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EPISODE
96

Larry O'Brien

Show Notes at: <http://www.aesnation.com/96>



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Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As entrepreneurs, we build great businesses to support our clients. We do well by doing well by our clients. Well, today I've got a special treat. We got a two-four if you will. I have a master sommeliers. One of only about 220 around the world who's going to be joining us, he's going to share with us the story of one of the most successful wine families out there.

The ninth largest winery, some great entrepreneurial lessons, but at the same time he's going to tell us how we can enjoy life even more. I'm John Bowen, we're in AES Nation. Stay tuned. You do not want to miss this episode.

Larry O'Brien I am so excited to have you here. I had the good fortune to be at my golf club, CordeValle here in Silicon Valley and went to a wine dinner and you were there, and you were leading the charge on a great wine, Kendall Jackson and we had a super evening. I said would you join and share all those insights? You're here. Thank you very much for joining us.

Larry O'Brien: Well, good morning, John. It's a pleasure to join you. I'll be honest, as I mentioned to you I was a little nervous because I'm just a wine schlep I'm the national evangelist for a very successful brand, Kendall Jackson. Entrepreneur, I wasn't so sure. As we discussed the interview a little more, I felt more and more comfortable and I hope I can provide some insight for you and your subscribers.

John: Well, one of the things that we do is we talk. We're very much about entrepreneurs and building great solutions, products and the Jackson family wineries has a number of labels and as the ninth largest winery really in the world. It's a pretty amazing entrepreneurial story. Jess Jackson who started it has a very interesting story.

You shared with us that evening and unfortunately, Jess isn't available. He since passed but the family has continued it. What I thought we'd do Larry is I'm always asking for the back story. Today, what I'd love to do is have you give a little back story of the winery and then we'll progress into some of the challenges of having a great life from an entrepreneurial standpoint and really enjoying wine.

Because I do, I got caught up on all those issues and I don't know how many wineries there are in wines and all the confusion. Let's go and maybe share as the evangelist for Kendall Jackson. A little of the back story of how this all happen because it's an unlikely event certainly to not only be a successful winery but to be a part of the family that building the ninth largest winery in the world.

Larry: Yeah. There's no doubt that the entrepreneurial story of Jess Jackson and his wife, Barbara Banke, because they're inseparable, without Barbara Banke, Jess doesn't build this amazing empire. It is an empire, we are the ninth largest wine company in the United States by volume. Internationally, I got to imagine we're certainly in the top 20.

Jess came to wine avocational. It wasn't until 1975, he had been a successful lawyer in San Francisco for many years. As a mid-life crisis just got interested in vineyards, it wasn't a little red corvette or a motorcycle that caught his attention as he approach his 50s. It was getting back to the land.

His mother side, his father side, they had farmed in addition to many other vocational pursuits, Colorado, New Mexico agriculture was a big part of Jess's background and in '75, he decided that he was going to buy a little bit of land up in Lake County California, hardly the epicenter of wine in California. In 1975 after he bought a little land, he cleared the land, planted some Chardonnay, and for the next seven years, he was off on this weekend warrior agricultural pursuit.

John: Larry, let me just stop you for a quick second. In 1975, that was a few years ago, what was the wine industry in California like? Because that's not known as the wine region, but I'm not even thinking Napa was that well known, as the wine region in '75.

Larry: You're absolutely correct. I will describe the wine scene in 1975 as half carafe, full carafe, burgundy, Chablis, and Rose, I know these kind of your choices. I don't know that Jess really understood really at that point what he had embarked upon. This was just to get out of San Francisco, to find the quality of life.

To get his daughters familiar with something beyond the daughters of privilege of a San Francisco lawyer. His two daughters at that point, Jennifer and Laura and his wife, Jane Kendall. Jess had been married two times, and Jane Kendall was with Jess for the first half of his life and Barbara Banke joined Jess in the second half of his life and really in that entrepreneurial phase beginning around 1985.

The whole wine thing for Jess was basically get back to the land, kind of center his chi if you would, I'm not all that Asian and philosophical but that's clearly what he was attempting to do, was to get back to the land. After some challenges, because you just alluded to it, we weren't a wine consuming nation in 1975, we were beer-drinking, spirits-drinking, Coca Cola-drinking nation.

