken a while, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:17:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah, we opened. I'll, I'll never forget the first day of construction was Memorial Day weekend of 1985 and and then we opened October 21 of 1985 and we didn't have the Internet. I didn't have a PR agency.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:17:20](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:17:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It was pretty slow at the beginning. It took us an entire month before we ever needed to use any more than one of our three dining areas. Well and the next thing that happened was we got our first review from the New York Times and it was Brian Miller.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:17:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It was Brian Miller, your old friend, that you met in that wine class.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:17:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah. And I was so nervous leading up to this point because he and I had stopped talking to each other because we couldn't. But we ended up getting a really, really good two star review to this day, Brian will say that if anything, he was extra tough on us because he did not want to be seen as.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Being favorable and he actually had he had been so concerned about this that he had asked others from the New York Times to come to the restaurant and he.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Asked what? Their opinions.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Were but it really put us on the map and that two star review that we got, I think it tripled our business overnight.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Now and you were always there in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Restaurant every day.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Always.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And did you ever cook in the kitchen?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I cooked in the kitchen. I think a total of 3.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Terms, one of which was disastrous. It was the first Thanksgiving. We were open, and by this point the chef and the sous chef had fallen in love and we were not very busy. And when the sous chef said that she wanted to take the chef back home to meet her parents, I said that's fine, because as far as I was concerned, the restaurant was not going to be busy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[On the Friday night after Thanksgiving and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I had my Brooks brothers suit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:18:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And red tie on with a white shirt.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:19:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:19:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The kitchen went down. Everybody in the dining was begging for their food. Where is it? Where's my appetizer? Where's my salad? Where's my bowl of soup? We couldn't even ladle soup. We were so far behind. So I threw on kitchen lights over my suit and I started trying to help the kitchen dig out of all of this mess that we were in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:19:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And the next thing I hear from one of our servers is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:19:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Danny, I need you in the dining room right now because there's a gentleman who's had too much to drink. He's walking around the dining room with a tie tied around his forehead, and he's complaining that we don't have baked potatoes on the menu. No, man, I go out into the dining room and true enough, there was the guy walking around and he said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:19:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You can't cut me off your server. Just tell me they won't serve me anymore and I said yes we can.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:19:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Here's your bill, and he said you can't make me pay.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:19:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We then go chest to chest and I said I can't make you pay, but I can make you get out of my restaurant and we start walking chest to chest, up the stairs and he throws a punch. Lands right right on my jaw.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And for the first time in my life, I've punched someone else, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[In the face.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Right in front of everybody.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And I pushed him out the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[For and, lo and behold, what I didn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Is that the restaurant critic of the Daily News was sitting in the restaurant watching the whole thing, and that would become part of our review. How much he loved the restaurant except for this one night when the food was absolutely horrible and other other things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Transpired that made me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Wonder.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Danny, did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[As Union Square Cafe really grew in prominence through the 80.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:46](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What does your dad think about it? I mean, you you you know, I I I gather your dad did not come to the opening. Maybe there was some tension between the two of you and I don't know, maybe I don't know what, but I miss been proud of you. But.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I mean did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:20:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[He he was, but unfortunately I didn't learn that really until after he died. He died in 1990, but he told a lot of people how proud he was. And so after he died.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:21:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The floodgates would open with people sharing those stories, and I really do hope that I tell my own kids in their.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:21:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Real life because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:21:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That you didn't know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:21:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I I I didn't know. And you know what? I wasn't so much doing this to make him proud. I was doing this to prove to myself.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:21:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That I could do this because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:21:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I think all of us are to some degree motivated by trying to prove something to either ourselves or to somebody else. Sure, 10 years after opening Union Square Cafe, when I finally.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:21:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:21:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Had the courage to open a second restaurant so that was in 1994, but a big part of what I had to prove was that I was not an impostor because I had this nagging feeling that Union Square Cafe had been all luck that I never could have opened it if it hadn't been for getting that loan from my mom and aunt and uncle.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:22:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I never could have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:22:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Succeeded. If I hadn't known Brian Miller before opening, and so that led to Gramercy Tavern.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:22:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And Gramercy Tavern ended up working out. Not immediately, but it worked out pretty well. And then what was kind of fascinating was that for many, many years, Union Square Cafe and Gramercy Tavern were like these two siblings that had the biggest rivalry, and they would vie for one and two as sick cats.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:22:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Favorite restaurants in New York City.