

TIFFANY SAUDER & QUINN RICKER

SAUDER: I just got done interviewing Quinn Ricker, CEO and President of Ricker Oil. And what a fascinating story of innovation and disruption in a space that you really don't expect it. The other thing that Quinn really spoke about, as he talked about his success as a second-generation leader, is how important vulnerability is and surrounding yourself with people who really kick butt at what it is that they do. His transparency and the way that he really opens himself up to others in mentorship is really a great example of what I hope to become as a leader. I hope you guys can take away a lot from this interview and conversation I had.

SAUDER: So, Quinn, you have had the awesome privilege, and yet probably with that comes responsibility of growing up I think, you know, before you were born or just a couple years old of being around a family business. So, talk to me about kind of what that looked like inside your home growing up as your parents were— we look today in the year 2018 and see Ricker's convenience stores all over the place, but that's clearly not how it was from day one. So, just give me a little bit about what that looked like as a kid.

RICKER: Yeah, the whole business and the family dynamic looked very different than it does today. We were just some small fuel distributor in central Indiana. And my mom took phone calls and did the books, and my father was out in a tank wagon driving around the countryside, and there's all kinds of stories with that. He'd be out on a day like today, which is darn near negative temperatures, filling up fuel oil for some small farm or some little grandma out in the country. So it was very, very different than what it is today. But I think it's very fond memories of in the evenings, that's when my parents could debrief. So around the dinner table, they talked about what was going on with customers, what was going on with the business, the challenges, the fun things that were going on, the planning session they had coming up. So, I didn't realize it at the time, but there was always learning going on. But I always tell people that I felt like I was meant to be in this business. It was ingrained from a very early age. So my mom was my daycare during the day before I went to school, and my mom would answer the phone all day, and she'd say, "Hi, this is Nancy from Ricker Oil, how can I help you?" So when somebody would ask me what my name was at a very early age, I said my name was Quinn Ricker Oil.

SAUDER: No, that's amazing! That's amazing! So did you feel a sense of expectation when you got into your teenage years and when you started thinking about what am I going to go to college for? I think about like junior or senior year of high school, everybody starts asking you what are you going to do? Did you feel a sense of duty to think about going into the family business? Or was there a chance for you to make that a real clear choice for yourself? What did that look like for you?

RICKER: My family never put any pressure on me to come back to the business. I think they would have been happy with anything I would've done. They're very supportive. But inside me, inside my heart, I always knew this is a place I love, I love the people there, and I know someday I can make a difference. I know it well because I grew up, so I really wanted to be involved in the family business from a very early age, just there was always clarity with that.

SAUDER: So, I'm sure there's times when people ask you what are the—not necessarily even the pros and cons of a family business, but I feel like there's a lot of cautionary tales about working with family and what that looks like. What have been some principles, either as a family you've put in place or things that you guys have learned about how do you separate—and maybe you can or can't do this—me Quinn, the professional, and me Quinn the son who still needs a dad and a mom? How does that look inside your family? And what have you guys learned around that?

RICKER: Well, my parents did something, they put together a very important rule for my family that kind of separated some of the issues that you see in family businesses, and there's a lot of nepotism that happens in family businesses. So, one very important rule was if you want to come back to the business, that's fine, that's great, but you have to spend five years somewhere else. So, I followed that rule. There's a lot of nepotism in a family business, particularly in our industry there's a lot of nepotism. And I see the ones who've done it well, and they typically have gone somewhere else and worked for a larger company. And it was really one of the best experiences for me to understand how things worked outside of our company. Our company at the time when I went through college and left, it was a small entrepreneurial company, emotional

gut-based decisions but quick decisions and some instinct there. I left and went to Bank One, ended up becoming JPMorgan Chase, as a financial advisor for most of my time away. And it was 200,000 employees, tons of process, tons of bureaucracy. So, I'm really thankful they put in that rule because it gave me the experience to see both sides. I got to see what happened in a small entrepreneurial company and then what happened at—the process, the bureaucracy that came with a bigger company. And it gave me a really healthy balance, so when I came back to the family business my parents prepared me well, and I prepared myself well because of the experience that they encouraged me to go through.

