

Interviewee: Andrea Goodman
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Abstract:

Andrea Goodman was born in Chicago Illinois in 1952. Andrea met her husband Richard Goodman while in graduate school, in an automata theory class about the mathematics behind computing. Richard wound up moving to Worcester before graduating the program because of a job position he was offered, while Andrea decided to move to Worcester after the two got married in 1974. After teaching at Clark University, as well as working for Digital Equipment Corporation for a couple of years, Richard asked his wife to come and help him run his up and coming software business. Building their company from the ground up, Andrea, alongside her husband, “changed the way business was done in Worcester.” In this interview, Andrea describes her experiences in building her business in the infancy stages of technology usage. She explains the process, the mistakes, and the struggles that she had to endure throughout the process. Andrea offers advice for those just starting out in their career, based on her own experiences on her own path to success.

KL: We are completing a citywide oral history of the lives of Worcester women, aiming to collect stories about a broad range of experiences. Based on the goals of the 1850 National Women’s Rights Convention in Worcester, we are focusing on the areas of women’s education, health, work, and politics community involvement. We want to focus on today on your experience, with Andrea Goodman. Thank you for your help with this important project.

KL: So my first question is, what does Worcester mean to you?

AG: I’m not exactly sure how to answer that. What does Worcester mean to me? I think it’s a fabulous place to live. It’s got all the advantages of a big city in terms of culture, and diversity and things to do. And it’s got all the advantages of a small town because it’s not so big.

KL: Awesome.

AG: The only thing missing is anonymity [laughs], that’s what I missed when I came from Chicago. Couldn’t go anywhere without running into somebody I knew, or worse yet, who knew my mother in law, so she knew everything I did.

KL: So, what impact did you do for Worcester?

AG: What impact did I have on Worcester? Well, in 1979, I opened the first retail computer store in Worcester, when all we had to sell were 16K Apple IIs. Okay, and there was almost

nothing you could do with them yet until a spreadsheet program was developed in 1980, but we—my partner and I— changed how business was done in Worcester because we started working with the big companies, and putting small computers into them, when all they had originally was big data processing departments who didn't want the small computers in the company because then all of the sudden they were encroaching on their turf. So, we had to do things like loan them to the managers so they could show what they could do with them and get— like we changed how Norton Company, who is now Saint Gobain, but at the time they were Norton Company [a Fortune 500 company]. So, that's what we did, we loaned them computers so that they could show the upper management what they could do with them. And so that they could buy them for their own departments. We also ran training, I ran the first computer classes for the Worcester Night Life, because people didn't know what to do with these things you know? You now have grown up with computers, you have—they've existed since you've been born. But they didn't exist back in the early 1980s, they were just starting. So people didn't have any idea what to do with them. So I ran classes for Worcester Nightlife. I also ran classes in my own store so people could learn how to use a small computer. They had to know how to put them together themselves; they didn't come in a box, ready to start. Nothing worked the way it does now. You know, you buy a laptop, you open it up, and it works. It didn't work that way back then. You had to set them up yourself, and we had to teach people how to do that. We had to teach them how to use the software, because none of them had ever worked software. You know, your parents may be young enough that they did, but slightly older than you, none of them had ever touched a computer. They had no idea. Word processing was just in its infancy. It didn't exist when we first started selling them. You had to buy big word processing machines, and it wasn't WYSIWYG. WYSIWYG is “what you see is what you get.” You know, when you're typing on your computers now, what you see now on the screen is what you're going to get on the paper. That didn't exist, you had to embed commands to be able to put out a word processing document. So, it was all different, and nobody knew how to use it. So, that's basically what I did in Worcester. And I was the first woman on Apple Computer's Dealer Council. I was one of the people that advised Steve Jobs, and the people who worked for him, what we were seeing in the field, and what we needed from them. Not that they ever listened then either, but that's a different issue. Spreadsheet programs didn't exist when I first started. Word processing programs didn't exist when I first started. So all of that, I had to, as they came along, I had to teach people how to use them, So I could see the computers! [background laughs]. Because what good is it if you don't know how to use it?

AP: Yeah.

KL: And how does it make you feel helping out people of Worcester, and trying to change them, and try to change the environment throughout the city. And how does it make you feel, just changing all these people's lives throughout this one program?