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:22:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And I realized.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:22:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[There was something that was working at that point.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:22:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I read that that when shortly after grammar, she'd have an opened in 94 Union Square Cafe went down to like #3 in the is the gap rating from 2 and and you were kind of kicking yourself thinking oh this was a mistake. I can't do both things really well. I can only do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:22:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Something really well, and now I'm like, I'm taking my I have the ball in Union Square Cafe and was that were you? Did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Have anxiety about that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Ohh boy, did I have anxiety. I was so depressed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It really forced me to learn to articulate a bunch of things that had perhaps been intuitive before, but that I had never actually been intentional about. The biggest one was that I really, really understood the power of hospitality for the first time, I understood that hospitality was a completely different thing than.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Source. I think service is a way to describe the technical delivery of the product. Did you do what was expected? Did you get the right food to the right person?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And I think hospitality is a very different thing, which is, oh, by the way, how did you make the recipient of your service feel how you're?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Doing it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[How how do you train for that? How do you hold people accountable to that? You can't be in both restaurants at all time. How are you able to make sure that because it's not, you can't just say that somebody be really nice to the people who come in?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:23:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You really kind to them like it's not that simple, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:24:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[All right. And let's, let's just, let's cut right to the chase. This is one of the greatest piece of advice I got from my my late grandfather, Irving Harris. He heard me complaining one day soon after Union Square Cafe opened about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:24:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[How hard something was or he said, you know, stop complaining about problems, he said. Problems is the definition of business and he said the people who do best in business aren't the ones with the least problems or the people who solve their problems.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:24:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Better and have more fun doing it with better people. And so I I think about that all the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:24:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Because whatever you do for a living, whether it's what you do or what I do or what a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:24:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Banker does we're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:24:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[All solving problems all day and the question is who do you want to be solving those problems with? Who's? It's kind of like if you were a tennis player, who do you want to have a beer with after you're done playing double s?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:24:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:24:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And so I was able to identify in our top performers that there were six emotional skills that were always present at a very.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:25:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Very high level.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:25:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And we could celebrate them and we could teach people how to spot them in an interview. But we couldn't teach you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:25:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What are they?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:25:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It's kind optimism. Yeah, it's curious intelligence, it's work ethic. It's empathy, self-awareness and integrity. And so in one respect, we made our lives a lot tougher because let's say it's challenging enough to find a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:25:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Great pasta cooked but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:25:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I don't let our chefs hire that pasta.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:25:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Unless they believe that the Pastor Cook has those six emotional skills, meaning, then now you've got someone who's really good at what they do and who is motivated to do that thing because they are happier themselves when they're making you feel better.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:25:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[When we come back in just a moment, how Danny took his ideas about hospitality and fine dining and decided to try them out in a different setting, a hot dog cart in Madison Square Park and how it still took him five years to realize that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:26:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:26:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Could become something much, much bigger. Stay with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:26:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:26:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

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[00:26:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

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[00:27:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

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[00:27:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

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[00:27:23 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You may have noticed something about these protests over police violence. There are a lot more white people there than you'd expect, but how long will that last?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:27:31 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[This awakening among white American voters, how far are they really willing to go beyond dethroning Trump?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:27:37 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Adam Server on race and lessons from history Listen and subscribe to. It's been a minute from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:27:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hey, welcome back to how I built this from NPR. So it's the mid 1990s and Danny Meyer is looking to expand his business. He has his eye on a building on Madison Square Park in New York's Flatiron District. He wants to open a fine dining restaurant called 11 Madison Park. But the parks not in great shape.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:28:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[New York is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:28:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Just beginning to think about revitalizing its public spaces. And Danny wants his new restaurant to be part of that movement.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:28:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Here's here's how this story goes. So I sat down to negotiate this lease with the company that owned the beautiful 11 Madison building. But before even talking about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:28:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Honey, I said. I need to know that you would join me in an effort to restore this park, because this park could be gorgeous, just like it was in 1898. Yeah. So we together created something called the campaign for the New Madison Square Park.