# Audio file

[Tate's Bake Shop Kathleen King (2019) 3.mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Hey everyone so the cookie brand that we are featuring on today's episode is something that today you can find just about anywhere food stores, pharmacies, liquor stores, gas stations, bed bath and beyond. But back when it began, there was only one place you could buy one of those trademark crispy chocolate chip cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:00:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That was a little farm stand on Long Island, and the story of how Tates cookies got from there to here. It's pretty extraordinary. We first told it about two years ago, but I promise you, if you haven't heard it, it's worth listening. And even if you have, it's worth another listen. So enjoy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:00:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They had driven my business $600,000 into debt. I realized even though I was fired and had no job, I was responsible for 1/3 of that debt and all the money that the company had was gone and I had to fight them. I had to be get free of them. I had to get my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:01:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[My business back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:01:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[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!s870c2165471445a6b5cc8b4ba867717f)

[00:01:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I'm Guy Raz, and on today's show, how Kathleen King started out selling cookies from her family's farm stand for $0.59 a bag, then spent the next 4 decades building a brand that eventually sold.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:01:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[For half a billion dollars.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:01:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[It's hard for me to think of a more simple and elegant enterprise than a lemonade stand. It's kind of like a laboratory where you can test out a whole bunch of hypotheses around marketing and price structure and human psychology. Take, for example, the experience of my own children.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:01:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Their first lemonade stand was just lemon.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:02:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Made a dollar a glass and it did fine. They made about 40 bucks. The second lemonade stand sold lemonade and freshly baked cookies. $2.00 for a lemonade and a cookie. And that did better. They cleared about $75.00, but the third stand had the lemonade.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:02:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And the cookies but also a hand drawn sign hanging from the table that read organic handmade lemonade. They added an additional sign that said 20% of all profits go to the Humane Society of the United.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:02:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[States now that lemonade stand totally crushed, it passers by would literally hand them five and $10 bills and tell them to keep the change in a span of just two hours. My then 8 and 6 year old cleared $150.00 in profit and donated 30 bucks to the Humane Society.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:02:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That's 275% growth between lemonade stand one and three. Now imagine doing this every day for an entire summer, depending on how many hours and weeks you work, you could at this rate realistically clear about $5000 by labor.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:03:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Which is kind of what Kathleen King discovered as an 11 year old girl, except her cookie hassle turned into a business called Tate's Bake Shop that Kathleen would eventually sell for half a billion dollars.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:03:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Tates Cookies is a brand now owned by Mondelez, the huge food company that also owns Oreos, chips Ahoy and Ritz Crackers. But long before any of this happened, Kathleen started a small bakery in Southampton on the eastern end of Long Island in New York.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:03:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[For 20 years, she grew her little bakery into a sustainable business until, as you will hear, she lost almost everything in a bad partnership deal. And so at the age of 42, Kathleen had to start all over again. And even though she grew up in the Hamptons, Kathleen did not exactly cross paths with the glamorous celebrities and rich financiers.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Go there in the summer time. Her mom was a nurse and her dad ran the family farm where he raised chickens and cows.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[When I was growing up, it was about 30 acres and my dad used to sell the milk to schwenk dairy, which was a local dairy and on the cows we had. Maybe, I don't know, 30 or 40.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So everything was small chickens, maybe 1000. You know, nothing, nothing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Big how many? How many kids in the family?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I'm the youngest of four two brothers and one sister.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[We had a lot of responsibility. We were nurtured emotionally, but we grew up in the 60s. You know, you fall down, you know, you get up, you cry, I'll give you something to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Cry about and you all worked in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Farm. That was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Just expected we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:04:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Did it, it was just expected. It was a given. There was. There weren't options though.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Occasionally a brother or sister would escape from time to time to go do something fun, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I had to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Collect eggs and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Pick vegetables and wait on the customers. We did everything the the interesting part of my growing up was we didn't have any role-playing cause my mother was ahead of her time, so we had to work outside and inside the girls and the guys. The boys had to do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The same thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was was your dad's business sustainable? Was it enough to support the whole family or were there? Were there times when, you know, was the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Struggle. No, they it was a struggle. Yeah, my mom, she worked. And she brought a consistent paycheck into the house. Uh-huh. Like my my father used to barter.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[As a nurse.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:05:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Like, you know, a half a steer to the dentist and to get our teeth done and we had everything we needed. We just didn't. We didn't go to restaurants and go on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Vacation, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Tell me about baking at your house. I mean, you're on the farm, you've got responsibilities and chores that you have to do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was baking just something that was going on at the house all the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Time my sister and her friend were baking brownies and bread and cookies and selling them at the farm stand. But then when they turned 14, they wanted to get a real job so they could be boys. So they wanted them to a local ice cream parlor. And I was the youngest. So my dad said OK, then you're going to start doing these cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You're going to start making cookies and selling at the farm so you can buy your own clothes for school next year and blah blah. So I was just like, OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And I just started baking them like we did, you know, nobody was cuddled, that nobody taught us, you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Know and and what? What was the recipe? You were you were using?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[On the back of the Nestle chocolate chip bag.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The Toll House Chocolate cookies, right? Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And did you sell directly to people passing by in their cars or anything like that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:06:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes, we had a farm stand in the yard and a matter of fact, when I was baking cookies, I would look out the window and see a customer pull up and then I'd run outside.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I'd wait on the customer and then sometimes I'd have to say the customer I'll be right back. I gotta run in because I knew my cookies were going to be done around that time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And I just baked them. I put them in a plastic bag.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Put them on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The counter. So did you get?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[To keep the earnings from the cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, yeah. In the beginning, my dad said he would buy all the ingredients and everything. I just made the cookies and made.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[All the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Money. Yeah. And then as I started selling a lot of cookies, he said. We need to discuss our arrangement. And you have to start buying your own ingredients now. And. But I always got. I always got the eggs.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Course.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Free.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[By the way, I make my kids pay me for the ingredients for the lemonade stand. Is that how?