SAUDER: I have to imagine when you go and kind of compete with your peers in an environment like JP Morgan, was it good for you to see like, yeah, I can compete if I need to, you know, like to go be able to, I can slay it over there or I can come here and be really competent.

RICKER: Yeah, it was interesting. I'm not the same person that I was when I was in high school and college. And exactly what you're describing gave me quite a bit of confidence because when I was at Bank One and JPMorgan, I performed pretty darn well there. I performed at the best of the people I was competing with here in this region, and it gave me a lot of confidence that not only can I compete in that environment, and I don't have to ride my parents' coattails. Because the last thing I really wanted to be viewed as is mom and dad's son that came back to the business and he's just getting it because he's their kid. But it gave me a lot of confidence that I can do this, and if I need to do something else and it's not the family business, that's fine too. So it was all-around a very wonderful experience.

SAUDER: That's really cool. This probably doesn't enter your mind a lot right now because you're still in the sort of first few chapters of being the head of Ricker Oil. But as you think about 20 to 30 years from now and the day that you may transition it, what are the things that you'll either do differently as you guys kind of went through the transition from your father to you, or the things that you'll be sure to repeat because it really was a recipe for a successful transition? Because from an outsider's perspective, it looked to be a pretty graceful transition.

RICKER: Yeah, well, obviously I'm a big proponent of that five year rule. That's absolutely going to happen. I didn't always feel like my parents gave me the best guidance in what I should be doing in college and then what I should be doing afterwards. So I'll probably be more involved with my kids to say, "If you have a passion for coming back..." My parents kind of left it a blank slate, just go somewhere, do something. I think if they have a passion to come back, I think I'd like to guide them to some particular areas, whether that be law or finance, the banking industry. I think there are some key industries that they could get a lot more learning from if they participate in those. I think if I would have gone and been a painter for five years and survived and come back to the company, my parents probably would have been okay with that. It'd be, "Oh, you could have probably done something a little better than painting, but hey, come on back, Son, you did it." So I'll probably be a little more prescriptive if there is an interest in coming back.

SAUDER: Yeah, that's great advice. So I want to switch gears a bit. On the surface, again, when you think about a business like gas stations, and I know you use different terminology.

RICKER: It's convenience stores, Tiffany. It's not gas stations, it's convenience.

SAUDER: I know that. I'm saying that's like profanity to you.

RICKER: Yes.

SAUDER: And I know that. But when you look at it on the outside, it can be viewed I think a bit as a pedestrian industry, where you don't think about things like brand loyalty. You don't think about things like consumer experience. You don't think about things like employee engagement and culture. You don't think about words like innovation, naturally. And the fact that I perceive you care a ton about those attributes in an industry that does not traditionally embrace them I think makes you a really a bold story and a really interesting case study for people to hear more about. And so I'd like to hear you talk about more of those things. And how did you, as an industry that probably doesn't have to engage in some of those things, really say we're going to take a shot at becoming a premium product in a space where it's not traditionally invested in, and

take a pretty big risk to be able to do that and differentiate yourself. So just talk to me a little about what led to some of those decisions, and then we'll drill down into some of those pieces to really understand how you guys have uniquely taken hold of that. Because I think in the B2B space or technology and some of these industries that are widely published on a cover of Fast Company, it gets a lot of publicity. But for 30 years you guys have done this day in and day out, year after year after year, and have some maturity in areas that I think others are trying to chase and suddenly decide it was a great idea. You guys are like, "Yeah, we know that."

RICKER: Yeah, I think there's some stereotypes about our industry, and some of them are well deserved because really over the last 30 years, if you had a somewhat competitive price on gas and you had cigarettes inside and maybe a few candy bars, you were probably going to be okay. And okay is never good enough for me. It was not good enough for my family. We had a different way of going about business. But even our version of premium, what it looked like 10 years ago, has had to significantly change versus what it looks like now and what we're going to be doing in the future because there are lots of dynamics affecting our industry. There's the electrification of cars and what that will do. Obviously, that will not be a great thing for gasoline. There's autonomous driving. We're still trying to figure out what does that look like. I mean, who knows what that looks like for our industry, but a lot of that will probably be electrified as well. And there's just changing consumer habits. So there's a lot of forces that are affecting us. We think we've positioned our brand pretty well. We think we've positioned our brand pretty well as premium and something different. A lot of our industry will make a mistake of trying to do something nice at one store and it doesn't involve the entire brand. But we've really tried to have a premium experience across all of our network, and I think that's helped us out quite a bit as well.