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:28:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And we raised money. We raised $11 million and Fast forward several years. We engaged the public art fund of a wonderful organization in New York City.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:28:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[To help us bring art to the park, and there is an artist from Thailand. And his idea was to have 4 taxi cabs on stilts with a working hot dog cart to go with it and he needed someone to operate the hot dog cart. And so I said, well, of course we'll be glad to do it. And you know, all of my colleagues at 11.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Lassen Park and tabla, our Indian restaurant which was right next door.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[They looked at me like I was crazy, like the last thing we need to be doing is Chicago style hot dogs in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The middle of a park.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That's what you want to do. Chicago style hot dogs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I wanted to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Try to prove that this hospitality concept that I've been thinking about so much was not just for fancy restaurants, but it was everywhere and I wanted to prove that it even mattered at a hot dog cart. The reason that I wanted Chicago style hot dogs was there's 8 toppings and I wanted the people who worked the hot dog.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Start to remember everybody's favorite toppings because everybody, for almost everybody, there's like one of those 8 toppings you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Don't like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You don't want.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:29:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah, I don't like mustard or I don't like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Neon relish or sport?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You like the sport Peppers? You kind of like the sport Peppers. Yeah, tomatoes. You gotta go for the tomatoes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I love the sport.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Love them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I'm OK with the tomatoes. That's good. You're showing off now. You got them. So. So anyway, we hired our out of season Co Checkers, so they would now have a job, you know, a full four months before coach season. So they were happy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Celery salt. You don't have the celery salt.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:22](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Ah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Got it. OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And we cooked up in the private dining room of 11 Madison Park. That's where the hot dogs were cooked. And lo and behold, this this hot dog cart just killed it. And we had, you know, it was covered by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Peter Jennings, Tom Brokaw, Dan rather. CNN covered it and there be 100 people in line every single day that summer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And this wasn't for, as president said, the same nonprofit, right, this is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Not a full.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Profit attractant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:30:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Well, what we had done was to offer to give all of our profits back to the Madison Square Park and servant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:01](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And got.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That was pretty easy because we lost about 5000 bucks that first year and then 911 happens and the city was really not only in an economic depression, but also an emotional depression. And so the following summer 2002, the community basically said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Even though we've.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Moved on to a different piece of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hard in the park. Can you just bring back the hot dog cart and and serve us because it feels good. So we did that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Well, it was a one off that you didn't intend to return to, but you make some.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And we lost money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Correct. So we we did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I got you, OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It again in in 2002, then we did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It the third year, 2003.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And that year, we made 7000 bucks, gave it to the Conservancy, but meanwhile, we were cooking up this idea, and we got permission to create a permanent kiosk in Madison Square Park. And so I convinced my mom to join me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:31:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[In gifting this permanent kiosk, starting with hot dogs, let's gift it to the park so the park will actually be the landlord. We will own the business, but if it works the goal the only two real goals we had were can it attract people to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:32:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Using the park, morning, noon and night.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:32:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And could it potentially create a revenue source for the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:32:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Park.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:32:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[This is going to be a stand alone building in Madison Square Park that that you would build or that that and that you would give to the city.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:32:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It turned out that we had it built modularly somewhere in New Jersey, and so you woke up 1 morning in 2004 and it wasn't there and you woke up the next morning and there it was almost like the house and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:32:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The Wizard of Oz and and this was going to be a hot dog stand. Or did you just say let's make this something different?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:32:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah. So I I I said it, we got to start with hot dogs and I just sat down one day just scribbled on a piece of paper. The menu and the menu. I scribbled that day is kind of 95% what we serve at Shake Shack to this day, and it was basically just going into my own memory bank from growing up in Saint Louis.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:33:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[All the things that I used to love doing, you know, as soon as you got your driver's license at the age of 16.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:33:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The whole point was to get out of the house and and be with your friends and the the safest place to do that was a parking lot and it was usually a parking lot connected to a bus.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:33:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Joint and New York didn't have a a people don't have cars. Kids don't have cars, so there's not that culture. But we do have parks. And I said, what if we could do for this park? What parking lots always did for us and have a place that people could come together. So on the menu, joining the hot dogs would be the same kind of burgers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:33:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I've loved growing up in those same kind of shakes I'd known growing up and we just added, you know, crinkle cut fries, which I would love growing up and that became Shake Shack. But what I didn't know was that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Shake Shack would work as well as it did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Work. What I think a lot of people, you know, we think about Shake Shack now it sounds like a no brainer but like this was still I mean there was five guys and you know obviously in the West Coast you've always had in and out burger and they've always been regional great regional burger chains. But when Shake Shack opened like for one thing it's in Madison Square.