Even in 1982, Jess was forced to take his grapes and make wine, up until that point from '75 to '82, he had only been a great grower and selling his fruit to a local winery Fetzer that was just on the other side of the county line over in Mendocino, and Barney Fetzer became a buddy and they, Jess grew the grapes and Barney bought the grapes and everything was fine until 1982 when a glut of fruit in the California marketplace forced Jess to become the unintentional winemaker in 1982. Those first steps were very froth with peril.

John: Well, let's go to '82, Larry. Was there a lot of, grapes had just grown and the vineyards had taken off and the wineries hadn't caught up in the demand.

Larry: Demand.

John: Okay.

Larry: Simply wasn't there. Again you have to remember, its 1982, White Zinfandel which was the wine that launched us down a wine consuming path in the US. We did not become a wine drinking nation until just about I would call it 10 years ago. About one generation ago. From 1982 until the current day, we go from well, we drink a little bit of wine.

Now we drink as much wine as nearly any other beverage alcohol available. We are the largest consumer of wine in the world as a nation. Now our per capita consumption, we lag behind other old world European nations but as a nation, we drink more wine than anybody else. I think a huge part of Jess's success was whether he realized it or not was the fact that White Zinfandel would put us on that path.

Jess never pursued that White Zinfandel approach, he pursued the Chardonnay approach. He was the first well known producer of Chardonnay in California and that all started in 1982 when because of an excess of fruit in a dirt of demand. We ended up with too much fruit and just had to turn that crop into cash or that land starts to lose its viability. He turn the crop into cash but there was a lot of mistakes.

John: Was that the start of the winery at that point? He decided to...

Larry: Yes. 1982 was our first vintage.

John: Okay.

Larry: We made about 16,000 cases of wine at that point and so not only was he challenged to turn grapes into wine, something he had never even envisioned doing. He had to go out and sell 16,000 cases of wine in 1983. Okay, how do you get grapes to wine and then how do you turn wine into cash and he caught both those things within about an 18 month period.

John: Well, let's just stop for a second. Like every business, the wine business is a business.

Larry: It is indeed.

John: I am in the central coast area, the south end of Silicon Valley, as you know, Larry. Got a lot of family wineries, I've got an acre of Merlot. I have more respects since I got an acre of

Merlot on how hard the business is. I have had many friends who have made money elsewhere. I've gotten into the wine business.

It's one of those typical businesses where the way to make a small fortune in the business is to start with the large, or there's two happy moments when you start and when you sell it. How did Jess? He's early on this. 16,000 cases is a significant boutique winery but it didn't send a signal of a Kendall Jackson Chardonnay which I think they're up over 16,000 cases now.

Larry: Just a little bit. Just a little bit.

John: In my grocery store probably that many. How did that? How as an entrepreneur? This is where so many of us think all these brands they're built on just some brilliant and great strategic plan and everything, that one of the best way is crisis. The fruits going to spoil, nobody is buying it, I got to do something with it. How did that go from the grower to really vineyard, winery to one of the world leaders?

Larry: It happened with such immediacy or urgency, you're absolutely correct. Necessity is the mother of all invention. He either turn that crop into wine quickly or he begins to risk the viability of this in land investment he made in Lake County. The early steps were not successful. He crushed that fruit in 1982, fermentation got stuck.

He really didn't know how to unstick it, you convert sugar into alcohol through its metabolism, all the technical stuff, but the yeast didn't do their job, so he had to call on a couple experts, they helped him out. They told him what they were going to do, it was a bit of a complicated process but he was able to achieve at the end of 1982 a really nice glass of wine that he went out the next year and sold.

I think that's when the bug, the entrepreneurial bug really been and he saw wow, I've got something here, and there's a lot of familial things to take place, some internal family things. His wife of over 20 years, Jane Kendall and he really begin to separate at that point because Jess wanted to pursue this completely and gently.

Jane after being married over 20 years and having this great life, having this career as a lawyer and so she couldn't see why he wanted to go down this entrepreneurial path and that eventually led to the dissolution of their marriage. The entrepreneurial piece begins in 1986, Jess had recently been divorced, had recently remarried a woman named Barbara Banke, a lawyer, like himself, a real estate specialist like himself.

Somebody with a risk for appetite like himself and the first serious marker on their path to building this vineyard empire. It was 1986 when with very little capital because all the capital

that the wine company had been generating was flowing right back into the business, Chardonnay went from with Chardonnay in 1982. By 1985-86, White Zinfandel is established.