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[No, that's what you should do. Unfortunately, people don't do that anymore. I mean, I want to go to lemonade stand sometimes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:07:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[When I say kids and I'm like, why are you selling Newmans own which should be making your own? You get a niche, you get a niche, get one.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Step above the others. Alright, so you are. So you're making cookies at the farm stand. But yeah, but what? What accounts for the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Fact that you were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Increasing, like the demand for them, was increasing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Because they were really good and it just started to spread.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[But what was so special about them? Did you change?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The recipe well, when I was 11, I was probably measuring a little haphazardly and yeah, and created the cookie the way I liked it. I don't like cakey cookies at all, or thick cookies, and I made them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They were like 5 inch diameter at least because back then that was before super sizing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:36](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I wanted to do something that, you know, drew attention to them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I made them very large and they were thin. They weren't crisp like Tatar today, but they were. They were thin with a little crisp chewy, and people would drive there sometimes just for the cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So as I got older the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The amount of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:08:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Sales grew so by the time I got into high school, I was baking in the summer time seven days a week, 10 hours a day in my mom's kitchen, and she just allowed me to sprawl all over.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:09:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So by the time you in high school baking cookies at the stand like were you making significant pocket money or even more than pocket money?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:09:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Oh, yeah. Yes, I I bought my own car, you know, like the second hand car. Like kind of car you like for two 1000 or $2000? Yeah. You know, in the summer I could earn, like, 5 grand. Wow. And, you know, I would just stand there all day and and, you know, and that kind of like fueled my loaner side a little bit because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:09:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I never had a like a real summer job where, you know, there were lots of kids and people did things and they went out and all those things.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:09:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I just stood there in the kitchen making cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:09:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[All right, so you're so you're actually making some serious dough people coming by, buying cookies, just, you know, and I'm assuming that when you were 18, when it was time for you to go to college, you didn't think that your life was going to be the life of a cookie Baker that you were going to go to college and figure out what you going to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:10:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Do and and get sort of get a quote UN quote real job, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:10:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, you know, I went to U M2 years, SUNY college Cobleskill.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:10:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I saw a new restaurant manager.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:10:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And just kind of went to school and I don't know. I had ideas in my head or maybe I'll work on a cruise ship, you know, because I I thought I might like to travel. I hadn't. And then I graduated in 1979 and went home to make cookies again for the summer because that's where I could make the most money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:10:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And my mom said that summer. So what are your plans? And I was like, I don't know. And she said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:10:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, this is your last summer making cookies here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:10:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Why? Why did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:10:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Say that because my mother was also like my father, independents, and standing on your own feet, that was everything. And and then she said, you know, there's a a bakery full went in town. So I went to the bake shop.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:11:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And it was a fully equipped bake shop.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:11:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Two bakeries had been there prior to me. Both have both failed and so I looked at it and I was like, oh, this is perfect. This will work for me. So I just rented it. I needed to work and my goal when I opened the shop was, you know, really to just to rent an apartment and get a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:11:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Car, by the way, how I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:11:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[How much money did you need?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:11:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[To to start this bakery. Did you? Yeah. Did you have any more? I mean did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:11:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You have some savings. Yeah, I I had 5000 or so that I saved before I rent it and I had to borrow some money. And of course I couldn't get it from the bank. So my brother lent me a little bit of money because I had to buy my chocolate chips. Was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:11:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[$2000 and the store wasn't pretty. I I took old barrels from the farm and I painted them and turned them upside down and put plywood on top and I made it a tablecloth and put that on top.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And then my labels I I wrote by hand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And what did you call the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Shop started out as Kathleen's cookie, but then to expand, I changed the name to Kathleen's Bake Shop because I sold more things than just cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And how long before you actually opened it to the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Public.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, I I would think I rented it in, like, November and then I opened in May. So what I did that winter was just get things prepared as much as I could and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The recipes on a larger scale, so I did blueberry muffins, carrot cake, apple pie like ohh. Like the top ten typical American baked goods.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[All right, so may of 1980, you're like 2122 years old, something like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That yes, 21.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[It's just you and you open the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:12:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Shop I opened the shop, my sister-in-law, Robin King. She helped because she was working on the pie. She had a baby at the time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[My niece, Christina, she used to just put her in a box on the floor, had a blanket in it. And you know, my father was my PR guy. So anyone that went to the farm, he would say, you know, my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Daughters opened a big shop. Bop, bop, bop, bop.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And I had an ad back then print ads and the, you know, the community.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was always very supportive of me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So people came.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So that summer of 1980, right, all of a sudden you get the summer crowds into the Hamptons. How was business?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[It was good. I did really well and and right before Memorial weekend, Florence Fabricant came in from the New York Times.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The thin man's food writer, Florence Fabricant. She just happened to come in. Like randomly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes, yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, because she lives out there. She may have been shopping there prior to coming in and requesting an interview.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Did you even know she was?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[No, I didn't. The New York Times was like what city people read.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So a couple weeks later, this article gets published in the New York Times. Did people start to clamor to come try your cookies?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:13:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:14:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They did. They did. And that was not expected because I didn't know the power of the times and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:14:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[People would tell me, like, what do you mean? You're in the New York Times? You you need to. And I would be like really. Ohh. OK. You know, I have so naive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:14:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So that was so you've got this pretty good summer, great Summer first summer in 1980, but then the summer ends and you know a lot of those people go home and people come for summer jobs leave. What what happens in the fall? Does your business start to kind of slow down significantly?