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[In New York. But it was a phenomenon like there were lines around the block. I mean, they were really good burgers, really good fries and shakes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But did you expect that? Did you expect it to be just?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What explained it well, how did you explain to yourself?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I think we hit a really lucky point in time and there was 1 winner where there was a massive snowstorm and somebody used Twitter to announce Big Snowball fight in Madison Square Park.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Meet up at blah blah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Blah and we heard about this and we started.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:34:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Giving away hot chocolate to everybody for free who is in the snowball fight and somehow the tech crowd adopted Shake Shack at that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So much.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And it became something more than a burger place. It became exactly what it was supposed to be. Which?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[A place that you went to to see people and and this was going to be a place that kind of forced you to just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Slow down a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Little bit and to and to be with people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Here's what's amazing. Because, I mean, Shake Shack was in New York for, like 5 1/2 years, and people were literally, like, getting off the flights to the Penn Station. They were going there. It's like there are things that people did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[When they got to New York and people were going to Shake Shack and there were people saying please, like open this up and I'm sure you were hearing that for 5 1/2 years.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But I think you guys were sourcing your meat from like a really great meat place and you were really, I mean it was fast food, but it was kind of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Slow, fast food, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I call it fine casual.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Find casual, right? What are you thinking? I don't know if we can, really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Expand this out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:35:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Well, yeah, I was saying that wasn't why we did it in the first place. We did it to take care of this park and we were learning a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Business that was very.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Different from anything.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We had ever done, I mean, it was nothing like Gramercy Tavern or 11 Madison Park or the modern. No, we were serving.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Over 1000 people every single day and learning learning the business, learning how to do it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And also keep in mind I still did not want to be viewed as a chain.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Why? Why not?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Because chains and fine dining people never wanted to be seen in the same room, they thought we were stupid and we thought.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[They didn't have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Any taste and so this was a fascinating moment because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We knew that we needed to learn some of the systems the chains were expert at. We were also really fortunate that we had a young guy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Who had been a general manager of tabla and a general manager of Union Square Cafe, who had been our director of operations still in his.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:36:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Early 30s and he wanted to run Shake Shack, Cornell Cornell Grant named Randy Garrett.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:37:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Randy lives on the Upper West Side and he kept passing this space and he kept bugging me and saying, can we please do a second Shake Shack? He said. What's the biggest complaint we get at Shake Shack? And I said the lines too damn long. And he said, what if we could actually cannibalize our own line a little bit?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:37:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Wouldn't that be a good thing? We'd stop getting that complaint, so we opened. We've opened on the Upper West Side, 77th and Columbus. Five years to almost to the day.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:37:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Year and not only did it work, but the line got longer in Madison Square Park and I said, uh oh, this is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:37:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And then we opened on the Upper East Side and then we opened at City Field with the Mets with their brand new ballpark. When we opened the theater district and every single time we open one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:37:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We'd have the lines and you know it. It just was kind of blowing our minds and we're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:37:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Trying to figure out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:37:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What do we have here? We had to figure this out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:38:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Was it was it challenged for your team to adapt once Shake Shack started to take off? Because I mean, I mean, by this point you had gotten really good at running these higher end restaurants, right? But I mean, Shake Shack is a totally different business model. It's it's a burger joint, right? There's there's counter service or cooking burgers and fries and and making shakes. So. So I mean, you have to buy foie gras and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:38:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Have a fancy wine list, or do all those other things that you know that make 11 Madison Park work as a restaurant right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:38:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That's true there, there's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:38:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[70% of the cost taken out, there's not a if. If you look at any Shake Shack, there's not a chef or three sous chefs or pastry chef, or a matroid, or a reservationist, or a florist or a linen company. And I know that's probably only half the cost I'm talking. There's no bartenders. If if you just take out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:38:38](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:38:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[All those costs. But then you continue to give the same level of quality ingredients. You start to have a pretty interesting value proposition and the, the, the old rule of two that we all grew up hearing about whether it's construction or you know, certainly fast food which.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:39:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:39:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[There's there's only three salient issues an architect will tell you. Speed, quality and price. Which two do you want that? That's the rule of two. And so fast food always told us you can have it cheap and you can have it fast. But obviously your beef is not going to be antibiotic and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:39:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Growth hormone, free and blah blah blah. So we we realized we were actually on to something by accident, which was it's still the rule of two. But whoever wrote the rule that it has to be 1 + 1 + 0 and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:39:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What we found is that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:39:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It was not as fast as fast food, but it was a lot faster than a full service restaurant and it was not as inexpensive as fast food. But it was a lot less expensive than a full service restaurant and the quality of what you put in your mouth was just as good because it's the exact same butcher that we use at Union.