SAUDER: So the primary thing you're trying to do is increase the number of times someone stops, right? I want you to stop not just when you're filling up for gas. So you have really innovated in areas, almost putting mini-restaurants into your space. Talk a little about where did that idea start in your mind. And how do you, as a company, and you, as a leader, go through the process of determining is this worth an at-bat? And I think you piloted some of that, and what you guys learned, a little bit more about that.

RICKER: How about I do this. I'll just kind of take you through a little bit of a story of how we evolved to where we are with food today. One thing I will say about our industry is that in our industry, the best players share so well. So there are some big companies, particularly out east, one called Wawa, one called Sheetz, and then one called QuickChek that are a decade ahead of almost everybody else in food service. And the best players in our industry really believe that food service is the answer. People are always going to need to eat, they're always going to need to drink, and it's very, very tough to pull off a successful food program. You can't be a B or C player and pull this off. So there's really quite a bit of barriers to entry to do that. So we knew that we needed to do this. And this was a big struggle inside our family between my mother, father, and myself of how far we go into food, what we do, how much money we spend on it because it's not something that you can dabble in. To do food the right way, you really need to own it. Every store needs to have it, you need to be committed to it, you need to have your people, your infrastructure, your culture all needs to be focused on food. And a retail convenience store chain and the culture that that typically has versus what a food culture is are very different things. So there was a lot of very intense discussions. And those discussions to some degree still go on about how we do this the right way, but there's a lot of intense discussions within the family of how to go about doing this. You can't just dip your toe in. So thankfully, particularly my mother has just had such clarity and we've been so aligned on this. It couldn't have happened without the three of us all together with the dynamics that we have. But we knew we needed to get into food. What we didn't want to do is throw some crazy new food concept that we didn't know much about into one of our stores that we thought might be successful and kind of learn with live customers. So we actually started with a food truck.

SAUDER: Oh, no way. I didn't know that.

RICKER: Yes. Yes, we did.

SAUDER: No way!

RICKER: We started with a food truck. So it was basically our mobile lab to figure out food process, how we make it, flavor profile, get customer feedback. So we had a food truck rolling around Indianapolis for, gosh, probably nine months, dialing all this stuff in. And it was really neat.

SAUDER: Did you ever work it?

RICKER: I did not work it. I'm sure there's many pictures of me inside it probably pointing at this and that, but actually making the food, no; although I can roll a mean burrito. I can. So we had this mobile food truck and we were experimenting, and we pretty much got it nailed down. So then we tried it in a store that we thought would be successful with it. It was successful. It wasn't just successful because of the food that we sold out of, but we saw our entire store's sales just—things that weren't associated with food—pick up quite a bit of sales. If you have 3% to 5% organic growth in our alignment, that's pretty nice right now, and we were seeing high single- and low double-digit growth not even counting in the food. So we were like, okay, we're onto something. This is more than just the food sales you get; this is an experience that you're creating at the store. So we started with that one store after the food truck. We then began building it into our new stores. We saw the same type of numbers and feedback, and then we decided that late 2016 and then into 2017 we would roll out almost every single store in Indianapolis and make a really big commitment to it. So that was a gut-wrenching one in the family. So that's kind of how it evolved. It evolved from something just very small and mobile and experimental. It didn't even have our name on it. Actually, the food truck said Ah Burritos because we just wanted to—this isn't a Ricker's thing, this is not associated; let's just get some feedback and learn, and it evolved to what it is today.