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:14:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:14:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Oh yeah, the business slows down tremendously and then weekends are OK and and, you know, for a while, you're really grateful for the rest.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:14:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:14:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Things get progressively slower and and I thought I needed to change that. So I went into this city because that's where most of my customers were from and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:14:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Just had my cookies in a shopping bag and just went door to door to places, you know, some customers would tell me. Ohh go to Balducci, go to Zabar, go to Dean, Angelica and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, your customers who were coming out to the Hamptons were saying, you know, you really should make.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[These available in the city.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah. And I I remember walking into Balducci cold calling and I'd be like, oh, I have cookies. Maybe you want to sell some and they.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Were like, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Let's see what you got and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Try them and they were like, yeah, bring me 100 bags next week and then I'd go into another store and that someone would not be so nice. And he would say, you know, my mother can make cookies like this or I make better. But, you know, so I just walk out. I've always had confidence with my cookies, not so much myself all the time. When I was younger, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[With my cookies, I was like you're just wrong.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:15:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[When we come back in just a moment, how Kathleen decides to take on two business partners, a deal that winds up turning into a total disaster, stay with us. You're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:16:05 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world. Learn more at ajws.org.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:16:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's the fall of 1980. And Kathleen has started to make trips into Manhattan to pitch her cookies to specialty stores. And it's still pretty much a do-it-yourself operation. So that when she makes the trip back to Southampton, she's doing most of the baking.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:16:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And the packaging.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:16:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, with my my hand printed label which.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:16:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Now I got printed it was all handwritten, but then I got it printed. I thought that was major because now I don't have to sit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[At night and write them all. But but how? How would customers know to buy your cookies like they had a choice of?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, because remember, this was the early 80s. There wasn't competition like there is now, you know, finding like a homemade cookie product in the stores was a great find. You know, people recognized them from the Hamptons and and knew them then and then, you know, word of mouth just spreads and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That's how most of my whole career.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was established. So was it at this time where the recipe for the chocolate chip cookie is started to resemble what we know of Tates cookies today.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, because after a couple of years with Kathleen's cookie I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[People I feel didn't want everything as big and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I I just started making them smaller.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And when I started making them smaller, that's how they came out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They just came out crispy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah. And I was like, oh, these.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:17:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Are good, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know, when I used to create new products at the bake shop, I used to watch my staff taste the product. If they taste it and they were, they thought this is good and they walked away and didn't turn around and come back for another bite. I said it wasn't good enough.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[But what were? What were you doing differently? I mean, were you adjusting the butter? Were you making brown butter, were you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Using more brown sugar.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[What was it that you were doing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[UM.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know, I I can't really tell you everything, but there's no, you know, there's there's one little trick, nothing major. But I can't tell you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[What that is?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Fair enough. Listen, it's a half a billion dollar brand you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Gotta protect that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Product I know, I know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:44](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[All right, so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You you start selling these cookies to these shops in New York City. And is that like does that become a significant generator of of revenue for you because?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:18:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Off season is long, you know, Hampton season is so short and people think, oh, I'm already making money hand over fist. I'm like well now take that two months worth of money and you've got to survive the next 10. So I started building my brand more in, in the city and was selling. That's when it was busy. So I would be selling.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:19:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[For the rest of the year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:19:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[There all winter long. And then of course in the summer I had to maintain it. So I I got another van or so, and then I hired drivers and they would deliver.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:19:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Tell me what your what your.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:19:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Days your average days were like when you were 2223.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:19:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[When I first opened my first the bake shop, I would go to work at like 2:00 in the morning and then bake and then open the store and then get home at like 8 at night. Then I changed my hours because that wasn't very healthy. I would drive to work at like 2:00 in the morning wanting to like hit a tree.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:19:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I go to the hospital and rest.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:19:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Because you know, it's very depressing driving to work at 2:00 in the morning and everybody's light is off and, you know, they're in their bed. So then I changed my schedule, but I worked like, 18 hour days, six days a week. It was not easy. It was, you know, I gave up my youth. Really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was it overwhelming for you? I mean, you were baking. And if you weren't baking, I'm assuming you were, like, doing the business stuff.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah. Yeah, it was really hard. Yeah, it was really hard. But I was always kind of like, well, just you just keep working harder, you know, that's how you just try to figure it out. Stay up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[What was the thing that kept you going?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Pride. I didn't know how to say. I can't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Do this pride in the other side of that coin is the fear of failure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I didn't have a fear of failure. I just had more of the fear of saying I can't do this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[But you just told me that there were times you wanted to hit a tree.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So you could go to the hospital and sleep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right. So, right, right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:20:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I mean a part of you felt like you couldn't do this, that this was not sustainable.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right. But I just kept working because that's how kind of like how I was raised. You just keep going. Yeah. You just keep you just keep pushing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So as you kind of this business was was kind of growing I guess and there is a building in Southampton that becomes available for purchase, yes. And you decide to purchase this to kind of bring your bake shop into that new building. Was that was that because you had to expand you were?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:16](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Mm-hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You you needed more space or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, I was outgrowing my current location.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I didn't like having a landlord and so can, my mom says.