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:40:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We're cafe Pat with Freda and and you're going to have to come up and get your own food. When your buzzer goes off, we're not going to bring it to you. So if you're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:40:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Going to put up with a little less of the niceties we can deliver 100% and So what we found was the rule of two was working. Basically .65 + .65 + .7 O equals 2 and that was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:40:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:40:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[New were you surprised that it? I'm just going to Fast forward here for them because today I think they're like more than 250.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:40:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Shake shacks around the world and and I read that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:40:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The average revenue of a Shake Shack location is like $4 million, which is really I mean that's doing very well when you compare that to your competitors. But I mean were you surprised back then in in 2010, 2011 how shake Shacks were performing in comparison to like your fine dining restaurants?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:40:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yes, yes, they were grossing today. They're grossing on average a little bit more than $4 million per shack. There's 278 of them in the world. And if somebody had told me that we'd be in 14 countries.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:41:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[In addition to the United States, with 278 of these and this is 16 years after we opened our first one. And yet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:41:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It's only 11 years after we opened our second one, you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:41:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We didn't create.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:41:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Burgers in the 1st place and so. So you ask yourself, well, what is it that that makes people love it so much? And again, I come back to to hospitality and I believe that if that there's a lot of restaurants.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:41:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That exists to create something you've never thought of or heard of in your life. There's a lot of really, really imaginative chefs who you know you could give.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:41:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[A duck to and they would create something you've never imagined. Yeah, Shake Shack does instead, is it takes food, you know, and cooks it better than you knew it could be. And. And people are nice to you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:41:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You know there are.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:41:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Parallels we interviewed Steve Ells a couple years ago on the show. He found a Chipotle and his dream where he worked at stars in San Francisco, and his dream was really to be a fine dining.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Chaff. You wanted to open up a 4 diamond or Michelin 3 star restaurant that was his dream, you know? And he opened Chipotle to be to generate money so he could open a fine dining restaurant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But of course, Chipotle turned into fast casual place, high quality. All the food is made on site. It's there's a similarity here, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Well, Chipotle, I think Steve and Chipotle really deserve an enormous amount of credit for really being the first national chain to break the barrier.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But fast food could not be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Gastronomic. There's real cooking that takes place in real time and and I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:39 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[He deserves a hell of a lot. A lot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Of credit for that? What?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What was?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It about, I mean you say you were surprised when you started to see these numbers. Would you start saying to yourself, how did I not see this until this point?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:42:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[No, no, because it just, it was never my goal. The goal was to help beautify a park and help keep it funded. You know, something that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That I'm incredibly proud of. Just going back to the initial goal was that that one Shake Shack in the original, the original Shake Shack in Madison Square Park.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Pays in rent depending on the year, anywhere between half a million and $1,000,000 per year right back into the park. So it did what we expected it to do, did a whole lot more than.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That so?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[At at certain point it became clear that Shake Shack, you need to spin this out and make it its own business away from the Union Square hospitality group. Was that just a clear?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Direction did it just was it just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Obvious place to go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It was a horse that wanted to run and it would have been irresponsible to choke it at that point you we really we let the rains out and and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We have the right leadership team, we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Had a bunch of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:43:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[People who were at the point in their career where they said I may have started at the modern or Gramercy Tavern or Union Square Cafe.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[To this day, our leadership team almost all came from our fine dining restaurants and I feel so proud. I'm I'm the chairman of the board, but I don't run the business and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I'm proud that the culture is, if anything, stronger than ever right now.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You have had. I want to make it clear that you have had significant failures along the way. Cause if it's just success, you're not interesting and I'm just being honest. Because success to success is boring and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Do you had to close restaurants down, particularly tabla, tabla was like the one of the jewels in your crown as an Indian restaurant, high end, beautiful space 2010. After years of losses, you very reluctantly had to shut this place down. And I guess your team kind of had to push you to do this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[They had to say, Danny. They had to shut this down.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:44:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah. You know, I think that I had a really bad relationship with the notion of failure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And it took me a long time to realize that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Not every restaurant is going to live forever, and what I also came to terms with is that I probably kept it open two years longer than I should have, and that in doing that, my rationale was I don't want to put people out of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:11](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Sort of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[But in keeping it open two years longer than I should have where we couldn't make ends meet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I was actually doing something incredibly unfair, which was to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Key people on the team just because they were so loyal and they were not getting raises and they were not getting promotions, which just isn't right and everybody got a job somewhere else. We held job fairs for them and we went through the same thing a couple of years ago with a restaurant called North End Grill and then we had a third restaurant that didn't work, called Martina.