AG: It was an interesting process. It was a missionary position, actually, because we had to—we couldn't just say, here, buy this computer. We had to convince them that it was something they

needed and that they were going to need for the future, and then teach them how to use it before they would buy it.

AP: It seems that education has been part of your career even when you—were you expecting to educate people in these things? Were you part of a group educating people into these softwares?

AG: Well, I started as a teacher when I was in graduate school in computer science, I was always a TA [Teacher's Assistant] back then. And, actually, I had some very interesting students in my class who had gone on to have very high positions in the computer field. And, then when I moved to Worcester, no I was not originally expecting it. I started out teaching. I taught computer science at Clark University. And then I went to work for Digital Equipment Corporation, which no longer exists, but back then EVERY techie in the world either worked for Digital or Data General, the two mini computer manufacturers at the time. So I worked there for a couple of years, and then I went into business with my husband. We had a software [?] and then we opened the computer store. So yes, training at that point was something I had still always done and—but we know we were going to have to—we knew that people did not have a clue how to use these things. So I trained—one of the first things we did was start running classes in the store. And that was my end of the business. I had to make sure the customer service and the training was there, in place, so that we could sell these things, and that was part of—back then—when you bought a computer, you got some training involved with it. And then you had to pay for more if you wanted more. And [Interrupted by LB].

LB: So, as a wo—sorry I didn't mean to cut you off—As a woman, did you run into any—like anybody who didn't want to listen [laughing] or?

AG: Okay, are you ready for a story?

LB: Yeah, oh yeah [laughs].

AG: People would come into our store and in the beginning, it was just my husband and I, so he did the business end of the business and I did the sales and the repair. I did the sales all day, and did the repair at night after the store was closed. That was the only time that was left available. When managers—or men—would walk into the store and say, “can I talk to somebody who knows something about computers?” I would say, “Yes, you can talk to me”. And they would say, “No, we want to talk to someone who REALLY knows something about computers.” I got so sick of hearing it—that line. So it became the big joke. So I said, “Okay,” and I'd call in my husband because obviously he was a man, so he'd sit down and he'd start talking to them, and they would tell him what they were looking for. And then my husband would say, “Well, you know, I really do have to bring in my expert who knows about this. Alright, is that okay with you if I bring in the expert?” And they'd say, “Yes.” He'd call me back in [laughs]. And then I would look at them and I would say, “Would you like a cup of coffee?” And they'd say, “Oh yeah!” And then we had programmers, you know for other software purposes, so I'd say, “Oh Jared—or Rick, will you please come and get this person a cup of coffee?” And they'd say, “Oh what would you

like?” You know, one of the boys, they knew I’d never ask them for a cup of coffee—to get me a cup of coffee—but it all became part of the joke, that everybody listened to me because I was the expert. And then of course at that point, they had no choice but to talk to me if they wanted to hear about it [laughing]. So yes, I did run into that, quite a bit.

LB: Yeah.

LB: And then also, what has growing up—like—in Worcester led you to the position that you’re in now?—or—to starting with computers?

AG: Well, [laughs] I started in computers before I moved to Worcester. My husband and I met in automata theory class. That’s spelled a-u-t-(long pause)-o-m-a-t-a, automata. That’s the mathematics behind computing. So we were both in graduate school in computers. He moved back before he actually graduated because his father offered him a position to put in a computer system for his business. So that’s how he got started in the software business. My husband has only ever worked for himself. And then when we got married, I moved to Worcester, and like I said, I didn’t work with him in the beginning. I went to teach at Clark University, and then I went to work for Digital. And finally, he called me and said, “I need help in the software business, will you come and do my documentation?” Which is what I did for him, I wrote the documents on how to use the system. So that—that’s how we got started in that business, and part of the software business is we’d periodically sold hardware, and it was minicomputers, it wasn’t the micro computers that are now—to go underneath the software we would develop for people, and we had a distributor come and ask us if we would open one of their chains—one of their franchises in Worcester, for them. And we thought, Oh, well that’ll drive people into our software business, so we said we’d look at it. And decided, that we could make more money for ourselves if we just opened our own store and didn’t open their franchise. So that’s what we did, and it ended up being the tail wagging the dog. We grew it from nothing in 1979 to a 4 million dollar a year business with 28 employees in 1984 and we sold it.