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, you know, there's a building for sale up the road. And I was like ohh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And she said, well, doesn't hurt to call. So I met with the owner.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[It was 3.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:21:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[$150,000 for the building and he wanted $50,000 down payment and he would he himself would hold the mortgage for 300,000 at like 9 1/2% interest back then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And uh, I had $40,000 saved.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[From the business, from sales, from the business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And I had to somehow find that 10 and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[My family didn't have any money and yeah, and then my father used to help this older woman with her chickens. She had chickens in her yard, I guess so he helped her from time to time. And when I was looking for the $10,000, she died and she left my father $10,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And he lent it to me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Talk about luck, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Alright, so you have now.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[A pretty significant mortgage to pay down right on this business. So what did that mean for the for your business? Did you have to really ramp up sales to cover your cost?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah. Yeah, I do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I did. I had to. I knew I had to double my business in order to pay for the mortgage.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And my business plan back then was OK. I can do that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:22:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That was my plan.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[All right, so you start out sort of early to mid 80s, right, Mrs. Fields is exploding all over shopping malls in America. There's famous famous, there are a couple of other national brands that are starting to come about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Mm-hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[What do you think it was? I mean about your cookies? Was it that it was in the Hamptons and people were on vacation and it was sort of a go?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[To place or or or what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, you know, it was kind of like a go to place because it was something that was part of their part of people's weekends, I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I have kids.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That are fully grown and married now that come in and say, Oh my God, you know, and I remember them and they.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Were raised on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[My cookies, the cookies you know, were thin.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And crisp and delicious. And they were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Different from Mrs. Fields and David's cookies, which is a nice concept, but more of a fad, you know, they were hot, served up the tray type of cookies and I always used to think how can they grow because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:23:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You can't eat their cookies cold. Yeah, they're only good warm, and now you're really stuck.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So alright, so you are kind of it sounds like like the business was growing, but it wasn't really your you didn't have a really a plan for to grow, it's just kind of own organic slow growth.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[This was your business. This was a this was a lifestyle business. It was a you were able to pay your rent and even save some money and put it back into the business. And did you start to actually, was there a point where in those days in the 80s where you started to actually?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Even more money for yourself than even your parents earned.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Oh yeah, but that wasn't hard.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right, because they weren't making a whole lot of money, right. And and so with with your kind of growing the the growth of the business, were you able to buy a house and and and all those things?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes, I I bought. I bought a little tiny house in the village. I paid the mortgage off for my family's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Farm and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:24:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know, I started getting time off. I'd get like a day off and then I had two days off. And then I had weekends off and could go on vacation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So basically Kathleen for almost.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[20 years. Yes. You were running the bake shop. You were distributing the cookies mainly to Manhattan or a little bit beyond there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[No beyond. Also the Manhattan and the Long Island and we we also shipped cookies to Texas. We did some cookies in California. We did like spottings all over.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, you were still a small business pretty much. Ohh yeah. And how did you feel about it? Did you? I mean, you're now in your starting to approach your 40s.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Did you feel like you needed a change or you wanted to break or or did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, I you know, I I was like, 40 years old and had made good money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:25:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Had had gotten married and divorced, I had no kids. Now I was 40. So like the kid thing was over.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I was like just me, so I said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, I want to have you know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[More of a life I want to have less responsibility and and more time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So how are you going?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[To do that, well, I decided I would if I could sell my company, that would be great. But I wasn't really fully prepared to retire.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I took on two partners. I had a bookkeeper. He didn't have any money, but he was interested in becoming a part owner of the company and and paying me off along the way. And but he insisted along the way that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[His brother also become involved, which I wasn't 100% comfortable with. I didn't really know his brother, but I don't know what happened. Why?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:43](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I just went along.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[With it wait.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:26:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Let me try and understand this, he says. I wanna buy into this right and OK and so, OK, so he brings his brother in and they agree to pay. You know, I I read it was about like $900,000 total, but they were not going to give you any of this money up front. They were going to pay you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Installments overtime.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right. Yes. And so if he and his brother.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Took over running the business and I still was part of it, but I had more time and then I was part of the the profit system and then they would pay me for the business overtime. I was like, OK, that's OK because I don't need, I don't need anymore. I don't need a lump sum of anything.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I'm cool.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So basically you kind of brought them in as partners and and did they have a what was the share?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[How did you divide it up?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[We each had 1/3.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So you said. Yeah, I'll give you a third. I'll take a third. Your brother will have a third. You guys run the business. I'll but, but that meant that you gave up 2/3 of your business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:27:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I always thought one third one third, one third was equal. I know it's ridiculously naive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[What did anybody did? You go to a lawyer? Did anybody say Kathleen? I don't know if you want to do this or or will the the seem.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Totally like a great idea. No, I I went to a lawyer and everything. And and I did have, like, a second guessing. And, you know, and I just said, well, you know, I I gave my word I, you know, I can't back out now.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I had no idea how horrible the deal really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was what? What is it that they promised you that they wanted to do with the business because you're in the Hamptons?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Grow the grow the business, obviously because it definitely had the potential.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Do they have any experience doing this? Were they marketers, were they? Do they have any of that? No. And what was their plan? What? What was the first thing that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They did well, first they started, you know, at the bake shop and then they went to Virginia to put together a cookie, plant production down.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[There. So they said, hey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:28:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Kathleen, we want to open up a production facility, a bakery.