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And that restaurant made.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It just barely over a year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:45:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[So we've made mistakes and the the goal is to to actually not feel that bad with Martina. What I try to do is to learn how to fail faster and not hang in longer than.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I should have, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Do you, when you think about all?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That has happened to you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[You opened this restaurant in 85, did really well. You opened a second one did really well and then Shake Shack was just exponential. It's a publicly traded company. It does $600 million in annual revenue to huge growing business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Do you think that all this happened because of your, your talent and your hard work, or do you think a lot of it really had just?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[To do with being lucky.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I would say 80% luck in 20% work ethic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Any other thoughts on that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Nope.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Fair enough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:46:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That's Danny Meyer, founder of Union Square hospitality group and Shake Shack. And of course, given everything that's happened since this interview was first recorded on March 11th, 2020.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:47:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We didn't want to just leave it there, so I caught up with Danny about a week ago to hear what's been happening in the past few months and to talk to him about the very big challenges that he and all restaurants are facing going forward. All right. So, Danny, as I mentioned at the beginning, as our listeners think that we recorded this right before.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:47:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Kind of pandemic shut everybody in and we were still uncertain what's going to happen. You really were the first kind of major restaurant tour to decide to shut down all of your restaurants immediately.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:47:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And you had to let go, I think thousands of people tell me, how did you guys come to that decision? How? I mean, I'm sure it was agonizing. Walk me through what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:47:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Happened every day has been agonizing every day for the last 11 1/2 weeks has been agonizing because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:47:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Your alternatively in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:47:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Reaction mode to something that you've never faced before. It was clear really quickly that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Well, we we had no idea how long this was going to last.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[As a matter.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Of fact, when you and I last spoke.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It was the first day of spring break for our kids and in college etcetera and we were pretty sure that they might go back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:11](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[To school we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Weren't you know, we we just didn't know how long this was going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Maybe. And I think there was a really pivotal day in very early April where one of our former colleagues would, beloved chef by the name of Floyd Cardoz passed away. Yeah, from COVID. And it was about then or even maybe right before that that I said look.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[As much as we want to pay all these employees of ours.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We can't. We're going to, we're going to have money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And then where will? Where will we be?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We will, we will not be around when this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Is over we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:48:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Won't be able to get back to being good employers, and that's when we shifted into this whole mindset of, OK, if we cannot be good employers right now, how can we possibly recast ourselves?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:49:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Was being really good, unemployed and we started making a whole host of decisions.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:49:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The first one was pretty easy for me and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:49:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That was that. We, we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:49:12](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:49:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Set up an employee Relief Fund. I gave 100% of my compensation to the fund.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:49:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We started selling gift cards for a week with 100% of the revenues going to the fund. That was a quick $400,000 right there. Bottom line is, we've we've raised about $1.4 million already granted out about 1 and a quarter million of that and so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:49:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[We just felt that we would create a whole range of resources for our our laid off team members and it was everything from emotional resources to an amazingly robust job board because it turns out that a lot of like minded companies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:49:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Are in fact doing really well right now and they wanted to recruit members of our team.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It's a lot. It's a lot, you know, every Thursday morning I host something called coffee with Danny and it's smaller groups and it's not at all connected to business strategy. It's it's only connected to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[People and how they're feeling.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Danny, are you able to open up most Shake Shack locations? At least for takeout?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Shake Shack from the outset stayed and business in most of its locations, but immediately pivoted to a strictly curbside pickup and or delivery mode, and it's only been very, very recently that a small handful of them have returned a welcoming guests.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Great.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Inside the restaurant.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[With respect to Shake Shack, clearly a vote of confidence. I mean, it's sort of awkward to talk about this, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:50:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[A vote of confidence from investors because Shake Shack raised a lot of money from investors and I think in April and and it sounds like Shake Shack will be OK, that it will have enough cash to weather out the storm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:51:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yes, that is true. I don't find it awkward at all to talk about. I think that like every restaurant company, the the bottom dropped out at the end of March and the beginning of April and the opportunity because of the the drop in the stock price at that point to buy a piece of the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:51:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Company at a price that everybody certainly hoped would would represent an outstanding value was there and the the company said, look, this will be over and when it's over.