# Audio file

[Title Nine Missy Park.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[So you get these catalogs, 15 or 20,000 catalogs and and how did you do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Many orders did you get from those?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[So we put those catalogs and then I'm just waiting for the phone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[To ring. Yeah, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

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

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

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

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

[OK. And I think we got a whopping maybe 15 orders, maybe seven of them were from someone that I did not know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Wow, that's for mailing out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Over 20,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[That's the hit rate. Super sad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:00:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Super sad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[I'm Guy Raz, and on the show today, how Missy Parkes frustration with bad fitting sports gear led her to launch Title 91 of the very first American sportswear brands exclusively for women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:01:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[About a year ago, I was riding my bike near the railroad tracks in Berkeley, CA. When I passed a clothing store with an unusual name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:01:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:01:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Called Title 9 and I thought it might have something to do with a law.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:01:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:01:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Couldn't remember right at that moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[So a few days later I looked it up. Title 9 I was reminded, was Aus Civil rights law passed in 1972.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:01:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It prohibited discrimination based on sex in any federally funded school or educational program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:01:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And among the things the law did was to open up high school and college sports to women, colleges and universities that received federal dollars now had to provide the same opportunities for women to participate in sports as they did for men.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:02:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[According to the Women's Sports Foundation, before 1972, just one in 27 young women played sports.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Today the number is 2 out of five in that year 1972, less than 20% of all the athletes on the US Olympic team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:02:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Were women, but by 2016, nearly 55% of the team was female.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And much of this is because of Title 9, the same year Title 9 was required to take effect in schools.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:02:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[1976 Missy Park joined her high school basketball team in Greenville, SC.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:02:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[She'd go on to play Division One basketball at Yale, but after years of wearing bad fitting sports apparel as a student athlete, Missy decided to solve her own problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:02:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And in 1989, long before anyone would hear the names Lululemon or Athleta, Missy Park founded Title 91 of the first brands to make sports apparel for women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:03:06](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[00:03:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Now, today, many of those other brands are multibillion dollar companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:03:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Either backed by venture capital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:03:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Capital or publicly traded?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:03:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But Title 9 is comparatively small this year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:03:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[$100 million in revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And unlike its competitors, Title 9 is owned only by one person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:03:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Missy park. She bootstrapped the brand from day one and built it very, very slowly. If the company grew by 5 or even 10% a year, that was considered a victory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:03:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And that slow growth has allowed the company to build a sustainable and supportive culture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Missy park.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:03:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Up in the 60s and 70s in Greenville, SC, in the foothills of the Smoky Mountains.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Her dad was a World War 2 veteran and became kind of an overnight entrepreneur when he bought the small manufacturing company that he once worked for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:04:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And As for her mom, my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:04:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mom, on the other hand, was a stay at home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And we always accuse her of being part of a secret feminist cell in Greenville, SC, in the 60s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Because she was what she thought women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:04:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Ought to be paid for birthing babies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:04:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That I would say that was pretty ahead of her time. My mom and dad had separate checking accounts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:04:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I remember my mom fighting to get her credit card and her own name rather than in Mrs. Russell Hunter Park.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[So my mom loved being a full time homemaker, but she thought it was a position worth paying for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:04:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And this was really, I mean this is people don't remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:04:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mean the 70s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I mean, this is the era of ERA equal rights amendment and of Shirley Chisholm and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:04:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Bella Abzug, you know, with her hats.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:05:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[There was huge leaps and strides that happened in the 70s and from your description of your mom, she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:05:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Either secretly harboring those feelings, or maybe not so secretly harboring them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:05:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, well, you know, my parents were so unusual, like my mom was in charge of the girls. And and our allowances. And we had budgets and we had to reconcile at the end of every month. And we had to give.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:05:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Money to savings and to offerings. And each year we would take on other responsibilities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:05:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It was her expectation that we would go up to be financially independent women capable of running our own finances in our own life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:05:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[As a little girl, or maybe even a young teen. Did you know for sure you were not going to end up living in Greenville, SC?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:05:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, I would say I'm the kind of person that maybe everybody else is for sure about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No one's more surprised than me, you know, I I really loved growing up in Greenville.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[It was at the time a great place for me to small place I could ride my bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Everywhere I was in that first generation of girls and women that were able to grow up with Title 9 being in effect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:06:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[All the way through high school and all the way through college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And of course, telemet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Sports for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Women and girls at the time. And you got to play lots of things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes, I got to play every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, I mean, not coming up when I did, especially as a girl, you just played all the sports.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And if you were willing to play and you were willing to try.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You were pretty good because there weren't as many women pouring into the sports and fields.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:06:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[As there are now, so yes, we will say guy, I think that I was a big fish in a very small pond.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[I think that's what I'll say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:07:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Curious because here you are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[You were in a small southern town in the 70s. Being a debutante, is it was some extent still is, but less. Less so was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A kind of a cultural phenomenon in the South, was there, like, were you a debutante, for example?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Oh my gosh, I hate your guts right now, so let's just go on the record right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Hate your guts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes, I was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Now you and me and all of your listeners know that and in my Home Office here you could see my little rebellion against that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A picture of me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[At what about 19 and a white gown with long gloves? That actually won't go up above my upper arm and biceps, sadly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And I'm spending a basketball and I have my basketball sneakers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:07:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[So you were forced or kind of pressured to to to be a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, here's the danger of things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, I'm just a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[This is where I grow up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And now I look back on it and and I see it differently.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[But it was one of those things, you know, I love my mom and dad and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Had very quickly understood, like there's some battles that if you can give in and it's not much skin off my back, then I should just do it because it's going to make my mom so happy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:08:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But it is the source of a lot of amusement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Amongst my family and close friends, more because it's so different from from who I am exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:08:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Who you are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:08:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:08:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How would you describe yourself as?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A teenager, were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Did you get along with everybody?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You a pleaser.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[No, no, definitely not a pleaser.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I would say I'm pretty loud.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:08:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I speak before I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:09:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I have strong opinions that can change quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think it was an OK student.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think I got along well with most folks, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I mean, you must have been better than an OK student. 'cause. You went to Yale. You attended Yale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. Well, I will also tell you this, that we joke about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[My family, but my parents single greatest failing is that they have a daughter that went to Yale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:09:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[There's an awful lot of good schools in the South, and there are, so I think that I think my parents really wanted me to go to one of those great Southern schools. All right, year 1980, I think about 1980, you get to new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:09:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Haven. Yep, you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Several sports there lacrosse, tennis and basketball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You are an athlete.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:09:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was that your identity yourself?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[As an athlete.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[Yeah, you get to Yale, your Missy park, the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:09:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Basketball player.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Yes, the Southern basketball player, when I get to Yale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And just be clear, there were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[There were women sports right at at Yale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:10:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Had had been for a long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[But the difference when you got there was Title 9, which had been was passed in in 1972, was in full effect, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And So what did that mean when you when you got to Yale 1980 as a student athlete?