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[In Virginia and you thought, OK, great. You were fine with that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, I thought. I thought it would be OK because the cookie business was what really was the value. And to expand on that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So what happened? They moved down there and you stay up in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Southampton and I stayed in Southampton, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And you just communicate by phone a couple of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Times a day, yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[When did you when did the tension start to arise?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Very early on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Because anything that they made or sent from the factory in Virginia.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was horrible, like was terrible.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The cookies were not were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Not the cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Weren't good. The pies were terrible. I and I wouldn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Sell it. But what was the issue? Were they using I mean?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They have the recipes, they had the recipes, but that's like anything you can. Nobody was trained properly. Nobody was making anything correctly like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[An apple pie I remember finding with a whole apple inside.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:29:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Then I'm supposed to be running the Southampton store and depositing the money, which I'm doing, but they they were meeting payroll, but they weren't paying any local vendors, so I got frustrated and so the money that the bake shop made, I started paying the local vendors because that they were the ones that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[We're making the money from the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Bake shop. You mean vendors would call you and say, Kathleen, we're not getting paid?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[What's going on? Yeah. And I was like, what?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Because I always paid my my bills and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They weren't, weren't paying people and then that's when I put my foot down and I started to pay.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The local people.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[With the money that I I was making.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So when you started to pay the vendors yourself, what did the what did your partner?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:40](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Mm-hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Say they had a fit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They were really angry and they.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And I was like, well, you know, this is what I have to do. And then they I was supposed to go away for the month of January. Yeah. On a cycling trip.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:30:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[This is 2000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:31:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And a guy that worked down there that moved down there to work down there that I knew, he called me and he said, Kathleen, they're planning on coming up when you're not there and taking over and getting rid of you. So I didn't go on my trip and I waited. And one day I came to work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:31:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They were there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:31:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I walked into the office and they handed me papers saying that I was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:31:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Tired.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:31:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[When we come back in just a moment, how Kathleen watched everything she built over 20 years collapse and how that turned out to be the best thing that ever happened to her. Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:32:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[This message comes from NPR sponsor. Click up, meet a productivity solution that's guaranteed to save you one day every week. Click up brings all of your work into one place. Tasks, docs, chat and goals so you can focus on work without switching apps. It's how companies like Uber.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:32:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Google and Web flow save time with 10,005 star reviews and used by 200,000 plus teams click up is one place for all your work and it's free forever. So try click up today at clickup.com/NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:32:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's early 2000, and Kathleen and her business partners, the Webbers, have basically had a total meltdown. They disagree on just about every aspect of how the business is being run.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:33:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And so the brothers, they fire her. And of course they can do that because they control 2/3 of the company anyway, according to the records and media reports from the time Kathleen basically thought the brothers were running the business into the ground and she was devastated, you know?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:33:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:33:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Just hold my breath.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:33:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[All the time, I think that was the only thing I could control and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:33:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I just started holding my breath and I was like a doe and headlights. And, you know, there were moments that were really hard. And then there were moments that were great, you know, because I was just so grateful for waking up in a House, you know, and just the simple things of, really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:33:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Going down to like the bare bones of gratitude because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:33:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You can always.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:33:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Get worse. You know, you try to go, you get to that place when you get down that far, you're not getting up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:34:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And what about your business partners? What was the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:34:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Plan. I had to fight them. I had to get my my business back and I wanted to get out of the contract because they had at that point had driven my business $600,000 into debt, I realized.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:34:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Even though I was fired and had no job.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:34:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Bob, I was responsible for 1/3 of that debt and all the money that the company had was gone.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:34:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So OK, so at this point the lawsuits start and this is a super complicated story as these things usually are, but but sort of Long story short, you sue them, they sue you back. And this goes back and forth. And this is just like over two years after you first form this partnership with Webers, yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:34:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:34:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Wow. And that that how quickly that became a nightmare.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:34:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, but the community was incredible. People would call me people sent me cards of encouragement. The community really rallied for me. It became like a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Hallmark made for TV movie and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I said I can spend my days in focusing on the evil of of two people, or I can spend my days in focusing on all this kindness and support that I had no idea was there for me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Meanwhile, what's going on to the bake shop? Are people still coming?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[In to work.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[People are still coming to work, but you know a lot of people were not shopping there any longer, so the business was going down and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Suffering, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[What 100% was going on there? I really don't know. You know, like some of the employees that would gather at my house, they were very supportive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:35:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I mean obviously this is a super stressful situation and everyone knows that like that. You know, litigation can take years and of course lawyers are expensive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So uh, so I guess in the middle of of 2000, you guys decide to settle, you decide to settle with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Brothers and and as part of that settlement you dropped, you gave them the name, the name Kathleen's Bake shop.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Became theirs. You got to keep the location in Southampton the building.