The next thing on everybody's check list is while I've had White Zin and I'm supposed to be sophisticated, so sophisticated white drinkers drink Chardonnay, so what's the Chardonnay I'm supposed to drink and Jess Jackson was there with Kendall Jackson Chardonnay. The secret to the success of his Chardonnay was a vineyard in Santa Maria Valley, Santa Barbara County.

This was from the very beginning back in 1982, I didn't get into the details, but that was the real lightning in the bottle. If he didn't capture that lightning in the bottle, capture own that lightning in the bottle, he risk losing the quality that was really the heart of his success. He risked everything and I mean everything to purchase this \$12 million vineyard of some 1500 acres in the Santa Maria Valley to ensure continuity of fruit source.

Because at the end of the day wine quality is predicated on one simple issue. If you own the vineyard, and you grow the grapes, you have a continuous supply and you have quality assurance, and that's really the beginning for Jess, was 1986 and the purchase of that vineyard. Once he has that vineyard asset, then all of a sudden, that asset was used to leverage another vineyard and another vineyard and another vineyard.

Over that 30 year period from say that some 30 year period from 1986 to Jess's passing in 2011, Jess acquired over 40,000, 45,000 acres of land in California alone and eventually planted of that 45,000 acres, some 10,000, 12,000 acres over his lifetime and it's that land that anchors the success of our business. It's a totally different approach than most other, I will not most, than any other of the top 30 wineries in United States.

John: What is the big difference Larry between Kendall Jackson and the Jackson family is doing?

Larry: Land ownership. It's really boils down to that. I think there are many big both privately held and publicly traded companies that are part of the largest wine producers in the United States, and in the world for that matter. Most publicly traded companies, the shoe the asset on the balance sheet, assets cost money.

They don't necessarily lend themselves to a publicly traded equation of success. Where Jess's vision from the earliest days were I see something that, his entrepreneurial vision was very simple. I see something nobody else sees. If I own the land and the land is currently available in the land is currently very inexpensive. I'm going to be unlike anybody else in the business.

I'm not only going to buy this land, I am going to treat this land with the greatest respect, because my vision is in a vision of my lifetime or my children's lifetime, I hope my vision won't be complete until my grandchildren own this land or maybe their grandchildren own this land, and we begin to build something in America that's never been built.

In Europe, you can look at the Antinori family. Jess always mentioned the Antinori family of Tuscany in Italy is somebody he admired and wanted to achieve the similar degree of success. The [Château 00:16:57] family in France, and Burgundy. The Torres family in Spain. These are multi-generational families, and one of the things that separates these families from all other families, they own land.

They respect the land. They take care of it and but to own that land requires enormous risk, an enormous investment and that was something that Jess was willing to do that nobody else was willing to do and that is the difference between Jackson family and most others in the business.

John: It's a great story, Larry, and it's a powerful one. You start thinking about the capital requirements of that many acres of land and the dedication to really being vertically integrated to make sure everything control the quality so that every bottle taste the same. This is something for all of us as entrepreneurs.

Is thinking about what are we looking to build? Many want to build a legacy. Others are building businesses to sell. Whatever you're doing to be successful on purpose. Jess's lessons have been really amazing. Now I want to switch gears just a little bit Larry, because I want to take advantage of you being here.

With all your experience and so on. Your fellow entrepreneurs, certainly me and others. I enjoy wine of listening to the history, not counting boon farm apple wine, that I drank early, the date myself here. Really starting. I grew up in upstate New York but grew up professionally here in California and moved out in '77.

Really saw a lot of this happening and have partake along the way and really enjoyed it and was not a wine drinker when I first came out. One of the things, I see so many people do is struggle with wine. Particularly now, it used to be a little easier, when they're really, the few choices that you talk about.

Starting with the White Zinfandel, Burgundy, maybe Bordeaux or something like that. Now it's so confusing. How do you help people like me and others not get caught up in the whole big wine side but just enjoy it?

Larry: Yeah. I'll be honest with you, John. I was in Seattle and Portland a couple weeks ago. I don't always spend time in grocery stores. I really do focus most of my time selling on the restaurant side of the business. I was in grocery and it's a huge piece of our business, and I walked in to stores in both Portland and Seattle and literally was overwhelmed by the wall of wine that faced me.