SAUDER: That's really cool. So you talked about the cultures being different between food service and the convenience store environment. I think that's another area where you've really leaned in as a company, saying, you know, people are an important asset to this. It's not just about having the right location and having well-lit parking lots; this has to be much more than that. So talk about I guess maybe even how the idea of moving into food service fits within your culture of what you want to be perceived like in the community and what you teach and want

your people to amplify, sort of what you bestow onto your employees so that they can then create that experience for customers.

RICKER: Any time that I'm in front of a group of our people, I always say this. Most retail companies, particularly the companies in our industry, when they talk about their customers, they say, "Our customers are number one. We love our customers." And I think that's all well and good, but we really look at it completely differently, and it's something that my parents started this small company, family environment and it's an idea that I really took from them and have really promoted this significantly internally. When we talk inside our company and when I get in front of a group of people, I say, "The customers are not number one," and they're like "Whoa, wait a minute, customers aren't number one? I can't believe he's saying this." I say, "Our people are number one, our family members are number one. If we take care of you, if we communicate with you well, we give you a good environment to work in, I don't have to worry about the customer; our people are going to take care of our customers." So I really encourage our managers to do that. I go to them and any time I'm with them, I say, "My job is to take care of you, but my ask for you is you take care of your people the same way that I take care of you and communicate with you." And if we can do that, we're going to be a very different company to work for, and then a very different company for our customers. So that seems to have really resonated with our people.

SAUDER: So you have almost by nature always been like a decentralized company because you don't have this big HQ with all of these floors of people where you can kind of police and control the culture or the environment. I'd love to learn how do you make sure that there's consistency, and yeah, I know there's regional differences. You have stores in Indianapolis, which is a city; you have stores in smaller communities. How do you think about controlling that, and yet letting it also have an organic sense of substance in where that store lives and sits?

RICKER: Well, I'll speak to that from a cultural perspective first, then I'll talk about some of the things we do just from a merchandising and leadership what we do. Culturally, I think something very important that we do, and I learned this from the CEO of H-E-B which is a very large grocer down in Texas, and they're always voted as one of the top places in the country to work.

But what the CEO there says is one of the most important things he does with culture is he sits down with every single manager in the company one-on-one or two-on-two and has a discussion about what's going on in that person's life, what's going on in that manager's store, but he has a one-on-one with the manager and talks about culture and makes it personal, builds relationships. And I started doing that, gosh, what's it been? Two and a half years ago. And I think it's been so important for our culture and how it's made us better, it's connected us. Even though they're an hour and a half away from the office, when I'm going down there and I'm having one-on-one time and I'm sitting at a manager's meeting or sitting at some other company event, it's building a relationship, it's building the culture, and they take that back and do that internally. So I think that's something that for me was a big learning from H-E-B and their CEO, and I'd highly encourage it for anybody who is decentralized, as we are. We are pretty unique from the customer's perspective, too, on how we look at a store that's rural versus urban versus suburban. But really, every one of our stores has a different set of products depending on what is needed in that area. There is so much data in our company. We have 3,000 to 5,000 different items in every one of our stores. And the demographics around each store are very different. So we mine that data by store level and decide, okay, what works here because the brand new Snickers product that's in our store in Carmel may not necessarily work down in Columbus, Indiana, or Frankton, Indiana. And there's all different types of new drinks and things coming out, so every store has to be a little bit different. And I think people see our industry as, well, they just sell gas and, you know, there's something going on inside. There is so much data, there's so much technology inside of our stores that 24 hours a day, 7 days a week, 3,000 to 5,000 items, people inside there, and then this commodity product out at the pumps, I mean it is an extremely complicated business to run. But it's fulfilling and its barriers to entry, too, to do it right.

SAUDER: Do you think in some ways, as gas becomes less the reason it makes people interrupt their day to sort of choose to go in, that your industry will have to get more sophisticated? Because you're almost competing across retailers instead of just being, like you were saying, there's this commodity thing that you have to have, you're going to get it somewhere, if I'm going to go to a well-lit place versus someplace not just intuitively you were going to go there, do you think you'll see a change in sophistication?