AP: So, where was—when was your first introduction to the world of computers? It was also—the birth of it, and—?

AG: Well the birth of computers started all the way back in the 1940’s. But, I was introduced to computers in college actually. Our high school didn’t have—there were teletypes back then and stuff was paper tape. So—and cards—so this is—you know, I was there in sort of the infancy of it. It had been in business through the 1950s and the 1960s. There were big computers, like IBM [International Business Machines] computers, and you had to be a college or a HUGE business to be able to afford one of those things. They were HUGE. They were bigger than the room we’re in now. And—but, through mistake, when I went to the University of Illinois, instead of being in Mathematics, they put me in Mathematics and Computer Science. So, I said alright, I’m going to try this computer science class. And I enjoyed it.. A lot. And I just decided that computers were the way to go for me, not just math—and well actually, I’m really more of an engineer because math gets to the point where you can’t touch it. You know, after calculus—

maybe some differential equations—there’s still solving real world problems, but once you get into abstract algebra or real analysis, it’s—it’s all mental. And, I need to be touching it, so I went to computers, but there were no undergraduate degrees in computer science. Back then it was only graduate degrees. So, I decided to get my masters in computer science. And I didn’t go on for a Ph.D. [Doctor of Philosophy] because once you got past the master’s level, you couldn’t touch it anymore—either it was all mathematics—and that’s why I got out of mathematics and went into computers. So I stayed at the master’s level and so, that’s how I got into it. So I brought it to Worcester with me. I didn’t learn about computers here. But not until college. You know, because when I started in college, and even when I first started teaching at Clark, taking a class in computer science meant programming, and it meant turning a deck of cards in at a window. It wasn’t— you didn’t sit and type at a screen.

AP: How do you go about—before your graduation—or after graduation, like you said, bringing the computer to Worcester? What were some of the first steps you needed to take to do that? [well] To get to the point where you wanted to be?

AG: Well, like I said—I mean first of all, computers were sort of already here. I mean, I started my first job in Worcester was teaching computer science at Clark University, which was a liberal arts school. We were in the basement of the—I’m trying to think—were we in the library? I don’t know. We were in the basement of one of the buildings, and—a necessary evil—I mean it was not a prestigious place to be at Clark University, because they were a liberal arts school, you know this was—now you can get a degree in computer science there too. So I didn’t bring computers, but I did bring personal computers to Worcester. We just happened to be at the right place at the right time, and recognized it. I’ve sort of lived my whole life on serendipity say, “Oh, I’m right here at this crossroads right now, which way should I go?” And when we saw the personal computers, and we said, hmm we’re gonna do that. So, it just was—it was sort of serendipity, it came about because we already had our software house.

AP: Do you find it to be—I hear—You said the word we, we—

AG: My husband and I were partners at the time in the business.

AP: Do you feel it was very important, since the beginning—while you were in college also, to be part of like a team to move forward where you wanted to be with computers?

AG: No. Not necessarily. As far as I’m concerned, in the beginning—and I know this goes contrary to everything they’re teaching in education now—which they’re even trying to get grammar school children to learn in teams. I don’t believe in teams in the beginning. I believe the beginning, learning—you need to do it on your own. To learn computers, you’ve got to make the mistakes. Even here, when I taught here at Assumption, I never gave team projects because when I tried it, I found the one person who was good at computers was the one that sat at the computer and did everything, and everybody else just watched and kind of talked as opposed to learning it on their own. So, when I started teaching computer science here, I never gave a team

project. Because, the only way you learn it is to try it, not have it work the way you think it should, and then figure out why didn't this? That's how you learn it. Working in a team, if everybody in the team is equal and you all talk about the problem together, that would be okay, but it doesn't work that way. Which is why I think it should be a solitary sport, to begin with [laughs].

AP: I also know you have—like I said, in the beginning, that we had a design class... and in design specifically, it was very—inDesign, it's very structured on structure grids, and texts—how have you communicated some of your work in computer to design? Especially in working with Adobe and inDesign and all that?