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:22](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Mm-hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:25](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Mm-hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, yeah, I always owned the location, but unfortunately they were the tenants of the location. So I had to get them to release the lease to get them out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And then as you mentioned, the business had like $600,000 of debt at this point. So another part of the settlement I read about was was an agreement to divide up that debt three ways. So that means of that total you owed around $200,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:36:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And and you lose your name, your name, your own name. You cannot use Kathleen's bake shop, or, presumably, Kathleen's cookies or anything like that. First of all, that that must have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Been.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[How did you get to a point where you were able you were able to let that go?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I don't know. It's kind of like how I opened the first bake shop. You just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Do. Yeah, you know you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Just you just do because what's your choice?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:23](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[We're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Were you bitter or you just, I mean, cause I can imagine I would be right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Where you just like seething.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I don't know. I I can't say bitter. I don't. That's not. That's not my nature either. I was angry. But which, you know, helped me to recreate a new brand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:44](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[But.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The whole point of of starting this partnership with these two people was to give yourself some freedom and space to kind of, you know, enjoy life. You would worked really hard for 20 years.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Oh yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I know got way more than I bargained for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:37:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And so now you find yourself. You're like, 42. You're back in the situation where you have to if you want to keep going, you've got to completely start from scratch. You've got to be a start up all over again.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:38:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, it was. It was very draining. I I would say opposed to like rage and bitterness and all of that. I was really kind of more. I walked around kind of in little bit in shock I had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:38:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Felt that you know every emotion that I could have ever had was stripped down to the bone. And I don't know what I had left in me, truthfully. And I didn't have any choices. Like I I couldn't go get a job anywhere else.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:38:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Because I didn't know how to do anything.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:38:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I just had two years of college and the things that I didn't know how to do, I used to hire people to do so. Really I didn't have a choice but to start again and do what I knew. That's how I did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[It so you you decide that you were going to, you're going to constitute this business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And by the way, keep your old employees. Yes. And So what? What were you gonna call?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[It Tate's bake.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Shop and how did that? What? Where did?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That name come from Tates. It was my dad's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Name was just a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:20](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Nickname. But he everybody called him that. So I wanted a name that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was like a local name that that was genuine and integrity and kind. And that was like my dad. So I thought that that would fit nicely for the bake shop and I ended up, I had to get open for August because it was the season and the August, at least I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Could make some money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And you've been out of the kitchen and the business since February. You were locked out, right? Yes. Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Employees, they all rallied to work hard.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:39:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And I ended up remortgaging the bake shop because I had already had it paid off because it was a 15 year mortgage. So thank God for that. I remortgage to the bake shop, so I got some money so I could have some cash flow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:40:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[To make more money.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:40:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And then I ended up hiring a business manager because I was in such financial trouble, I needed to have a business creating income.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:40:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And this the the business manager who, who, who was he? And had you find him?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:40:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[His name was Michael Namy. He was in the city and he became my my business advisor, which really was a godsend for me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:40:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Because I am very instinctual. But of course I I make mistakes from time to time.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:40:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And and when you when you hired Michael to help you launch tapes where you I mean after image up a part of you were still kind of stand offish right because you've just gotten burned really bad. I mean were there like trust issues there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:40:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[No, he was great. I was like, he felt he felt to me like a lifeline. But it was safe.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Because I could walked away anytime I wanted. You know I wasn't bound by any contract or money or anything. I find not trusting people way too exhausting. And it's not the way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I want to live my life, so I was very, very naive and I used to trust blindly. Now I still trust everybody, but I trust with my eyes open.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Alright, but now you have to reestablish your brand, right? As Tate, it's the same cookie. But you got to reestablish.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[A brand new brand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, I had to actually make a better cookie because I had to compete against Kathleen's bake.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Shop.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah. So there meantime, those guys are down in Virginia with plans presumably to take your brand that you would spend 20 years building up and really?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:47](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Umm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:41:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Expanding that did were you, did that cause anxiety for you? Did you think, oh, my God, they're gonna take my name, my brand, and they're gonna go all over the country and people gonna.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Think it's me? No, because I don't think about what others are doing and I just had to think about what I had to do. And of course.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[My goal was to take them down.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Your goal was to beat them, yes, to be.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Better.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So did you continue on with your previous strategy?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Baking in the retail shop and baking for wholesale and mainly kind of gourmet, you know, shops in in major cities in the US.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes. And when Michael came on board, we went through all the products and the products that had the highest margins is the ones we focused on selling.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So we just kind of really zeroed in on the cookies, you know, starting Tates was about surviving.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So you know when you're in a survival mode, those things, those kind of decisions weren't hard. They just had to be executed. They just had to be done.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:42:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So where were you guys? I mean, did you start to expand your distribution?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah. First of all, I had to get. I had to get all of Long Island in New York City back because my whole story was so public. Some stores welcomed me with open arms. Some stores stuck with the cat.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Brand a lot of stores carried both right and that's how it shook out. And then even when I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Some vendors I had for 20 years and when I opened up Tates, they treated me like I was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Brand new customer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Others were just so helpful and just said OK, I know you owe us this $40,000. You know, you pay that off when you can and and we'll stand by you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know, it's amazing. You know, just the difference. People just amazing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So when you relaunch the company as Tates.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You had wanted to take a break in your life. You knew that was not going to happen anytime soon because all of a sudden you got to start up again.