RICKER: Oh, I absolutely think we're going to see a change in sophistication. You're going to see it from us this year. Getting gas is clunky, it is not fun, it's just not a great experience. If you could tell somebody that they would never have to go gas up again, they'd be like, "Sign me up!" So I really think you're going to see the experience change quite a bit. There's discussion of changing the pump experience from a hardware perspective. I think that's really tough. There's more media going on the pump now. There's TVs being installed and different things. But really what is going to change it significantly is mobile. Some of this technology is rolled out in the industry. We're going to be a leader in it in the next three to four months. But we have the technology right now. You can pull up to one of our pumps. You can sit inside your car, authorize the pump, authorize the payment and just go out, pick up the nozzle, put it in there, go back into your car, wait until it's done and then drive off. And your receipt is there electronically for you so you don't have to go out and push: Do you want a receipt? What's your loyalty program? No ZIP code. All of that will be gone. And it's amazingly fast. It's actually faster, which is crazy, to authorize the pump from your phone than it is to actually do it on the pump.

SAUDER: Yeah, that's crazy.

RICKER: So our industry has to evolve because it's just too clunky and cumbersome, and the people who are early adopters in this I think are going to have a big lead on the rest of the industry.

SAUDER: In this vein of innovation and culture, have there been any calls that you've made that you feel like you just whiffed real bad at?

RICKER: Yes, I'm sure there's lots that I whiffed at, unfortunately. I think we've whiffed a little bit with probably not rolling out food as aggressively as we should have, as quickly, and tying the whole brand together with the food. We've dabbled a little bit with food. We whiffed on a few things internally culturally on rolling out different programs at the right or wrong time. That's something I wish we would have done differently. I would say the big—my father may disagree—we've not totally whiffed, but we should have done food in a different way and gone even bigger and owned it even more.

SAUDER: We talked about this idea of being able to be aggressive in investment in a time of prosperity, or when you don't have to as a business, how hard that is to know when to push all your chips back on the table not because your back's against the wall but because you just strategically believe it's the right thing to do. It can be really tough as a business owner. And I think as you guys as a family have gone from kind of nothing to lose at the beginning so you play all the chips time and time again to getting to a place where it's like, well, this is a sizeable investment, it will take us years to see whether or not this decision plays out or not. I think that can be difficult. I think for people to know that even experienced business owners like your family still struggle with knowing when to do that, and that discipline to stay in it hot.

RICKER: I think the whole industry right now, because it's so commodity-based with gasoline, is kind of going through that right now. And most of the industry will not invest the way they need to to be profitable in the future because they've lived off of how our business structure has been over the last 20 or 30 years. So I think you're actually going to see a lot of fallout in our industry. I'm thankful that we have the dynamics that we do at our company because, you know, the food thing, we did not have to do this food thing and most of the industry is not doing it. The mobile stuff that we're doing, we don't have to do that. All the rewards technology that we have and how we mine the data, we don't have to do that. But I know it is the right thing to do, to do all of those and to pursue those aggressively and get those out and right as quickly as we can because the faster we can do that, it's more lead that we have on the best that we're competing with.

SAUDER: I want to move from Quinn, the guy who spends a lot of his time on Ricker Oil, to Quinn the human being and talk a little bit about what advice would you give your 24-year-old self. If you could phone yourself up 10 or 15 years ago and say, "You should really know this because it's going to be important on the journey for you," what would you tell yourself?

RICKER: I guess maybe I'll tell a story and that'll kind of highlight what I should have done differently. When I came back to our family business, I was just a little bit of a hothead and I felt like I knew what was right, and I was right but I didn't handle it in the right way. I would too