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Well, I think a lot of my generation, in particular guy, you know, yes, Title 9 was passed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:10:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes, the 70s had happened, but we were still in that place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:10:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Of everything that we gain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:10:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is a loss for the guys on the other side of it, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[That was a perspective that you as a woman athlete, are taking away resources from me as a male athlete.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Exactly, and in some ways, yes, that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:10:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's like all of a sudden, the men's basketball team doesn't have the pick of all of the basketball practice times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[They have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Them with the women's team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Did those four years feel like there were battles?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Yeah. Well, I think it also it goes to sort of the genesis of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:11:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[The company is, you know, me and my teammates are getting uniforms that are handing down men's uniforms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Remember my my buddy Regina.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:11:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[She wore, I think, like a size 6 1/2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Women shoe, but they don't make women shoes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:11:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So she had to go to like the Little Kids department at Macy's and buy some little boy sneakers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:11:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So the sense of having to create the traditions around a team, what it means to get success while at the same time fighting for the good practice times, marketing support in the community.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Those were battles being fought on two fronts, for sure, and as I said, the genesis of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Title 9. I mean, I remember my buddies and I were all like, oh, we graduated from college. We're going to go get some experience and then we're going to start the woman's version of Nike, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Wow, they all went and got really good jobs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know in investment banking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. Finance, right? Sure, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Finance, Procter and Gamble, Microsoft and I was the only one that actually ended up not getting one of those good jobs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I had to figure out something else to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[All right, you graduate in around 84.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And from what I gather you want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[You decided that you would go into into coaching that maybe you would like explore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Becoming a professional coach of some sort.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Right. I was lucky enough to be offered a job at our arch rival at Harvard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:12:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And then I found it very difficult to coach against my former teammates and a job opened up at Yale the following year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[But I think I realized at that point that coaching A-Team was never going to be the same thing as playing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[On the team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, I I there's a book by David Epstein called the sports gene and and he makes an analogy between.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A player and a coach, and the analogy is just because you're a bird, it doesn't mean you can be an orthologist, and I think that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:13:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:13:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:13:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I think that's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:13:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So you realize that that that college or basketball coaching is not the right fit for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And it's the mid 80s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[From Greenville South.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You're living in New England.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[What got you out to the West Coast? What was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:13:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Didn't want to live in the South.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I knew I didn't want to be cold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Fair enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I knew I didn't have any money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[My brother lived in California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I packed up my I had a Toyota pickup truck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Packed up all of my worldly belongings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And my parents had given me a tent for graduation from college because they knew exactly what I would want, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A tent? That's a glitzy. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I said right. Like who would southern pair?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:28 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mean like who would do that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Right, but they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I wanted a Ted, so I in those days you had to seam seal the tent to seal up all the little needle holes so it wouldn't leak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I'm unrolling the tent and I'm taking off the hang tag and I look at it says.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:14:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[999 Harrison St. Berkeley, CA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[So I moved in with my brother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:14:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'd also led some bike trips for kids, so I really loved cycling and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's like OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I either want to work for a bike company or I want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Work for The North Face so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I started just walking into bike shops asking them, you know, about bike companies that were in California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[How I might get a job?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[One of those bike shops I ran into a guy by the name of Michael Phillips, who happened to be a sales Rep for some old bike brand, and he's like you looking for a job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[He's like, well, why don't you come ride with me in my van for a day while I call on customers? I can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You about the business well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, my brother had different ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[He was like this guy's creepy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Do it. Yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:15:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So while that was going on, Michael and then at the same time I was kind of trying to find my way into The North Face.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:15:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Jason, I had heard at the time that there was another young woman about my age that was leading up the equipment division at The North Face. A woman by the name of Sally McCoy, who was from Charlotte, NC, and had gone to Dartmouth and was a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:16:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:16:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[She's the person I need to talk to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[I can't get anybody right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[Not emailing people like maybe you write them a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[I don't know what you do. Well, what I do is I find out 999 Harrison St.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And I walk into the reception area and I'm like, I'd like to see Sally McCoy and like, well, do you have an appointment?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:16:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But, well, she's busy. I'm like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'll just wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And so I wait and I wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I'm there pretty much all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. And finally, this guy comes down the stairs that jump into the front lobby.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[He's like you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You've been here a long time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is there anybody helping?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:16:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm like, well, no, I really want to talk to this woman, Sally McCoy, but she seems to be very busy. He goes well. Well, maybe I can help you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:17:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[This guys name was Mark Erickson and he was, I think the Vice President of product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:17:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I was super disappointed to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[To him but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:17:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[He ended up getting my foot in the door at The North Face and I ended up meeting Sally McCoy and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:17:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A really interesting group of business women, and that was really my first exposure to a real job. I mean it, it's interesting because you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Wanted to work for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[You were a student athlete and you were really passionate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Net and one of your principles as a as a leader is hire for passion. You can train people to do the business stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Worry about skills or training like hire for passion, which I think is 1000% right like people have to believe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:17:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[In the mission of what you're doing, that's more important than anything else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Then you can train them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, I think that was it. They had this thing that needed doing and it was very entrepreneurial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You just had such a broad range of things that you could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I mean, they strongly believed in the it's easier to be forgiven than to obtain permission rule.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:18:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So it's a great and right, honestly, you know, I think about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It was such a good, so the first job I got, strangely enough, was putting together a retail point of sale catalog.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:18:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So it's going to be like a magazine that's going to sit in their retail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, I don't have any skills.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean like literally 0 skills.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And there I am. I'm working with a graphic designer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Working with photographer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm going on photo shoots.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:18:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:18:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[For about production, I didn't really know anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Fortunately, there was a lot of supervision. I really wasn't doing all that, but I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[The person kind of making sure everything held together in the end, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And by the way, I think while you were at North Face you, you met someone who worked there, who would eventually become your your life partner. Your wife, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:19:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Actually, How I Met her is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is Sally had recommended that all of the manager Sally McCoy original?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:19:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I want to talk to had recommended that all the managers take a look and see if they had any job openings and Dana, my wife, happened to have one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I actually interviewed with Dana for the job that she had that I really, really wanted, even though I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Closely unsuited for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I did not get the job, but more importantly I I got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Girl and the truth of the matter is that my buddy Michael Phillips, who was not an axe murderer but ended up being a very good man who mentored me. He actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:19:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:20:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Hooked me up with Fisher mountain bikes and I applied for a job there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:20:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I didn't get the job at Fisher Mountain bikes, but I my parents raised me right and they told me to make sure to write thank you notes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:20:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And the person they did hire ended up not working out and they called me and said, hey, the jobs yours if you want it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:20:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:20:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I went to work at Fisher, which was one of the first, if not the first, mountain bike company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:20:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, I think it was Gary Fisher, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:20:42 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:20:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:20:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[These are pioneers of like outdoor gear of mountain biking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:20:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I'd had to work with them. And I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:20:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:20:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[00:20:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:20:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Good job experience is wasted on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:20:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That's what I get. My short version is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:20:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I went to work at Fisher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:21:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[In inside sales and that was me calling on bike shops, but suffice it to say, most bike shop guys were not used to having a woman calling them on the phone. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:21:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, you must have really stood.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:21:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, here we are talking in 2021. You've been in California since 1985.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And I mean, your accent sticks out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I mean, but you really rarely run into people in Berkeley with a South Carolina accent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:21:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, I know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:21:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, I think I I struck out for good or I'll.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:21:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:21:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And and and you were from what I read, I think your brother lived across the Bay, South of the airport in Foster City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:21:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:21:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Presumably you moved to to Berkeley because you were working for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:21:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Or he would work for fish and for north Face.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:21:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes, I had a job with a paycheck, so I can afford to have a room in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[A house when you were a student athlete, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[You imagine we're already thinking about the fact that the clothing made for women athletes was not well thought out while you were working in North Face.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[You were from what I have read like you were thinking about this like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:22:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Problem that there weren't. There was no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Athletic gear for women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:22:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:22:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, you know guy, it's it's funny. 'cause. Here's the thing. I think about a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:22:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mean. I'm assuming you know about the narrative fallacy, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:22:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Like this idea that we end up in a certain place and then we make up this really nice story that proceeds logically from point A to point Z.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:22:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And it just it just it's just a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:22:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I I I want to tell all this to you, but it's going to be completely misleading that like, oh, and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:22:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I went to Yale where I found I'll fitting uniforms and and then I went to The North Face and was frustrated by no, I was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:22:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:23:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, I guess I think I used to think to use an old school analogy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Used to think I was the person operating the flippers on the pinball machine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm the ball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[You know, I mean I think that's. So I'm having all of these experiences.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You were bouncing around from 1? Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[I'm just bouncing around 500 points free ball.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:23:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm going to keep playing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[But so so I want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Make sure like that part of it is clear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:23:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:23:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Not foresighted enough to have planned what happened to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And justice, to be clear, almost nobody who's been on the show is. There's no I can't have a single story where somebody said, you know, I was 18.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Had this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Now I'm 55 and and you know it. It it kind of unfolds over time and it's it's like being the ball on the pinball machine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:23:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:23:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:23:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, so I can look back and I can see the thread.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Like I can look back on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[My time as a kid, you know, I'm like 8 or 9 or 10 years old. And at the time there was basically one sports magazine, Sports Illustrated, and I would go through every single one of them and try and find pictures of women athletes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I would painstakingly cut them out and put them on a poster board and have it up in my room. So you could say like it was already in me then. I wasn't thinking like, and therefore I am going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:24:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Start a woman's athletic apparel company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:24:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But the seeds were there early trying to create.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A vision of what I could be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[What was women's sportswear in in the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, Nike had been making stuff, but what did that mean?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, it was kind of aerobics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:24:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean Jane Fonda, it's kind of that kind of stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:24:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mean I think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, for me, when you play college sports, you get all your gear given to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Fitting or not, it's given to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's given to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[They wash it for you. If it wears out, you get a new one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Not your concern, then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Graduate from college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And all of a sudden I'm having to buy my own gear and there's nowhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[To find anything that's built or designed specifically, women you know there's no lululemons.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, there's there's nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Literally, there is nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And really, I mean, if you think about it, it's it's just math, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Title 9 was passed in 72, so I was in that first generation. There was no market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[What was it that I mean? You're 27 and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You decide at that age to start your own business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:25:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Were you frustrated working in for a bigger company? Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Were you just one of these people who had to be your own boss?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[What do you remember about that time in your life that led you to to that decision?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I would say probably that you know, I think about The North Face, you know, I had great jobs, but I'm 26 and I'm like boy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[These guys are kind of idiots. If they can run these businesses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And anybody can do it, you know, because I'm 26 and I know everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Sippy, 26. Yeah, of course you do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, so it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[They wouldn't do everything that I wanted them to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Probably don't even pay me attention to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm like some entry level person that all you know, they're busy. They've actually got important decisions to make where I'm down here seeing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:26:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How idiotic everything is. So I'm so confident, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:26:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I remember that feeling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:26:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. And I think my favorite part about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And now, guy, I'm the idiot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But you know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Here's the thing. Because we're both we're both talking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[We're both, you know, older, and we're talking about remembering that feeling. And if you are listening and you are 26, it's OK to think that I'm an idiot or Missy's an idiot because that's the fuel you need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[To do something stupid enough to start a business that will ultimately be a good decision, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean those are very like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[People say, oh, how did you do that when you were 26?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I have to say it's the only time to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Yeah, and this is 1989. I think when you decide to start the business and what what, what did you tell yourself?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You say you know I'm going to start a women's apparel company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Because it's always been on my mind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:27:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[How did you describe it to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And it says. So what are you going to do now, Missy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Well, first I did 0 market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[My market research was me and my friends, which let's just be very clear, is a very small group of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:27:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You just said, hey, would you use this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Hey, you need shorts that fit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Don't you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, me too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Umm, but I had enough to say. OK, there's not enough people in Berkeley, CA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[To support a retail store just for women athletes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I need to do something that's more national so I can find all the women who need work out and fitness gear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I did sort of what is the precursor to the Internet is that was a mail order catalog.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Did you have? I mean, let's just back up for a second.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mean what kind of money did you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[To start an apparel company, presumably you had some savings from your job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes, I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I had like 30,000 bucks when I can tell you sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:28:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's pretty good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. I mean, I'm 30,000 bucks. How much that's?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That's a nice. That's a nice, nice amount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:28:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[But what people were telling me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is you know this time right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is 1989.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I'm talking to as many people as I could possibly talk to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Calling anybody that'll talk to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:29:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Asking them what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Ah hey, I've decided I want to start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mail order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You have started one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And all of them told me if you're going to do this, you need at least a half $1,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Start a mail order catalog business because this is 89.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is how you marketed you sent out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Millions of catalogs and then hopefully people would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Or or not millions guy or not millions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Or not OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So people said you need you need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Least a half a million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[To make this work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yep, that's intimidating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. Yeah, I was like, well, I I don't have a half $1,000,000 I have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Have $30,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I call up my dad, I said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So, Dad, I'm super excited because I've got an idea for a business. Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:29:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The best part about it is that no one else is doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:30:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And he's quiet for a second.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:30:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And he said there might be a good reason for that, Missy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:30:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[When we come back in just a moment, how Missy struggles for months and then years to get Title 9 going and how she discovers the one item of clothing that will give the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:30:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A much needed boost.