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:43:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And so were you back to that hamster wheel. Back to those crazy long hours.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Only for a short time, because when I opened.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Then I had a plan and I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Had a goal.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And what was your plan? What? What was the?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Goal I had to have an exit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Strategy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[My goal was to sell when I was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[55 so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You knew when you reconstituted this thing and you relaunched it, there was a time horizon. Yes. And you were thinking maybe some local business would would buy it or something like that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[No, I thought I did think bigger than that. I didn't think as big as I went. But you know, I was going to sell.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You did.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[At 55 so I could retire. I mean, you're still a pretty small shop at this point, right? It's still 40 or so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[When I first opened Tates. Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And in those first few years of Tates like what was your annual revenue?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I mean, I would say we might be started out a couple million, but as we start to expand I, I couple years down the road, I rented a a 5000 square foot additional.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:44:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Kitchen and and then I needed to wait out through that. And so then we needed something bigger.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So I I purchased a school in East Moriches.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And you turn that into.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[A bakery to start to bake more cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes, we turn that into a commercial kitchen first, making it 15,000 square feet and then adding on because it had we had space to add on and we added on as as we needed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And by the way, your former business partners who have the name Kathleen's Bake shop, they were still trying to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Compete with you, right? But but then I guess just a few years after the lawsuit and and then the settlement, they actually go out of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Business. Yeah. I never even know what happened to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Them you have no idea what.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Happened to them? No, I don't know what happened with the name. With the brand? Nothing. I just doesn't exist. As far as I know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So was it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Pretty clear to you pretty soon after you launched Tates that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:45:56 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know, this wasn't just about survival mode that this could actually grow. This could actually get bigger than than Kathleen's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Uh, yes, because that was my plan.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[But how are you going to do that? Because you know, food companies, the big guys, right, the General Mills and the Kellogg's. And I mean they and you know, they have a huge distribution networks. They decide what goes on the supermarket shelves where how are you guys?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:12](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Mm-hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:19](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Mm-hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Negotiating and and getting big companies to pay attention to you and to to agree to distribute and put your stuff on their.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Shelves. Well, that took time. I mean, first of all, we started where first we had our own trucks and we went for small guys with like 11:50 SKU's and then we would strategically pick areas of the United States.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That we were going to go sell to start, to build our foundation with upscale gourmet shops. That's kind of like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The first tier, when we were building our brand and then as we started to get bigger, we went into the second tier, which was like the Whole Foods, the fresh markets, the you know sorella.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:46:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And how would you get? How would you get those meetings? You would, I mean that I'm assuming some buyers or Whole Foods may have seen your products at some of these smaller stores?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:47:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah, I mean, some, some buyers, you know, would contact us, you know, Michael was also a great salesperson. So he helped negotiate some of those deals to get into.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:47:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Various locations. And because Michael was such a great numbers guy and forecaster, we did then do every year he would say, OK, this here's the plan. I drew up 3 forecasts for you. We can do AB or C.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:47:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[If you do this route, you'll make this. If you do this route, you'll make this, and if you do this route, you'll make this and then you would say which which route do you want to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:47:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And I would say, OK, this this one works for me and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:47:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[We would do it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:47:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[So as you were kind of re branding and growing again, I mean you start to get attention again. I mean I think Rachel Ray, you wrote like it was on on her show, she said this is the best look in America and then Consumer Reports did that, you know, 2011.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The Consumer Reports voted Tates Bake Shop, the best cooking in America, yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And when Consumer Reports called you the best cooking America and after Gwyneth Paltrow and Rachel Ray and those people are saying that about your cookies with the where the line starting to go at the shop.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know, we're always busy. Like I can't say the lines out the door, but we were always increasing, you know, takes, you know have like a 30% or more increase per year. Wow. Yeah, which is amazing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:21](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[When when I guess when you started.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[To get closer to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Age 55. You were serious. This really was your plan. You were sticking to this plan. I am going to. I want an exit. Yeah. And so how did you even begin that process? Who who? How do you do? What do you do? Do you tell? How do you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Put your business up for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Sale. Well, you know my business manager and I, we would discuss it a lot and and a lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You know, investment bankers, they're all.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:48:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Watching but this time around I was going to do everything right and I wasn't going to leave a penny on the table. So I interviewed a couple of bankers and I settled with TM Capital in New York City.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And they were basically going to take your company and say, all right, it's available and who's interested, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And market it to sell it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And this is 2014, I think around 2013, yeah. So they started to to do that. And because this is already a pretty strong brand, it had name recognition, it had value.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:30](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I mean, were there lots of?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Bitters. Yes, it was well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[There was, it was started.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Off with like like something like 50 people that showed an interest. We narrowed it down to like 12. You know, they put in another bid and then it it came down to like 5.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Pete. Wow.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I I think that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I think eventually a a private equity or investment from Riverside.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[But the majority stake?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:49:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes, in the end we settled on Riverside and I ended up selling 80% of the company because I was really ready to retire.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:50:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[They paid $100 million for it in 2014.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:50:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:50:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Was that just insane to you? I mean, wow. You started this out of a farm stand in 1970. I mean, $100 million. Did. Did you even imagine that? That's what it would go?