aggressively pursue things. I would step on people's toes when I didn't necessarily need to. And I had a CEO mentor who helped me kind of learn this. Thankfully, my parents were—I went to them and said, “This wonderful man named Rick Denué (sp?), I need him in my life to help me become a better executive.” So I guess in thinking about that, that's another one as well, is find a mentor. A mentor much more accelerated my learnings on how I need to interact with people, how I need to communicate. When I would have management team meetings and I would invite my mentor into them, and he would just kind of sit there quietly and if I'd ask him for some advice during the meeting, he would give that to me. And he would see all the dynamics happening, and then we would immediately debrief after every management team meeting. And a lot of times I'd walk out of that meeting and we'd walk right into my office, and “Things going okay?” “Yeah, things are going okay. Here are a few pieces of advice for you, Quinn.” And then other times we'd walk out of it and I'd go, “Oh Rick, I really screwed that up, didn't I?” And he goes, “Yeah, you really screwed that up. Here's what you should've said.” But that direct feedback every time. First of all, I really, really respected him. I've learned so much from him. So that direct feedback after those experiences and learning from my mistakes was so powerful in changing me from being just kind of, you know, freight train on a mission trying to get done what I wanted to get done, to somebody who was collaborative and communicated better and brought people along and inspired them to do what I wanted them to do, not just, “Yeah, you're going to do this because I'm the CEO and I'm right.” And our management team dynamics, they were never unhealthy, but I feel so good about our team and how we communicate and how aligned we are. If I ask them what the top three things we're working on at the company right now are, they would all agree with them because they were part of the process in developing them, and they would all be passionate about them. And that's so different than when I came back to the company and how we were operating. So that's what I'd tell my 24-year-old self, “Find a mentor fast and go deep with them, be transparent with them, and get direct feedback quickly to help you become a better person.”

SAUDER: Yeah, that's awesome. One of the things I hear you saying, too, is you were ready as the student. You had a motivation to learn really differently, and I'm sure that was incredibly motivating and rewarding for him as well. I'm curious to know mechanically when you had him sitting in your management meetings, what was the reason you told your management team that

he was there? Were you transparent with them about, “Hey, I’m working on some leadership stuff and this guy’s here to help me, that’s why he’s sitting at the table with us.”

RICKER: I was very transparent with them about that. They knew that was happening. And also, we were a new management team. I got to put in place the management team that I wanted, and there’s really only two people that were left from the previous management team that my parents put together. We needed an outside influence. You know, everybody there kind of grew up with us at that time, and we needed somebody who had a bigger company experience. He actually was the CEO of a publicly traded company for a while, and he was with an international packaging conglomerate. So I told them we needed some type of outside perspective to help us become a more professionally managed company. The whole goal at that time was we were having an acquisition and we couldn’t just bootstrap things; we needed to be a professionally managed company and this guy can help us do that. And he did.

SAUDER: I think that transparency is a key aspect of who I know you to be. That vulnerability gets people on your team faster. And where there may have been friction, I think for them to probably see you say, “Okay, I’m like super sucking at this right now, and this guy is going to help me. And I know it’s not natural for me, but I’m going to learn it.” I find I’m more willing to extend people grace when I feel that from them. And I’ve seen that from you in just kind of being around you now.

RICKER: I do, I think that the team—because I was vulnerable, and even today I’m still vulnerable—I feel like we have a different relationship than if I wasn’t that way, and a much more positive relationship. I don’t always know all the answers and I don’t know exactly how to find them out, but if I’m vulnerable and communicate that, it builds such a stronger relationship and more trust with the people that I’m around. So it’s been quite fulfilling operating in that fashion.

SAUDER: That’s cool. So one of the things I believe is that each person on this earth has a superpower, and I don’t mean like a physical one like I can lift a lot of stuff, but a way that your

brain just does a thing or an interest that you have or whatever. What would you say your superpower is?

RICKER: I don't know if it's exactly a superpower, but the one good attribute that I have is I really try to surround myself with really great people. Whether it's Rick, my CEO mentor, or my management team, but I think that's one of the important things in anybody's life is to surround themselves with good people. We actually put a list together of five family values with our family members, really with our boys. These are what the five things would look like. And at the top of the list is: Surround yourself with great people. I don't want to say like I'm a collector of people, but if I find somebody and they're a great person and I know they can possibly influence my life or people around me's (sic) life, I figure out a way to bring them in and I learn from them and share, and that's what I think I'm really good at. I am not an exceedingly smart person. I'm positive, and I surround myself with great people, and I've been so blessed in life because of particularly those two things.