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:51:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:51:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[There will be lots of opportunity to if you have money on your balance sheet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:51:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Number one, you can rehire #2. You can beef up your all the technology toolkits that you're going to need more than ever. Right now, the number three, there will be some, especially for a company that's growing as Shake Shack is, there will probably be a lot of really outstanding real estate opportunities.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:51:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:52:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Which did not exist before this. But you you won't be able to do any of that if you haven't been able to raise funds to do that with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:52:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I want to ask you about optics. This is a really challenging time obviously for business and of course, there was this moment at the I think earlier on when Shake Shack came under some criticism because you'd accepted or applied for a loan from the government and then returned it and people criticized it. They're like, why does this, you know, restaurant group need the money when small business?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:52:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The money we surprised at the at the reaction.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:52:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I was surprised at the reaction for about 10 minutes and then I completely understood.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:52:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[It yeah, shake.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:52:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Shack obviously would not have applied for the loan if it if it didn't perceive a need and the tenants of surprise were also connected to another big surprise, which is the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:52:45](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:52:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Way that Shake Shack made it public that it had applied for and received the loan was within 24 hours of the government announcing that it had run out of money for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[This whole program, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[That's when I said, well, of course, of course, there's outrage right now.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I look back and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I'm incredibly proud that you know, within 36 hours of of understanding, the government had run out of money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[The company and its board made the decision to return it, and it was the first of any public company to do so and that actually.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Began a cascade of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[What I'm told is, well, well north of two or $3 billion of funds that were returned subsequent to that. So that's the kind of example that I would want to set. It was of course never shakes acts intention to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Elbow their way to the front of the line to exclude other people, and so it became a very simple decision to return the funds at that point.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:53:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[In terms of like just thinking about what's next, I mean, you've been in business for a long time, you've dealt with a lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:54:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Difficult moments I have to think that you still have optimism about the restaurants recovering.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:54:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Do or do you I mean?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:54:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[On most days, on most days I do. I think it's now been long enough that while I can still remember what it feels like to walk into Gramercy Tavern and smell the the wood burning from the fireplace and and see 3 deep at the bar in every Tavern table full of people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:54:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[With cocktails and glasses of wine and and rich conversation and the clinking of glasses.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:54:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And yet, if you walk by Gramercy Tavern today, you see a window papered with a a big mural that says we miss you, and then about 800 things we miss.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:54:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And I just since I don't know what, when are New Yorkers going to to start feeling normal about going out to restaurants? I just don't know when that's going to be and and when they do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:55:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[If the law says that the only way to do it is for Gramercy Tavern to be at 50% occupancy with six feet between tables, and understanding that the economics of a restaurant are such that you can really only turn a profit when you're at least at 80% occupancy, it starts to be a difficult equation because you start to go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:55:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Look, as a citizen of New York and as a citizen of the restaurant industry, I have an obligation to turn this engine back on because people need it emotionally. Yeah. And then you go and as a steward of my business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:55:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I have an obligation to stop losing money because we've had, you know, practically 0 revenue now since the middle of March. And every day we lose money is another day we cannot hire someone back. So, you know, I turned to this Maya Angelou quote almost every day, which is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:55:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Something along the lines of long after people forget what you did and what you said they will remember how you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:56:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Made them feel.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:56:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And it just it's true in good times and it's certainly true when you don't know where you're going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:56:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[An update from Danny Meyer, founder of Union Square hospitality Group and Shake Shack.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:56:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

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[00:56:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Or and if you want to tweet at us, it's at how I built this, or at Guy Raz, our show is produced this week by Casey Herman, with music composed by Ramtin Erebuni. Thanks also to Julia Carney, Candace.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:56:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[And Sarah Saracen, Eve Grant and Jeff Rogers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[00:56:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[I'm Guy Raz, and you've been.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

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[00:56:58 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)

[Public officials from across the United States have been blaming the recent violence on the West in their cities or End Quote outside agitators, or this week coastal from NPR. A history of blaming civil disobedience and bad actors from out of town.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s7321b13778224febbee9cc73423a3208)