As I walked down that wall of wine, I was shocked that there's so much that I don't even recognize anymore. I'm in this business my entire life, I'm immersed in it on a daily basis and there's stuff that I don't recognize, how can that possibly be. I can't imagine as a consumer how much more overwhelming it would be.

I always have bits of advice for people who love wine, but can be a little bit overwhelmed. The first bit of advice is trust somebody that's immersed in the business. In a retail setting, that means if you've got a good local wine shop in your neighborhood that you frequent, ask for their advice.

I'd walked in there and if I wanted to spend \$20 on a bottle of wine, I'd say I want to spend \$15, because they're automatically selling you up about 10%, 15% anyway, so realize that's going to happen. Number two, give them some advice, if you can describe what you want to smell, what you want to taste, what you want to feel.

With just some little degree of description, you're going to get a better opportunity to get the wine you want. If you don't, then at least you can go back to that retail assistance and say hey look I didn't like it, there is a little too much oak, I don't like all that vanilla and smoke and toast.

I like a wine that's a little bit more bright and fresh and fruit. Just those two little bits of advice, vanilla smoke toast means oak, and I don't like oak. I want something that's clean, fresh and fruity. That would give a retail salesperson all the input they would need to get you something that you're going to enjoy.

The more exchange you have with that person on the aisle, the more accurate their response is going to be. In a restaurant setting, trust the sommelier. Have some input, know what you know, I normally like this wine and I like it because it's soft and it's easy to drink. I like it because it's got lots of chew and pucker inside my cheek.

Don't ever be embarrassed in describing aromas, flavors and textures because the more you describe, the better off you are, and never believe for a minute that you have to spend lots of money to get a good bottle of wine. Now the other side of that equation is that I can get a great bottle wine for \$10, I have some bad news for you folks.

There's not a lot of great wine for \$10. There's good wine but when I describe good and great. Great means I've got more depth and concentration to aroma, flavor and texture. I've got a sense of place emerging in a great bottle of wine. That normally isn't going to occur until you're using fruit sources from vineyards that cost more than would be found in a bottle of wine that say \$5 to \$9.99 something along those.

John: This is great advice here, Larry. I'm thinking of particularly at CordeValle, I love the sommelier, I really have a great relationship. I like to try new things because I wouldn't take the risk without the guidance and you can just share what you like and it reigned you on a spend. I have that opportunity.

Same with that. We've got one local grocery store here that is not a chain. The people are just passionate about wine and you go in, my wife who doesn't drink will go in and say well, this is what we're thinking and what would be it. She even has fun buying it, because they want to share their passion with you. It's not, I think sometimes we get caught up in the wine snobbery type thing. The people who really enjoy wine want to share it with people who are just discovering it.

Larry: One of my favorite things too. I've created a little tasting program called so you think you can taste, some to the tune of so you think you can dance. It's just a little wine tasting, and for friends and family. If you're going to plan a little party and you want wine to be a little centerpiece of it, I would simply buy three bottles of wine, throw them in a brown bottle sleeve.

They could all three be Chardonnay and just ask these four basic questions of everybody to taste the wine, so you think you can taste, hey which of these wines is the most expensive? You have such a great pallet, so you show me, which of these wines is the most expensive and I'll have my little Kendall Jackson Vintners Reserve Chardonnay, that's about \$12.99, \$13.99 a bottle.

You can bring \$30 bottles. This is the great thing about wine, it's subjective, and there's no such thing as better, best proposition to an individual. There's just the subjective proposition, do you like it or do you not? This little blind tasting is often a way to disarm everybody, make it lots of fun.

See if you can pick out. Hey, which of these is most expensive? Which of these wines got the most critical acclaimed. This Robert Parker give this a 94 point review? Did the wine spectator give this a nice review? Did all of these wines get really bad reviews but its okay, you still like them anyway. Who cares what they think? Your opinion is much more important.

John: Yeah. I think one of the things you said at the dinner, I remember loud and clear trust your pallet. This is like what you like. It's okay.

Larry: Yeah. Wine like anything that you smell and taste and feel is utterly subjective, Bourbon is all the rage these days. Bourbon has become the hotsy-totsy. If you can get yourself some Pappy Van Winkle 23 year old, you have achieved some status. I was tasting, it wasn't Pappy. It was a barrel-proof Bourbon called Elijah Craig that is supposed to be the cat's meow, vista.