SAUDER: That's really cool. I think understanding our limitations is a key part of rising above our potential a lot of times. What do you want people to say about you as a leader and a man in the community?

RICKER: I'm still trying to figure that out. We're actually having a discussion with some of my closest friends. We're going to go through an exercise and figure that out. It may be quite surprising, but I'm a pretty big introvert. So my story and however I'm thought of down the road, I'm not really concerned about a bunch of people knowing about that. Really, the thing that drives me and what I care about the most when I'm thinking long term is my family, whether that's my nuclear family or my family at work. I really want to take care of them and build something special that is viable for a very long time. That's what I care about. And that interest parlays so well inside of our company in taking care of people and focusing on our family members. So, do I want to be 150 or 200 stores? And do I want to have this great food business? And do I want to diversify our business out of fuel? Absolutely I do, I want to do all that, but that's a means to doing something really great for our people because at this point our family has been very blessed, we're fine. We're doing this for our people at our company. So I just hope

that we continue to do things right, we live by the values that we have, and we really create a successful environment for our people.

SAUDER: I know personally you like to do a lot of extreme sports kinds of things, pushing speed and pushing the limits and, in my words, being scared is something that's important to you. What about that kind of connects with who you are? And why do you think that's such a passion point for you?

RICKER: I guess I'm just a little bit of an adrenaline junkie. I don't know why. And the scary thing is I'm not scared when I'm doing most of it, which I should think about that a little bit because I should be more scared with doing some of the things that I do. But I guess I don't know if it's the short attention span I have or what, but whether it's at the company or whether it's in my extracurricular activities, I'm not somebody who can just sit on a beach and read a book. I would be there like 10 minutes and my skin would start crawling. I try to seek out things that constantly have—whether it's my mind going or my body going, and it's quite fulfilling. I do backcountry snowmobiling and wakeboarding, and I've got a car that's kind of fast and all these things are exhilarating. I always want my mind going. I always want to be active. And I never want to sit idle because whatever I'm doing, I want to be—

SAUDER: Pushing the limit.

RICKER: Yes.

SAUDER: So, the last thing, I know that you and your wife are really good partners and make your relationship a priority. As you navigate, you know, the role that your family plays in your community, traveling a lot to a lot of different locations, being involved in your industry at a bigger level, what are the things that you guys have learned, sort of like relationship hacks, to just kind of keep things in the way that you guys define balance?

RICKER: Yes, well, first of all, I am so lucky marrying the person that I did. I always thought about the person I wanted to marry, and sometimes that happens for somebody, sometimes you

find the right person and sometimes you don't. I got so fortunate with my wife, Shelly. She is a wonderful person. We have such a good balance. I travel a lot, I'm gone a lot, and she is so wonderful at raising our kids and doing everything that she does. She's got a lot of workload. I by far have the easy job when it comes to her. But we spent a lot of time creating those family values, the right ones, and that's probably to some degree our hack of having a successful marriage and raising kids successfully is because we have our five core values that we live by, we try to live by, to show our kids and then we have our kids live by. So that's been really good. And something that we've talked about as well that is really important to us is that you get caught up in life and get caught up in whatever I'm doing at work and whatever Shelly is doing with the boys, Will and Alex. But something we've promised each other is that we put our relationship first because we know if we are healthy, then the boys are going to be taken care of fine, everything at the company is going to be okay, but we have to put each other first and we live by that. And we find different outlets, whether it's organizations we're involved with or industry things, but we find time for ourselves to put each other first. And I'd have to say I think I have one of the best marriages of anybody I know, and I think probably most of our friends would say that. But I think it's because we've figured out our values together and we put each other first, and it's worked out beautifully.

SAUDER: That's really cool. I admire that as much as anything about what you and your family has accomplished. I've often said, I think if I get across the finish line of life with both a company and a marriage, it's tough to do both those things really elegantly. I appreciate your time today, Quinn, and the opportunity to know you and Shelly. You guys are really an awesome couple and I think inspire a lot of people around you. So thanks for sharing it today.

RICKER: Thank you for taking the time to be with me.

SAUDER: Thanks.

(END INTERVIEW)