AG: Well, actually my background is not in design. I read a lot of books to be able to teach that class so that I knew the rules. My sister happens to be a graphic designer, so I would always run things by her too. Design is not my strength, I can follow the rules and so the stuff I create visually looks okay, except it all looks alike because I'm not an artist. But, I sort of grew up in that because of my store back all the way into the 1980s. PageMaker was the original graphic design program, which kind of changed the industry. Up until then, in order to have something type set, you needed to go to typesetting equipment and stuff like that, and for the first time, it got brought to the personal computer screen. And people could finally use a program. So that's when I started doing it, and I started putting out store newsletters using PageMaker. And that's when I actually bought my sister a Macintosh and said, "You've got to get off of your hand done stuff and start using computers." It took me awhile to get her—to convince her that she needed to do that, but back in the 1980s, people were just beginning to use this program. But I grew up with that program. Which is why I ended up teaching here as well, because I watched it progress right along. And then, why PageMaker lost the market and cork took it over, and then Adobe took it over from Quark, that's a whole business discussion. But that's not part of this.

AP: How were you able to balance priorities in your business? I know you mentioned earlier that you were the expert, I'm sure you had responsibilities on that, when you had to have team meetings, which I'm sure you guys had to, how would that be distributed when it came to clients?

AG: Oh, well, as the store grew, we had different people who did different things. I mean, I was as much an expert as anybody because I used the stuff. But my job, once the store started to grow, sales got—I didn't do sales anymore, we hired a sales manager. I had to bail him out every once in a while. When I say bail him out, my job at that point was customer support and service. So that we could answer the questions because there always were questions. You know, people had to have somebody to call. And now of course you're used to paying for calling and asking questions, but nobody wanted to pay for anything like that back then. And you know, we had departments for that. And we had a department that tested everything and made sure that computers worked, and delivered them. And so as we specialized, I hired people to actually do the training for me and just made sure they knew what they needed to know. I started managing

the departments as opposed to doing it all myself. And I'm not exactly sure how we morphed into this--what was the original question? [laughs]

AP: Prioritization.

AG: Oh, prioritization. Yeah, and that's what happened. And my training people, you know, one would specialize in one software package and one would specialize in another. And one of the things you learn is that, no matter how much you work at it in your training department, unless you're out in the field, they're always going to hit something you don't know, because they're using it to the max, where you're not. You're just experimenting with it. So, there was always interesting problems with that too, doing customer support.

AP: I know you mentioned that you sold your business. Was having about 24 employees, your partner, and yourself. When was it the right time to sell the business? How do you communicate this to your team as well?

AG: Another store owner that we met a week before we actually opened our store, we met him, at an Apple dealer meeting. And he was in Westport, Connecticut, which was geographically far enough away that we weren't competitors for the same people, but close enough that we could help each other out, ask each other questions. "Have you had this? What have you done with this? Do you have an extra one of these printers?" We'd call him up and say, "We need a printer right away, do you have one?" And so we'd send somebody the two and a half or three hours to drive there and pick it up and bring it back just so we can have one right away, things like that. And we had gotten to the four million dollar a year, and if you know anything about business, going from four to five million dollars a year to ten million dollars a year is an entirely different track than being at four million dollars a year. And I didn't think we had what it took in terms of the infrastructure to grow us to that next level. And some of our competitors were buying--because they were buying in volume--things so much cheaper, than we could get, that our friend Seymour who's the one in Westport Connecticut, decided he was going to open a chain--he was going to create a chain of computer stores so we could have buying power. And one of his ways of going about doing it was to buy successful stores and just put them all together first, and then cookie cutter them later. You know, then decide how do we make them look like they're all part of the same chain. But just keep them going, but buy in bulk. And he made us an offer that we decided at that time and place--I mean we hadn't thought about selling until then. But we said, you know, this makes a lot of sense. We don't have any problems doing this. So, we sold our store to him. Which is why we sold it. And after that it was a very interesting business study that--He had gone to venture capital to have enough money to get the infrastructure. He didn't do it the way I would have done it, he was much--I thought he was much smarter in business than I was, but maybe not. But he made a couple of mistakes in buying and infrastructure, and spent a little more. And the venture capitalists were vultures, and they decided he had spent too much money and they weren't making enough every quarter, and so they pulled the plug on him, which was their big mistake. We were Seymour's friends, so we were country bumpkins, you know, they were in the New York metropolitan area, so we had to be country bumpkins. And we