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:30:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So with us, I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:30:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And you're listening to how I built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:30:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[From NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:30:49 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:30:59 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[More at a JW s.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:31:05 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:31:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Hey, welcome back to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:31:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:31:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So it's 1989 and Missy has decided to quit her job and put $30,000 of her own money into launching a mail order catalog for women sportswear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:31:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And that $30,000 is pretty much all she has to spend on everything, including the clothes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:31:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But the good news is, if there are all these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:31:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Manufacturers and small manufacturers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:31:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Who are starting to think about becoming market?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:31:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Now the retail stores are not necessarily buying this stuff because obviously they're worried about the customer coming in today. But these manufacturers have to think about tomorrow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[So lots of manufacturers were starting to what they used to call shrink it and pink it. And I think they still call it that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Take their men's stuff and they do it over in pink and call it a day and make it smaller. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:11](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:32:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But the good news about that is there were a lot of also small brands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, in my age or a little bit older who are also starting to design and manufacture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Woman's athletic apparel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So the idea was that you were not going to manufacture your own stuff. You were going to find.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Couldn't afford it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[You can afford you going to find manufacturers, buy their their stuff and then put it in the have a catalog and that that would be it and eventually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:32:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm assuming you you got connected to probably smaller manufacturers, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Exactly. So yes, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We could have gone into manufacturing and that probably would have cost me a half, $1,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:32:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[More an unlimited amount of money, but what I realized pretty quickly is there were enough of these small brands, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Pearl, Ms. moving Comfort was like the first woman's running brand, so I started calling on folks like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, mostly what I did is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, one again I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm operating out of a garage in the house that I have a room in. You're living in like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A group house with other people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. Well, I'm living in a house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I wanted the cheapest rent, so I got the room that was actually the garage. Nice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:33:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I have to go outside to go to the bathroom to come back in the house. Go. Yeah, whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I'm trying to get these manufacturers to talk to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But they're not going to talk to me if I'm meeting them in my garage, so I would go down to my brother's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Office in Foster City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[He was, and I would meet people there in his office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:33:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It'd be like official, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, way pre it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Free Starbucks? Really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:34:05 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It was free, everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[So how am I going to fake this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And and then finally, one of us was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:34:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[What's going on here? And it ended up being the the sales Rep for moving comfort.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[None.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And so then I just said, well, I'm, I'm starting and I really I don't have an office as my brother's office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[She was very kind to me, she said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Look, I'm going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:34:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I can see your real why don't we just come?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just come and show you the line.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Show it to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And your living room and moving comfort was one of the first businesses that, I mean, they became our bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, they they were a manufacturer, moving comfort and a brand, OK, like a small one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:34:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Like Nike, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[They they were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:34:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We're we're willing to work with you, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And at this point I know it's mainly you by yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:34:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Actually running the company, but I mean did you have any help or or support?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes, I just was surrounded by a whole bunch of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Who were willing and fired up about this idea?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[My teammates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I was playing Ultimate Frisbee.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[My teammates were my early models and then one of my teammates happened to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A woman who was an editor at a woman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And fitness magazine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So she became my first copy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[She had a friend who was a graphic designer, so she designed the catalog for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Had another friend who.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I met playing basketball and she designed because you had to have a corporate package.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Don't know why, but that's what you needed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Corporate package was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A logo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Letterhead envelopes all these things that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A brand they call a brand Bible now I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Had to have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, you had to have that. So my friend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:35:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[Lisa did it all and threw in at shirt for $90.00.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:36:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[OK, that sounds like a good price.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And the name then it was a great name, was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Had you thought of that name?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Thing that was kind of hanging me up is I couldn't come up with a name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Come. I've gone through four or five.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And somebody had all of them. You know, it's like, oh, it'll be cheetah sports because the female cheetah is whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Faster. Yeah, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:36:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And then I remember I was up on Telegraph, maybe walking around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Moe's books or that other bookstore? That was right next to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[00:36:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I was just looking through books and I picked up this book and it was writing about the history of women sports in America and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I started reading it and I was like oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Title 9. That's what I'll name my and that was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Know no one wanted that name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:36:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Unsurprisingly, so I named it Title 9 after that piece of legislation that ensured that I got to play sports all the way through high school and college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:37:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:37:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Like like running shorts and and tights and things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Yeah. Well, remember the customer was me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[So very narrow group of people, but it was me I had we had tights, we had running shorts. We had cycling shorts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We really didn't have much in the way of tops because you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Tops for free at the races in the tournaments.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[I was not a merchant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean it's it's interesting because today, you know, Teleline is is very well known for sports prize.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[For women. But that was not part like you weren't thinking. Oh, we're going to sell sports bras.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:37:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, so I put together this assortment of stuff and it's a tiny little flyer of stuff and I really do not know anything about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:37:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:38:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I I knew what I was able to glean at The North Face.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But I'm just putting assembling a group of merchandise that I can get people to sell to me on credit, and then at the last minute.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I got in touch with a sales Rep who was representing two women.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:38:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I didn't know this at the time, but it invented the first sports bra and I'm I'm super flat chested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:38:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Going to say AA on a good day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That's an afterthought for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But this guy was a guy because most of the sales reps at that time were guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:38:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[He he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, I really think you oughta put these sports bras in there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And by the way, were sports bras widely used in 1989?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, no, no. I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So what did women do? Who were?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[For support, they wear two and three bras guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:38:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So anyway, as almost an afterthought, we bought some sports bras and we've done all the shooting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was all in color.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:38:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And so I just had time to take some real quick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Black and white photos and we put them on what was then called the order forms.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[This is in the catalog.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, in in the catalog. And then there's an order form in there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And so I put them in there and I think we sent out like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[15,000 catalogs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And by the way, I'm looking at a photo, some photos from the first catalog.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And it is not a slick production at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:39:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, it's cool because all the all the models are are women athletes and they're not like glamour shots or some action shots, but they're very authentic. And these were like, these were your friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. Yep, I'll like it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[People like mostly that I played ultimate Frisbee with or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Went Rd. riding or mountain biking with or that I worked with at The North Face.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:39:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So you've got the catalog U and running and I'm assuming you had to order a bunch of stuff with your the small amount of capital you had and just hold it in your in your where garage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Where you lived in your room, OK. And and hope hoping that some that it would all be sold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:40:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. And our suppliers were our bank, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I would order stuff, let's say in November, and then I would say I'd like for you to ship it to me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[In May and then I would like to pay you in September.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Wow. I mean, it's a little bit of a a Ponzi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That you hope for? Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, you're just hoping, hoping.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Alright, so you get these catalogs, 15 or 20,000 catalogs and and how did you do? How many orders did you get from those?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So we put those catalogs and then I'm just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Waiting for the phone to ring.