I couldn't drink it. It was overwhelming. I don't want to smoke Cuban cigars. They're overwhelming. Give me a soft Dominicana and I'm very happy. I don't necessarily need the Lafite Latour to make a wine analogy. I'm happy with the aromas and flavors and textures that I like. I've explored those over a long period of time.

That's my advice to any wine drinker. Explore. Have fun. Be adventurous, but don't necessarily feel like you have to meet the standard of the wine. No, no, no, the wine has to meet your standard of like or dislike.

John: I want to bring up, Larry, a tool that I like a lot, and have you comment on it. Coravin, my wife doesn't drink, we have nobody else at the house, other when friends come over that drink. I do like a glass of wine with most meals, and I like having variety. I don't want to have one bottle and then have it not taste as good by the fourth day type thing. Its a little argon gas hypodermic, you put in and the wine is supposedly good for years. I don't know that I've ever let a bottle go for years.

Larry: I don't know that I'd advise that either.

John: Yeah. It's really opened at home the ability to have, in restaurants we can have one glass but often times it's not the wine I want, now I can have that and it's just. I'm learning more about wine because of that tool, so I just want to recommend that.

Larry: Yeah. The tool is been embraced by the industry in all facets. The restaurants are using it because they can offer a much more expensive wine by the glass, with no fear of loss that the wine is going to remain in solid condition. As you've described it, it's literally a little tool that has a hypodermic needle that you insert through the cork, literally through the cork.

You can pour a glass of wine through the tool, through that little needle. Wine is brought out of the bottle. In the place of the wine, there's a little blanket of argon gas and that argon gas displaces air and air is the enemy of wine so it prevents the wine from deteriorating. It's a fascinating little tool.

Restaurants have embraced it because they can pour more expensive wines by the glass, more expensive means higher ring, more profit, all those good things and no loss. Our side

of the business, on the sales side, we're using it with some of our more expensive wines for the very same reasons.

We can have a bottle of wine out in the marketplace and sample a much greater number of potential clients with it, with no fear of losing the bottle of wine or having to use more samples. You've seen the success of the tool at home. It just eliminates fear and it eliminates loss.

Yeah. It's a bit of an expensive proposition, I won't kid, it's a \$300 investment but very quickly, that \$300 investment is made up, because you're not going to lose a \$200 bottle of wine or a \$100 bottle of wine, you can maintain it over a longer period of time. Now to your point, I don't necessarily know that I recommend keeping a wine under a blanket of argon gas for weeks and weeks and weeks.

Because I think eventually the wine begins to lose some of its character. A little bit of oxygen actually is what allows wine to evolve, and it's a very long and complicated equation. I would say that in the short-term over that two week period, that Coravin is a brilliant tool and if you haven't drink that bottle of wine in two weeks, then get some help.

John: Yeah. I do have friends that will come over and help me finish it if I run into trouble here.

Larry: Yes. Exactly.

John: Okay, let's go to the next segment. [Inaudible 00:29:49]. You had mentioned to me about that I just bought because I wasn't aware of it. I put on Amazon a man in his mountain, the every man who created Kendall Jackson became America's greatest wine entrepreneur. I'm really looking forward to a good read. Tell me a little bit about it.

Larry: Well, the book is an authorized biography. It's written by a Pulitzer Prize winning investigative journalist. I always get confused in his last name, and you got it pulled up there, I believe its Edward Humes, H-U-M-E-S?

John: It is. Yes.

Larry: Yeah. Mr. Humes was literally invited into Jess's life for about, it had been a two year period. I think as Jess realized his mortality was at hand, he wanted his story to be told from his perspective. Not only did he tell his story, I think he pushed the author to go investigate from the other side.

The author did, so this isn't just a one sided poly sort of tale of Jess Jackson. He was a mercurial individual. He was an entrepreneur. He was driven. He was passionate. He was

hyper competitive. When you're driven passionate and competitive. You're going to create some conflict. Some of that conflict was positive, some of it wasn't so positive.

Over the years, some stories have rolled about Jess and how he ran his business and I think this biography is really a chance for him to tell the real story. It tells the story of Jess's first marriage. It tells the story of Jess meeting and marrying Barbara Banke and then building the Jackson family empire together from the mid-80s onward.