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:50:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[For no, you know, it went for, like, twice for what I originally thought. Yeah. And I remember.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:50:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The closing over the telephone. I was in my own office. Everybody's on the phone and then it was over. It was done and everyone's like, OK. Yay. Thanks. Bye. And I walked out of my office and I think I went home and made dinner. I don't know. It was so, you know, kind of another deer in headlights. Moment.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:50:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I mean, I wonder, given the fact that you grew up in a pretty modest environment, right, watching the sort of the rich and famous come to the Hamptons, you know, when you were a kid?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:51:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I mean, suddenly you had a lot of money. Like you sort of become one of those rich people in in the Hamptons.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:51:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:51:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Well, I didn't become that, but other people thought I became that I thought I lived great before. Really haven't changed the way I I live because I like the way I live. Like I'm all about freedom and time. You know, I can. I can donate more and I can be more generous, which is great.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:51:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[The one nice thing is that you know, I was able to buy my dream property of of childhood that I never thought would have ever been an opportunity in my lifetime.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:51:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[But other than that, everything else is the same. I like to ride my bike. I like to wear jeans and AT shirt. I like to watch movies on my own TV. Lot of stuff. You know it. It creates a burden. I don't anything I can't use. I don't want anything. I have to guard just doesn't interest me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:51:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Sure.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:52:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I mean, Kathleen, think about this for a moment. You sold this company's majority stake in 2014 for 100 million Riverside four years later, sold it to Mondelez, they make Oreos and chips oil for half a billion dollars. Your brand takes this brand that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:52:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You kind of reconstitute from the ashes of this terrible venture this disaster. Yeah, I mean the, the, the irony of the crisis that you went through in 2000 is that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:52:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:52:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Without it, you would have never built Tates and you you may not have become the kind of person who could build a company like Tates, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:52:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes, that, that that is true. I you know the the biggest disaster of my life was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:52:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[This really became the greatest gift of my life and like when I started, Tates. I said I'm not giving blood for this company because I did that already for Kathleen's and I ended up standing there with nothing. And the thing I regretted losing the most was my youth. I worked my youth away. You can't get that back. You can't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:52:56](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:53:09 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Tie that back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:53:11 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[It was quite an eye opener to realize we are a Society of feeling like we have to give up everything and sacrifice everything and work day and night in order to achieve and get ahead. But in the big picture, it's really not true.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:53:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You have to do it for a period of time, but the key point is knowing when to let it go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:53:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes, to create something from nothing requires that kind of dedication of day and night. But a lot of it is is self driven of nobody's as good as I am. Nobody can do it as good as I can and that keeps you trapped because you're too focused on all that emotional attachment that comes with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:53:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:53:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Creating something from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:53:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:53:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[And you were able to shed that emotional attachment with the disaster of the first business I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Guess yes, because I was basically stripped of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Everything. Yeah. When you think about all of the work you put in, the sacrifice that you made and you know, you talked about kind of giving up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Your youth like you. You had to kind of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Give that time up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Given what happened and and the exit and the incredible success that you that you saw.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Do you regret it? Do you regret any of that? Because I think a lot of people listening would say no, it was all worth it. Would you say that's the case?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[No, I've asked myself that several times, and sometimes when I see young people working like really, really hard, like in the in the corporate circle going round and round, I say to them, you know, try to always keep the balance because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[If I had to ask myself if I would do it all over again.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:54:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I I still don't really have an answer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Do you feel, Kathleen, like what happened to you and and the success of this company is due to the work you put into it? You're just, you're relentless hard work or do you think that it had?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[More to do with luck.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Uh, no, it's not luck. I think it was more.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I worked really hard putting it together. I never gave up. I never let.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Its success get the best of me if anything and not luck. I think sometimes it was my destiny.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I know, I know, Kathleen, that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[To your folks passed away recently.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[But they did get to see you achieve incredible success from this cookie stand.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Yes, they they didn't see the Mondelez sale, but they saw the Riverside sail.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[What do they think I mean? What did your parents think that you mean?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:55:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[You were selling this these cookies in the farm stand outside the. I mean, your dad's a dairy farmer. Like, what did they think about this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:56:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[It's very funny, you know, because, you know, I sold it was in the paper and they never said a word about money. Not a word. They just were like, oh, congratulations. I'm proud of you because that's who they were. They never.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:56:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Once mentioned the month, my father always told me as I was being coming successful. Never forget where you came from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:56:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[He must they must have been so proud.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:56:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Of you they were. They really were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:56:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[That's Kathleen King, the founder of Kathleen's Bake Shop, and Tates Bake shop, by the way, Kathleen still likes to bake cookies at home, and she loves spotting taste cookies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:56:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Out in the wild, in fact, a while back she was on a bike tour of the Natchez Trace Parkway, and at one point her guy had stopped to take a break. He reached into his backpack, pulled out a bag of Tates, handed one to Kathleen, and asked, have you ever tried these cookies? They're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:57:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Using. Hey, thanks so much for listening to the show this week. This episode was produced by Casey Herman with music composed by Ramtin Erebuni. He was edited by Neva Grant with research help from David Jaw. Our production staff includes JC Howard, Julia Carney, Elaine Coates, Ferris Safari, Liz Metzger and Harrison VJ Choi, our intern as Catherine.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:57:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[Safer Jeff Rogers is our executive producer.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:57:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[I'm Guy Raz and even listening.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:57:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[To how I built this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[00:57:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)

[This is NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!s870c2165471445a6b5cc8b4ba867717f)