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:40:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:40:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Waiting and I think we got a whopping maybe 15 orders, maybe seven of them were from someone that I did not know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:40:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[Wow, that's for mailing out over 20,000 catalogs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:41:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[That's crazy, but that but but but. But that makes statistical sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Super sad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Super sad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Got it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You're gonna. Your hit rate is gonna be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It did not make. Statistica didn't make any sense to me. You're correct.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But one thing that I did notice in this that all of the people that I didn't know and many of the ones I did know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Put a sports bra on their order and so while I may not have been the quickest study, you don't have to tell me twice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And I realized like, WOW, sports Bras, that is probably now I know the most essential.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Piece of sports equipment for the average American woman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:41:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, this is 1989, the year you start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:41:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I I know that the first four years it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Really rough and but that first year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Not only did you have you're dealing with like cash flow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But that was year, the earthquake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Big Bay Area earthquake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:42:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, I remember exactly because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I was so relieved there was an earthquake because we were going through the financials.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:42:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Not to make light of the earthquake at all, but I just so I mean it just is how much the finances weighed on me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Because you were watching not only your bank account window, but you owe people money, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And just kind of, you know the ways you think about so?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So we did the first catalog, it went poorly, saw a little opportunity for sports bras. So I was going to make the most of that that I could, but I was also even then trying to figure out, like, okay, how do I kind of get out of this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:42:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And just go back and get a job again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I can't just quit after one, but I'll do a second one and it'll be super super cheap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just be like a folded up piece of paper.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[It's like super cheap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I did a super cheap folded up piece.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Paper and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It did a little better, even though it was a little worse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:43:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[From what I read, you would order a bunch of stuff and then you would sell it and then some money would come in and then you would use all that money to send out to order more stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Then send out the stuff to people who ordered it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You were constantly at a cash like every.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Right. Yep. It was like cash in and then out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yep, constantly, constantly, constantly out of cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[00:43:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Like 2 \* a year I would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And even now I sort of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Sort of stress reactions around these two times of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's the time when we're building up a lot of inventory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:43:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And you know, there are these two times when you have invested a lot of money in marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Invested a lot of money in inventory and sales are going to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Hope they're going to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[But you don't know if they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And it kinda 2 \* a year I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I just be done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I'm just like, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You want to quit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[At one point in those in the first, I think maybe four years you were like $200,000 in debt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes, that was a lot of dough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But you were thinking, all right, what? What could I do for a living?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Right. What can I do for a living where clearly I am self unemployable?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And how did you deal with that stress, did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:44:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Did you get depressed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[Get anxious. Did you rash out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, Dana actually had a real job and a good job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Her paycheck was supporting both of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:44:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:44:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So by this time, you know, I I wasn't taking any money out of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[She was only your girlfriend at the time and and supporting you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, well, you know that that's a matter of laws or a matter of practice, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Because we we actually couldn't be officially married until, believe it or not, something like 2012 or 15.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mean, which is crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[So what would I do in terms of the relief?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And Dana reminds me of this all the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Because it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You never get out of that. I mean, we're always in it for the rest of building a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You have those times and my solution then was to call my dad because he was whenever I talked with him, he always just had like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The one good piece of advice that I needed to hold on to, I remember very early on when I was ready to hang it up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I called them and I was just like Dad. I just, it's just it's not happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I I can't learn fast enough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I just don't think I can do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:45:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And then he he would just go to the business. And he's like, well, tell me about your customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Tell me about how much it costs you to get a new customer now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How much did it cost you to get a customer this time last year?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And he would just find the successes well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:46:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That's The thing is those little life lines that that someone can offer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, it's not like, oh, and then we got invest investor and I got $1,000,000 and everything was fine.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:46:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's like, no, there were a lot of little life lines all along the road and continue to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I read and I don't know how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Much of a big deal this was, but I did see a reference to a flood that destroyed all the inventory at some point. What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was that in your when you in the garage?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[In the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:46:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How did a flood get in there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:46:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I what happened was we had installed some racks in the garage and by we I mean Dana and she's handy but not super handy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And they probably weren't installed in the most professional manner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So they came crashing down in the middle of the night but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Not in the garage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We're asleep. We'll.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And then there's a rain storm. And you know, like, Berkeley garages. There's just the water swoop up in there and I think it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[About that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Where I decided it was time for us to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[To get real office space. I'm like this is ridiculous.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:47:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We need to stop doing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, it's probably shortly after that we moved into again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:47:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just it was next to an ice cream.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Manufacturer, also a small entrepreneurial led, and every morning it would smell like chocolate. When I came in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So everything that we shipped out started smelling like chocolate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:47:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[All right. So those those first 3?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[There were moments where you really were like, very seriously thinking that this was not going to work out, but I guess around 1993 you guys turned a profit for the first time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Is four years in probably not a huge profit, but a profit nonetheless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And what was that the result of was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[What was it? You were just getting? Sort of better at managing things and more experienced.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You hire people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:48:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, you know what I would say is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's just like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Staying in the game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, that's just the best way I can describe it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm just like, I'm going to just stay in the game here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:48:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm going to kind of keep hitting little singles and I think it's it kind of goes to basically a business philosophy just sort of fail faster to succeed sooner. And you know, if you're going to make big mistakes, those take a long time little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Take a very long time. You can make a lot of little mistakes really fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:48:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:48:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I think it was just because we didn't have anybody really until we were over $40 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Didn't have anybody who had retail experience, peril, experience marketing experience we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Everybody was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[True believers, product users that are really interested in women's outdoor gear and athletic apparel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[I think that the story of Title 9 is a story of hitting singles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Which is yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A great strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And a strategy that you can really only do without having outside investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You can't do that if you've got people who expect a 10X return in five to 10 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You you can't just hit singles because no one's going to be that patient.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, we've had apparel brands on the show that have raised venture money and and you know and was that even on your radar?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:49:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:49:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was that ever even anything you you considered or thought about, or was it just not even something that you thought was an option?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think you always it always has to stay on your radar because you never know what's going to happen, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But it's never a real option.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I I think the time I was most aware of how impossible it would be to go out and get investors is we had a president that the first President we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:23](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:50:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Who came in and Estelle de.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[She did a great job running the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[She'd done everything she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Businesses sold businesses and she came in and ran the business for a while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I said, you know, somebody contacted me from one of the big investment banks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Can't remember who now and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I told to Syd, I said, would you like to talk with this guy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You like us to talk to this guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Thank you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Like. Sure, let's do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Let's do it. So the guy comes and I'm meeting with him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I really literally cannot remember his name anymore, but he comes into the office.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:50:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I'm talking to him and Guy, literally the longer I talk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The more nervous he is getting, as if he has walked into some sort of alternate universe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That does not speak his language.