It talks, it actually introduces you to Jess Jackson through his avocational passion which is Thoroughbred racing. Jess changed the Thoroughbred industry single-handedly and along the way created some enemies that are probably his greatest enemies to this day. Jess's horses twice were Thoroughbreds of the year. Jess was never even considered as Thoroughbred horseman of the year by the industry.

It really is a tale of an entrepreneur that you meet as someone who's a lawyer and successful but doesn't have an entrepreneurial vision. The entrepreneurial vision presents itself to him and he pursues it wholeheartedly throughout the second half of his life. It is a great read. I hope you plow through this quickly as I did.

John: No, I look forward to it. Let's go to the next segment. Larry, this is the application of the day. What would you recommend to your fellow entrepreneurs on your smartphone?

Larry: Well, as entrepreneurs or wine enthusiast, probably, I think entrepreneurs are more wine-enthusiastic than most other people because they need a little break at the end of their day to a little wind down. One of the things that constantly, the question I get constantly is hey I had a wine, but I don't remember that wine and it started with an M.

They're crowding me for some information and I have no idea what wine that is, so Vivino, V-I-V-I-N-O is an app you can download right to your smart device. You take a picture of the label, and visual identification, will tell you what that wine is, it'll look up information on price, it'll look up information on the Internet.

If your locator is on your smart device, it'll find that wine within a 5-10 mile radius of you in a retail setting. It's just an easy way, if you're in a tasting, you're in a dinner, you're in a friend's house, and you have a great glass of wine, and you want to know what that is to buy it.

Just download Vivino, snap the label, and you've got that thing saved, and next time you're in your retail store, you can pull it right up, lickity split and away you go. You have all the info you need.

John: That's great. Let's go to next segment. Which is resources. I've got the Jackson Family Wine collection, jacksonfamilywine.com up on the screen. Tell us a little bit about the family in the website. Some unbelievable beautiful pictures are flashing by.

Larry: Yeah. Jess had a few passion aside from wine, and horse is clearly one of them. Another great passion of Jess is a helicopter. He loved his helicopter. It allowed him to travel around Northern California as well as down to Monterey and Santa Barbara very quickly, but having that helicopter eye view of a vineyard, makes for some amazing pictures.

We certainly take full advantage of that on Jacksonfamilywines.com. That is our website, it's a relatively new consumer-oriented website. It does tell the family's history. It allows you to see not only Kendall Jackson as a part of Jackson family fine wines. You can see all the other pieces currently there are 40 plus different brands under the Jackson Family Wine's umbrella.

There are brands that you will be familiar with. Things like La Crema, things like Murphy Good, things like Cambria, those are some of our foundational pieces. We also have a very small little properties like La Coya and Cardinal. We own land in Italy, in Australia, in South African now, in Oregon.

This is a chance for you to view the entire Jackson Family Fine Wine's portfolio in one fell swoop, very easy website to navigate. Very intuitive, and if there's one thing I would ask you to take a look at is yes, we own vineyards. Yes, we farm I think one of the things that separates Jackson family from all others is the sheer enormity of vineyard that we own.

The fact that we farm responsibly, sustainably. If you've invested over a billion dollars in vineyard assets over your career, the last thing on earth you would ever want to do is harm that investment and not only not harm it but improve upon it, and it's the way we farm, it allows us to maintain our continuity, our quality in our success. It's that sustainable approach.

John: Now, this has been great. Let me share. There's so many of them. We got the one side, the entrepreneur, the persistence, really chasing your passion but doing it in a very smart way, understanding how to leverage the main capital, the real estate, choosing wisely, being there for long-term, the sustainability, the whole family making sure that the succession is there after you're gone.

On the wine side, just enjoying the wine. Building a relationship locally, I think that's just so important. Having the ability to provide feedback and to trust your own pallet. You enjoy what you enjoy. There's no right or wrong. For all of us as entrepreneurs, never ever forget, that we're in business to enjoy more life.

We're in business to build the quality of life, not only for ourselves, and our enlighten self-interest but for all stakeholders, our clients, our teammates, our partners and certainly Jess and the whole organization has done that, Larry. I want to thank you for joining us today. Want to remind everybody that you can go to AESnation.com and you'll see a transcript of our conversation.

All the show notes, all the links that Larry and I've discussed during this. Go out there and make a difference. Your clients, your future clients are all counting on you to build a great quality of life. We wish you the best of success.

A Second Opinion on Your Finances

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Best of success,



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Founder and CEO
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