watched them sort of drive all of this into the ground because they didn't know what they were doing, and they wouldn't listen to us, because you know, we were just supposed to say yes because they were in New York, and we were in Worcester and we were saying "No, you know do it this way" No, they knew what was right. And so finally they drove it so into the ground that they decided to merge with a 35 million dollar a year computer store. And because we still had—we were still part owners—we had some stock in this, we looked at it, and it's interesting because we took more dollars to the bottom line on our four million dollar a year business than this guy was doing in New York on a 35 million dollar a year business, so who's the country bumpkin? But, you know, that's business, that's a different subject. There was a lot of business involved in this. But that's why we sold, we said, "Oh, this is the way to go for us to get to a bigger, you know, buying power and bigger operation." and it was too bad he drove it into the ground, it would have been a great Harvard business study. But... it wasn't.

AP: Ahh, so you mentioned this person Seymour, from Connecticut. How important was relations between other businesses, other people in the field, and how much do you learn, and what's one of the most valuable things you've learned from those relationships?

AG: The relationships—there was an organization called ABCD, the Association of Better Computer Dealers, and we were asked to be part of that of course. And we would get together, and there were stores all over the country. And we would get together at Apple meetings or you know, other meetings—that we would have a meeting attached to that, so that nobody had to travel extra for that. And we all compared notes and war stories, and what worked in one place, you know, so we did all—the relationships were very important in terms of how to help—we helped each other grow better businesses, because you know, nobody works in a vacuum. It doesn't work that way, and that was very important and very instrumental. That group did help us a lot.

AP: What—I see that you went to a conference, did you go to any other conferences besides the Apple meetings?

AG: Oh yeah, we went to everything and don't—okay so this is 19—this is 2017, and so now we're talking what, 30 years ago? More than 30 years ago? [laughs] So, yes, we did—we went to Comdex, we went to—there were all kinds of conferences that may or may not even still exist. I remember we went to the big one, I think Comdex in Las Vegas, and we went to ones in New York, and, they weren't just Apple ones. So—yeah, I mean, I don't even know, I'm not in that—I've stayed out of that business, so I don't even know what currently they do, but..

AP: To a level of like—cause you guys are pretty much entrepreneurs—[always] So, yes, some people—some people feel much more comfort—comfortable working for somebody. Have you ever had a job that you worked with someone else in the field before you were under yourself?

AG: Yeah, when I worked for Digital. [yeah] And I found that I didn't fit there very well. I'm—I learned my lesson right then and there that I'm really an entrepreneur. I went to work for Digital

after Clark University and, they had a big ad in one of the computer trade journals. It says the kind of people we are looking for are probably aren't looking for jobs. And they were looking for technical writers. And I said oh, I can do that. And it was interesting because Digital at the time, mostly was hiring English majors to do their technical writing. And—because they wanted people who could write—engineers and computer people, according to them, typically couldn't write. Well I was one of the anomalies that I was a computer person that could write. But, they hired me, and the problem with having English majors write computer manuals—they would say stuff like well if you press this button, this may happen. And I would read it and say, it may happen? [laughs] When won't it happen? Will it happen or won't it happen? You know, it's black and white, it's ones and zeros, does it happen or doesn't it happen? So I started writing computer manuals and I went for my first review, and they weren't used to having computer people write their manuals. And because I wasn't an English major, they put me kind of at the lowest rung, which was interesting, and you know, employees talk to each other, and I knew I was making one of the lower salaries. It was still an acceptable salary, but it was a lower salary. And so I said to them, I should have at least a double promotion. Do you know that your senior technical people are coming to me with questions? And I'm just a lowly associate. And they said, well you can't compare yourself to somebody else, and we can't give you a double promotion because you haven't taken any classes. You know, they offered their own classes internally to learn. And I said, what should I have taken? I asked to take a senior software developer class and they wouldn't let me because it didn't go with what I was writing about. They said, "Well you should have taken basic programming." And I said, "Well I've taught it." "Well then you should have taken FORTRAN programming." I said, "I've taught it." "Well then PDP11 assembler." "I've taught it." [laughs] What should I have taken? And they were like "Uh.. Uh... I don't know. They didn't give me a double promotion, but about six months later—way before I should have gotten another promotion, they did give me the next promotion. They said—I can't—they—it just—but to me, I should have had it right then and there, but the people who they were—you know, that my boss worked for, they were too scared to try to fight for somebody for this. They did manage to move it sooner, you know, so they did get me what I wanted within six months. But, I just said I can't take this red tape. You know, I need to work for myself, and I've worked for myself ever since. Except teaching here at Assumption—that was working for the college, but they pretty much let me teach at the things—what I wanted to teach anyway so, it was more or less working for myself.

AP: I know that since—when did you began to just focus on your career? It seems that up until now, since you started—'till now, you've just kept going, and going, and evolving and doing new things. How important is that to you? How—cause I personally—just personally, I feel satisfied—I don't feel satisfied just doing one thing, I always feel like I need to do more, more, more, more. So I feel like I could relate to that at that point. I mean not as much because you're like up there. But... How important is that to you?

AG: It's very important to me. First of all, I don't ever intend to retire, if I can help it. Everybody I know, even the smartest people I know, as soon as they stop working, they get mentally old. And, you know, they stop being flexible, they stop being able to turn on a dime and do

something else, and I don't want that to happen. But, you know, I worked full time when I had my store, and I had my children after—during, I had my boys when I had my store. So when we sold it and we finally extricated, it took another couple of years to extricate ourselves from that, I decided to stay home with the kids for a while, which nearly killed me. I am really not wired to be an at home mom. I did it, but I'm not wired that way. And I had my daughter, and, as soon as she went to kindergarten, I no longer—with kids—didn't want to put in the 80 or 90 hours a week at least, that it takes to start a new business. Okay, because don't kid yourself, having your own business is not a 40 hour a week proposition. And, besides the fact that I really didn't want more employees because then you've got to make a payroll, and then running a business is a HUGE responsibility, because you're not only in charge of your own life, you're in charge of all the lives of the people that work for you. And, so, I decided I was good at running a business, so that's when I opened my shingle and said okay I'm going to be Andrea Goodman, Swamp Drainer. And, that comes from the old business saying that when you're up to your ass in alligators, it's hard to remember that your mission was to drain the swamp. And I became a COO and CFO for hire—That's Chief Operating Officer and Chief Financial Officer—for small businesses. So people could hire me to help them with their businesses the way I helped grow my store. And, so I've actually been doing that since 1994, I've been consulting to small businesses, so I do work for myself. It's—it's not actually a business—yes, I have a business card, I have a business phone, and—but, I basically bought myself a job. Okay, there's a difference between having a business and buying yourself a job. When I'm not working, I'm not earning money. When I'm not working, my business doesn't go on. So that's why I say I bought myself a job, not have a business. But what I do is I help other small businesses, I go in and I consult them and help them take more to their bottom line and improve their procedures to make things in the business run more smoothly, which is basically what I had done for my store. And I've done that for you know, 1994 to now—23 years. And I'm still doing that. And I was teaching at Assumption part-time since 1999 because I could and I love teaching.

AP: In closing, one of the questions is, what's one of the biggest lessons you could inform to students, people who want to be entrepreneurs, people who want to do something, in the field or not?

AG: Oh it does—being an entrepreneur doesn't matter what field you're in. One of the things I've found, and one of the reasons I've stayed in business for 23 years is, I've found that entrepreneurs are typically good at what they do, and not great at running a business. And I found I was great at running a business. So, my philosophy is, do what you're good at, and hire what you're not good at. So, for example, if you want to start a design business—you were always better at design than I was—your designs are really incredible, okay, and they all look different—mine all look the same. So if you wanted to do something like that, running the business end, and how you get paid, and how you structure your contracts with your clients, and things like that, if that's not what your strong at, hire that. Okay, can you work—force your way through everything? Yes you can. I mean is what I do now rocket science? No. But it's experience, and I know a lot of the pitfalls now because I've seen it. I've watched businesses pay their bills with withholding taxes and get themselves in trouble with the IRS [Internal Revenue Service]. I've