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[What were you saying?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just about how we've, you know, people want to riding by the door on scooters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:51:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We play a lot of games at work, so there's a lot of stuff going on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So he walked into a foreign country. You know, maybe I'm talking about every year we do something called the title 9 Olympics. And we divide up into teams and we play sports together for a day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And people, you know, get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Hopefully not badly, but you know we we play hard and that just didn't work in his investment banker mind, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:51:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And then Estelle came in and she sits down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And she starts talking to him, and that guy was so visibly relieved and just talking to her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:51:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just realized I don't even know the language to talk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So to answer your question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Do we consider it? Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Would it have to be someone who is very different from me to really get that deal done?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[But by the same token, what I would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is if you hit singles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Which we do and we're good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You're not going to hit a Grand Slam.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:52:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And that's just you need to make your peace with that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And I think I would take the staying in the game of singles to striking out a whole bunch and every once in a while, getting a Grand Slam.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Once you became profitable, right, and again, it wasn't like buckets of money, but probably profitable enough where you could pay yourself a little bit of a salary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[When were you able to actually hire people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:52:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And pay them a salary every time someone asks me that I'm taken back to my own decisions around that and how hard it was, you know, first we just had people who would help us out and volunteer. And then I remember, and this is probably one of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Something about being a female entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I really wanted to go home to South Carolina for Christmas and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The phones were going to ring and people were going to want to place orders and return product and I wanted to be in South Carolina and I couldn't be because of the phones. And this was before call forwarding and all the stuff that you could do now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I had a teammate and I said hey, and she lived in California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was like would you be up for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Minding the store while I go home for Christmas and she said sure. And I said, you know, if it works out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Then maybe you can keep doing some work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And so that was really how I hired my first actual paid employees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:53:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Renee Thomas Jacobs, we are still good friends. She ended up being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Our first president.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:54:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But it felt like a big step like there's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:54:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Who can I afford to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:54:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Or should I just be working harder myself?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[When we come back in just a moment, Title 9, keep hitting singles until Missy makes some miscalculations and the company suddenly finds itself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[In a slump.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:54:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:54:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:54:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:54:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Support for NPR comes from Hiscox, committed to helping businesses protect their dreams. Since 1901, a business can start with an idea, a desire, a dream. And when you make that dream a reality, you can count on his \*\*\*\*\* to protect it from the risks you can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:54:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[With customized policies for hundreds of professions, Hiscox can protect the business you've worked so hard to build quotes and more information are available at Hiscoxcom Hiscox, the business insurance experts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Support for this podcast and the following message come from Living Proof. Does your hair need a fall reset?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Reveal your hair's full, healthy potential with living proof their award-winning products are engineered to solve the toughest hair problems. Never conceal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Designed to leave you with cleaner, healthier, more brilliant hair for longer living.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Products never contain silicones, parabens, and sulfates.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Unlock your hair's naturalbrilliance@livingproof.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Slash built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Hey, welcome back to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:55:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So it's the mid 1990s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And Title 9 has only just become profitable and Missy is still running the company on a shoestring.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:55:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm not going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:56:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And still looking for ways to get new customers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[The way we did it is the old fashioned way. You know, we went to a lot of races and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:56:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, tournaments and we would sell stuff like our excess.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:56:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[We would sell there and we would build up our mailing list by doing that and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:56:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The hard work of building a customer file, you know, selling people a sports bra, selling woman a sports bra she can't do without, and you earn her trust on that and she comes back to you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:56:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[For all of her athletic apparel needs and and to this day, I would say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:56:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That we are much better at keeping our customers than we are at acquiring new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:56:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That's just always and I think that's again that sort of bootstrapping, hitting singles, you know, our customers know that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Get them that we're product users and product testers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[So that once they find us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[They stay with us for a long time, but it's not like we're going out there and we're going to do $100 million marketing campaign that's going to net us a whole bunch more new customers all at once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just never been the model. Was that ever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was it always designed to be a direct?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[This was a direct to consumer business from the beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:57:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:57:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was that the model from the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Did you ever think, you know, maybe we'll do a collaboration with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[You know Macy's or something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, I think we just weren't sophisticated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I wasn't sophisticated enough to think like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:57:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I want to control everything that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I know it's a delusion, but I still want to control it, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, certainly people propose them, but I I just couldn't again remember, we're mostly selling other people's brands at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, but with with Title 9 on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Think it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was was whatever brand it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, it's just with whatever brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:57:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[OK. And I guess eventually like like eight years in or something you you finally opened up a store like a brick and mortar store?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[In Berkeley, and what's interesting to me is today, we're looking at the woman's apparel market and it's enormous, right? Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Are the pioneer you really created this category?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yep, with title.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And this is long before Lululemon or Athleta or outdoor voices. Any of those existed at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Years in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Did people get it or was it still a curiosity?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Do you know what the most incredible statistic about that first store was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The amazing thing about that store was that over 50% of the customers that came to that store came from more than two hours away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:58:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Who were they? Were they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Were they high school athletes? College athletes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:58:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:58:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just women that want to workout and want better gear, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[What age ranges were you? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I would say probably we think of our customers sort of like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[30 to 50 age range and it was pretty much that then as well. You know they're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:59:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:59:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[They have some disposable income because you know at that point direct or ecom wasn't as big a thing that very few people were willing to buy something sight unseen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:59:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But what we found mostly was people were coming from all over the country, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:59:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[They were flying to SFO and they would come to our store, so we were really looking for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:59:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:59:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[00:59:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Woman who is in the workforce now and is coming into her own either an aerobic studios or, you know, in the outdoors and needs to find the gear that works for the second piece though.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[00:59:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is our sports spa business ended up? There was a small piece of that that ended up being a big part of our business to high school and college athletes. Even now we have a lot of mother daughter first trips to buy sports bras happened in our retail sto.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[I wonder you know one of the it's it's interesting because I've heard you describe a low point in your career as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Was during your first maternity leave because obviously you were incredibly overjoyed at the birth of your first child. You were 37.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:00:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You had a very difficult long labor.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

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

