

WE DECIDED TO START THIS COMPANY VERY **EARLY ON**, SHORTLY AFTER 1989 » IT WAS A VERY GOOD **TIME TO START YOUR OWN BUSINESS** » THERE WAS **HARDLY ANY COMPETITION** » **SINCE WE HAD** BOTH WORKED IN THE **INDUSTRY** » WE KNEW WHAT **WE WERE GETTING INTO** » AND WE **FIGURED WHY NOT MAKE SOME MONEY** » **DOING SOMETHING WE KNOW HOW TO DO?** » **EVEN THOUGH** SOME PEOPLE WARNED US THIS **WAS UNLIKELY TO WORK OUT** » WE **WENT AHEAD WITH OUR PLANS ANYWAY** » WE WERE SURE WE COULD **PULL IT OFF** » **THINGS** WENT SURPRISINGLY WELL **FOR A WHILE CONSIDERING WE HAD JUST STARTED OUT** » **UNTIL A CUSTOMER COMPLAINED ABOUT THE POOR** QUALITY OF SOME OF THE PRODUCTS » AND **THE WHOLE THING** CAME CRASHING DOWN » IT **WOULD HAVE BEEN** VERY DIFFICULT TO **BOUNCE BACK** FROM **WHERE WE WERE** » **THE NINE OF US** COULDN'T AGREE **ON WHAT** EXACTLY WE SHOULD DO **NEXT** » I **WONDERED** IF MAYBE WE SHOULD **SWITCH TO MAKING A DIFFERENT** PRODUCT » I **SUGGESTED THAT WE COULD TRY PRODUCING** COMPUTER CHIPS » MOST OF THE GUYS **THOUGHT IT WAS** CRAZY, THEY WERE SURE WE **WOULD FAIL** » SO **A FRIEND AND I SPLIT FROM** THE GROUP AND **WENT OUR OWN WAY** » **ANYWAY, WE STARTED OUT BY DRIVING** AROUND THE COUNTRY **FOR ABOUT** THREE MONTHS » MEETING WITH PEOPLE **WHO WE FIGURED MIGHT BE ABLE TO** GIVE US ADVICE » **THAT'S HOW** WE GOT ALL THE INFORMATION WE NEEDED TO **GET STARTED** » **THERE WERE NINE OF US AT** THE BEGINNING, WHICH COULDN'T WORK **IN THE LONG RUN** » **HOWEVER**, THE FIRST YEAR WE **DID VERY WELL IN TERMS OF GROWTH** » WE **HAD CUSTOMERS COMING ALL THE WAY** FROM GERMANY **ON A REGULAR BASIS** » WE WERE **STARTING FROM SCRATCH ONCE AGAIN** BUT **THIS TIME** IT WAS **DIFFERENT** » WE HAD A **MUCH BETTER IDEA OF WHAT WE WERE GOING TO DO AND HOW** » WE **SET UP SHOP** IN A SMALL **TWO-OFFICE PLACE** » **IN THE NEXT FEW YEARS WE KEPT MOVING** FROM ONE PLACE TO ANOTHER » **AT ONE POINT WE WERE ACTUALLY GOING TO** MOVE OUT OF TOWN » BUT THEN WE **LEARNED ABOUT** THIS NICE BUILDING **SITE** THAT **HAD BEEN LEFT UNUSED** » AND **WITHOUT THINKING** TOO MUCH, WE **WENT AHEAD AND** BOUGHT IT