watched businesses do all kinds of stupid things that they should know better. I had somebody come to me just this week and say, "I want to earn a million dollars this year, how many clients do I need?" And I'm like, "What are you selling?" You know, that—that doesn't even make sense—that question doesn't even make sense. You know, so [laughs] you need to talk to somebody who knows what they're doing so that your business, it—running a business is a serious juggling act, so you've got to be prepared for that. You've got to be prepared to not take money. So if I were to talk to students, I'd say, first of all, don't up your lifestyle until you can help it. Live your life as a poor college student for as long as you can, and pack away as much money as you can. Because once you up your lifestyle, it's hard to go back. So you know, pack it away. That's what my husband and I did before we opened our business. I mean, we were each earning money, and we put away one of the salaries. So that you've got a backup, you've always got to have a backup. Not only with computers, but in your life. [laughs]

AP: Another separate question.

AG: Sure.

AP: Mentioning about money, did this person saying, like I want to make million dollars, how much do I have to sell. Has at one point ever, money been your motivation?

AG: No. And, you know, actually, if money's your motivation, you're not going to stay in business for real long. If you don't love what you're doing, it's going to be tough. There's an old trading saying, bulls make money, and bears make money, and pigs get slaughtered. Actually, the chain that wanted us to open their franchise, they were in it for the money. And they went out of business way sooner. I know why the chain that bought us went out of business and it was stupidity. But the other one was in it for the money, and they were pulling way too much money out. They were making stupid decisions because they wanted the quick buck as opposed to the long term. You make very different decisions when you're in it for the long haul, or the short haul. And my advice would be, if you guys are interested in starting businesses, you want to be in it for the long haul. So don't be in it for the money, be in it for whatever is your passion.

LB: Also, going back to, like ,when you had kids, did you ever struggle with keeping up with work and kids at the same time?

AG: Oh yeah, it's a real juggling act. And I was very lucky—well actually when I went on maternity leave and had the boys, I was gone for five months and finally one day my husband called and said, I can't do this without you anymore. And he had hired eight people to replace me [laughs, astonishment]. I mean, business had grown too. But, yeah, it's a real juggling act. And I was very fortunate that we had grown enough that, I could work three days a week, and be home four. So I worked Tuesday, Wednesday, Thursday, and it—I, I really—one of the things I learned—you know, everything is a juggling act. I hired somebody to come in and take care of my kids for those three days a week. But nobody is as invested or cares about their education or how they learn or anything, as you are. And so there are tradeoffs, and it is hard. And you come home

from work exhausted. And that's the day they don't want to sleep. And being a good parent, is a ton of work. They don't want to sleep, and bedtime's 7 o'clock, you've got to keep putting them back down, and it's a pain. You know, you can't just let yourself put them on your lap and watch television, which is what you feel like doing. Not if you're going to be a good parent—that's the lazy parent way of doing it. And more people are lazy now, because—more people are lazy now I feel like—but—it, it's not trivial. And there are tradeoffs, and you know, something's always got to give. And you just got to decide what it is, and what are your priorities.

AP: Do you feel your children have learned a lot from you and your husband's history?

AG: Oh yeah—oh yeah—well, both of my boys are entrepreneurs now. One is now in real estate—I mean, he had had jobs for quite a while—sales positions and now he's on his own. The other one always wanted to be in music, and he's a DJ, and has a recording studio, and is making his way, doing that. So he's got music all day, every day. And, my daughter is not an entrepreneur, but, she gets business, and that's why she's working her way up the corporate ladder in a restaurant chain. It's cool. It's cool to watch where they've gone.

AP: And, one last question, what's—what does red mean to you? You seem to [laughs]
(inaudible)

AG: [laughs] It's just my favorite color

AP: Really?

AG: Could you guess? [laughs]

AP: Isn't there—is there anything—is there any emotional, or anything that you really like about red?

AG: I just really like red. And I mean, to me it's a power color—I don't know—you don't get lost in a crowd, right? [laughs]

AP: [laughs] Perfect, well—that will conclude the interview. And it's been really great. We really appreciate your time.

AG: Oh Sure

AP: We learned a lot.