[You just decided that you were the CEO and the founder, and you didn't want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:00:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Take a long leaf that you were back in the office pretty soon after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Birth of your daughter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:00:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. And I think you know this is a little bit of a hero complex there, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:00:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know the business was doing well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:00:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I I was still running the business at that point, but the business was doing well enough. But you know, I mean that's the thing about running a business. You get so much positive reinforcement, especially if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You're the founder owner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You've done every job, you know all the answers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[And then I suppose there's something about like, wow, a new mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Don't know any answers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think I'd rather go back to the place where I know answers. I mean, if you know you want me to get into sort of the psychological underpinnings of that choice, you know, I have this picture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's like a Polaroid of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So she comes to the office with me and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[When she was a newborn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:01:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And she's all, like, swaddled, and she's on one of those spinny chairs. Like spinny rolly chairs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And she's just lying there all swallowed up, like right on the chair.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[There's no one around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm like ha.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But I think I needed to have that and realize like, wow, that's really that's really screwed up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:01:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I I got to do better, but then I think now when people talk about work life balance, I think you know, there's really no such thing as balance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[If you want to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Really great, whether that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Be a great mom or be a great entrepreneur or a great business person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You're really going to have to dig in and have a lot of imbalance for a while, but it always has to flip back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:02:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[There's going to be a teeter totter sometimes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I am really digging in on work and sometimes it's going to be I am really digging in on home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And then for those ordinary days, hopefully I get home in time for dinner every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think around 2000 you started to design and manufacture your own stuff and think today about half of what you sell in the shops on the website is your own design stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:02:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How, how? How involved were you in in the designs?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, what I would say about us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:02:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mostly what we are and I think you have to be, if you're going to be owner operated.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We are very opportunistic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So the very first thing we ended up manufacturing ourself was a sports bra.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And it was because I found a sports bra that someone else was selling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And it was kind of a passion project for her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:03:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yoga teacher and she couldn't find a sports bra she liked, so she made this one that end up being a top selling sports bra for us for many, many years. But at a certain point she decided she was more interested.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:03:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[In fitness instruction, understandably than in making sports bras, so, she said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I want to get out of this business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You like to buy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The rights and designs for this, we called it the frog bra and I said sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And then she coached us up on on how to get into the manufacturing business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:03:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Basically, in the 2000s there was an absolute explosion in women's apparel brands lululemon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Athleta, now there's outdoor voices Nike and Adidas are making this stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We had Chip Wilson on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We we had Tyler Haney of Outdoor voice on the on the show before a few years ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You started this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You were the lonely voice in the wilderness saying, hey, there is a market for women's athletic wear, but these other brands which started after you became bigger, very fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:04:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Did that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How did you? What did you think about?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, did you feel like you were under pressure to like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Compete and to grow faster and to I don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was it frustrating to not get the recognition that that maybe you felt you guys deserved?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So kind of in the nicest way possible. What you're saying is why did you let all those late players come in and squash you like a bug?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, I'm not saying that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. No, but it's it's spot on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Spot on, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I played basketball in college and I have to tell you, I never played better basketball than when I was having to compete for a spot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. So, I mean, I think that having more folks in the field makes helps us all raise our game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[At the same time, I'd say we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[In some ways, we're competing on the same game, but in other ways we're not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And to be really honest, if title nine were publicly traded company, someone should fire me right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean that that's just the facts of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Should fire me because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:05:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The fact is, the sole purpose of a publicly traded company or a private equity backed company is to maximize shareholder value in purely financial terms and plain and simple. I haven't done that. But I would say that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[At Title 9.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I have, I think we all have always measured that this idea of value creation much more broadly, and I think my philosophy and I think it's all of our philosophy now, can probably be summed up with one of my favorite sayings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Not all things that count can be counted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, I mean, you built a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:06:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That was bootstrapped is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You never brought an outside investor, so you didn't have to make decisions that that, you know, they wanted you to make. But there's a trade off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:06:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You don't go on the New York Stock Exchange. You don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You're not a billionaire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. I mean, I think it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, when I think about that guy, I think about how this choice that we made and that we remake every day is informed by our business practices and it's everything from the suppliers we choose to who we choose to hire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:06:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mean, probably at in the most important way is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We have chosen to mentor up and coming female executives rather than some plug and play sea level. You know, actually, I have to say one of the things I'm still very proud of is that we grew the business from probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Zero to about 50 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[With not one person that knew anything about retail or apparel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Or business at all. I guess, just like pure passion about women and the transformative power of sports.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:28](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:07:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And you know, we have this pitch vest that we do twice a year for up and coming. Women run brands.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, I am filled up by seeing these women come in and grow their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We share resources and and sometimes even finances with these kinds of businesses and and and we're all stronger and better for it, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's just a different game.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:07:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You you've been quoted as saying that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Or in 2014, the company had climbed out of a pretty, pretty significant downturn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm assuming that that was probably connected to the recession.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But you said that it was solely self-inflicted and I wonder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, sounds like the, you know, maybe some, maybe some personnel decisions or or strategic decisions led to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Some rough years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, yes, very rough.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, I was a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[My something bad happened to somebody and a self-inflicted wound and I talked to my mom about it and say well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:08:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Fault and my mom would say, well, those are the worst kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, and I would say that I have a lifetime of the worst kind of self-inflicted wounds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:08:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Some of the biggest mistakes are people mistakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And mostly they are my own failures and leadership.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:09:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That negatively impacted team members or the whole team and 2014 fifteen, while it had its share of people mistakes, I think it was really a failure on on my part to recognize how quickly we needed to shift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[From a print and bricks and mortar model to a digital model to like social media marketing and things like influencers and things like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:09:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:09:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Exactly all of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:09:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And it's, you know, I mean it's one of those things where, you know, if a company has been around a long time it it has a legacy, you know and that's a great thing. But it's also a challenging thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:09:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I couldn't figure out how to rebuild the organization around digital.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:09:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:09:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I think I set the team up for maybe the only time in the history of the company where.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We were not all playing off the same sheet of music.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[There were folks who are very committed to the print model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You were still a catalog.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:10:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes, and you can't see. Can't be today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes. No, it's just too late.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:11](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:12](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:10:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's just, it's not happening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Don't get me wrong, print is an awesome secret weapon to have. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[They're a part of your marketing mix. But in 2014, 2015, Yikes. I mean, maybe they.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:10:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[80% of the marketing mix when you consider our digital, you consider our retail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Prints only 30% of the marketing mix, you know. So a dramatic change in six years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But I remember talking to Dana at one point, and I was like, you know, I think I think we're gonna have to take out a mortgage on the House. And I just need you to tell me that that you're willing to go back to work if that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So you were. So you had really, like, the fortunes the business had had kind of reversed in, in a sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. Brutal, brutal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And and and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It was so, so revenue, sales figures, everything was was declining.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yep, inventory way too much inventory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And of course, that's going to create stress for everybody.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yep, Yep. But in those moments, I mean, we have good people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I wish I could have been the coach that they needed me to be. And I I I think I'm. I'm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Better at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I would say that the progress is slow, but I think you know the lessons that I have to learn now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Are the lessons of leadership more than they are entrepreneurship?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:11:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I guess those sort of that, that unless it's sounds too dramatic, but the the downturn led you to eventually to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Bring on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[President of the company Johnny Lin, a man. And you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The most part?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:11:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Women executives was hiring Johnny and he still, I believe, still the President of the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Did you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Did anybody have pause and say, wait, we're a woman's apparel company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is this the right fit?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:07 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Oh hell yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:12:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Australia, Australia. Be gentle on the question, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah. Thank you for being gentle, but hell yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, sometimes the right woman for the job as a man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I think that Johnny Lynn, he was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just what I feel like every time we have had a presently meeting the business. They have been exactly what we needed at the time they came in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We needed a diversity of ideas about how to run this business, and Johnny is going to bring that to us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:12:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is such a good leader and I felt confident knowing that I wasn't gonna be leading the company on a daily basis, that the next person we needed to lead was someone who could build a great executive team so they could lead long past when I'm here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You are a retail business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think you have 14 or 15 stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think we have like 18 stores, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:13:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:13:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:13:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:13:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You kind of come out of this rough period and you're back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, I think you hit $100 million and then COVID hits, which was absolutely devastating.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Certainly initially for retail, you had to close all your stores. I think I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:13:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Store sales account for like 20% of your total business and that was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[20 to 08.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's zero percent 20 and uh. That's a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I I I read that you guys had six weeks of cash in the bank in 2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:13:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We have to shut all of the stores. We have to shut our headquarters and then probably the most challenging part for me was our distribution center, which like Amazon because it's selling goods that are shipping directly home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Could remain open and also if we shut that, there is literally no cash.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Shelton place comes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Sales drop like a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We're in the middle of what should have been our busiest season.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Should have done about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[$10 million in sales and we lost $5 million of sales in the last two weeks of March alone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We had six weeks of cash on hand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, how long have I mean it was March and it was really dramatic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And I remember people were scrambling for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:14:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[PPP loans and I know you guys received 1 and it was a mess at the beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was in May and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, figuring out how we get one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[When did you start to see signs that sales were starting to pick up again?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, I've been pushing for us to move from print.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:15:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Like 6 years, but Covic pushed us probably as far as we've been in six years, in six months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Everything moved digitally. Stuff that had been paper based was now online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I really started first seeing the team just step up to the challenge of converting us to a fully our accounting team went entirely paperless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Which again we've been pushing for our design team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Presented all their decks online and then sales start to come back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:15:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Maybe in August or September, of course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We didn't recover the year we ended up in negative territory, but I would say we made-up a lot of ground on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So much so that by I would say July, we felt confident everybody had taken 25% or more pay cut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:16:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We're able to bring everybody back to full pay and then we were also able to give back to people the pay cuts they had taken.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:16:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How have you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Has your business recovered?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Are you back to 2019 or even even higher levels now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yes. So we are in the Womens Sports and fitness business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[We sell workout gear and sweatpants and stuff to do outdoors, and people are doing that in droves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So retail is still coming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, it's not quite there, but our direct which we're before.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:16:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[For COVID, we were about 80% ecom and 20% retail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Then we were 100% ecom and 0%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Now we've probably worked our way up to that 85% ecom and 15% retail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But a bigger number overall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean, Missy, you've been at this for 30 plus years. It's been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I know, incredibly fulfilling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:17:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I mean at some point, and I'm sure you've been approached in the past, but at some point there will be a moment where somebody, you know, says, hey, we want to want to buy this and you'll be in a position to decide whether to do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[When I mean, what do you think I mean at some point, do you think you would you would entertain that well?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Guy, you are asking me the question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That the accountants and the lawyers have been asking me since day one, what is the exit strategy?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:17:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Say right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[Which you don't have to answer 'cause it's your company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think I'm coming more to what the exit strategy is. As I you know, I couldn't have answered it, it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's absolutely incumbent upon me to be able to answer that question if I want Title 9 to outlast this generation of leaders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I need to be able to answer that question and the thing that I know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is that my goal is to get it in the hand of the next generation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A female owner operators. I do not need a liquidity event because of the way we have grown it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[At this point we have 0 debt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Have 0 outside investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So it is a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:18:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But for someone to come in and be able to earn a seat at the ownership table, and that is my hope, is that at some point over the next 10 to 15 years, I'll be able to pass Title 9 on to the next group of owner operators.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Who I hope will do it a whole heck of a lot better than I have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So I am not thinking actively about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[An exit strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Gee, I am thinking actively about leadership succession.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:19:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Enough, Missy, when you think about, you know this, this whole journey. What? What you've gotten to 'cause. I mean, you had a really tough few years and then there was, you know, kind of stability and growth and the brick and mortar and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[This period of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Stagnation and then growth again. And then the pandemic, which was of course probably the most trying time of your entire tenure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And now once again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:19:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Growth. Did you, I mean just reflect on that. Did you ever, could you ever have imagined when you started this in the garage, in in, in 89 as a 2627 year old, that 30 plus years on it would look something like this was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Could you envision that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Well, I want to say no and I want to say maybe a little bit. Yes, in only the sort of frivolous way that a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[20 year old might like we need to start the women's version of Nike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You know, and then once I got to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:20:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[No, I I don't think I ever could have envisioned what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The work has become.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And the people right that I've gotten to work with, I'm not sure I really had expectations, to be honest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was like this is going to be a fun adventure and I think that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Really, when I think about business, it's the great game of business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah, you know, we're not curing cancer guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Mean so it can.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Can be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:20:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[There can be times when it is hard and you take your losses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[But it's a great game and it's been a great adventure, so I hope I have a few more adventures left in me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How much do you attribute your success to to the work you put in the really hard work you put in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How much it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Has to do with luck and you had some lucky breaks early on, and I mean, of course meeting Dana and and and Kai who.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You kind of like learn about the bike business and then and then North face.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[And meeting the right people at the right time, but also obviously there was a a grind there too.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[How much of of those things do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Would you attribute to the success of the business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Yeah right, its.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's not binary, it's not all luck or all hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[It's it's percentages and I think you know if you want to talk about the luckiest things that probably had sort of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Absolutely necessary parts of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I had to be a young woman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:21:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Growing up in the 70s and 80s, hot in the 40 S and 50 S.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:22:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[S luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:22:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I probably had to grow up in a family that was encouraging me to be an entrepreneur, even though that might not be something young women in the South did at the time. That's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:22:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I had to grow up and not be battling abject poverty. That's luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:22:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So when you look at all those very lucky things and then you add on to it, all of the things that happenstance meetings and the people that offered me a hand up, I mean I'd say it's 90% luck. But then what I would say is the part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:22:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:22:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Is the 10% that's work, and so it may only be 10%, but I'm going to work as hard as I can to control that 10%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:22:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[That's Missy Park founder, CEO of Title 9, by the way, earlier this year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:22:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[The company wrote the biggest check in its 32 year history, $1 million to the US Women's national soccer team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Just to pay their players more money so they get a little closer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[To making what the male soccer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Make and this wasn't for a fancy sponsorship deal or anything like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:23:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A straight up gift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A straight path through to the players. We're not asking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I don't want and I said like I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:23:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A beer with the US Woman's national soccer team.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Honestly, this is just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm sure they would buy you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[A beer, though they might buy me a beer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:23:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I do have a Budweiser beer glass with Megan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I think that'll.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[So it's kind of like I'm having to deal with her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:23:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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[01:23:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

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

[Twitter we're at how I built this or my account at Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:24:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[You can find us on Instagram at how I built this NPR org, Guy Raz.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:24:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Episode was produced by JC Howard, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:24:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Was edited by Neil Grant with research help from Claire Mur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:24:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Our production staff includes Casey Herman, Julia Carney, Elaine Coates, Farrah Safari, Liz Metzger and Harrison BJ Choi. Our intern is Katie cipher.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:24:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[Jeff Rogers is our executive producer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:24:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:24:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:24:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[01:24:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

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

[01:24:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVE)