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Oral History Conversation with Miguel Marshall

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OK. I have to start and say a little
a brief introduction. OK.

So this is
an oral history conversation on social

enterprise between students in Business
Ethics at the University of San Diego and

Mr. Miguel Marshall founder and C.E.O.

of Centro Ventures. Miguel, before we begin
the conversation properly and just by way

introduction to future scholars
who might listen to the recording

of this conversation, could you give us

a brief overview of what Centro Ventures is
and the social impact that it seeks to serve?

So Centro Ventures is
a company that does redevelopment in urban areas around Tijuana

mainly using real estate as the angle towards making neighborhoods better.

So we use. We started at fixing abandoned or re-purposing buildings. So what we've done is we found the buildings that are in Tijuana inside of mostly downtown to reconfigure them into housing, retail, and office projects.

That brings us to a new market segment coming into the downtown area of Tijuana. That also has an impact in towards neighborhoods so while doing this we do
at the same time we do community projects that help...that help the neighborhood starting from helping in the parks improving all of our key values on that are sustainability, social impact, economic development art and that's about it.

So most entrepreneurs when they go into ventures, their motivation and their drive and their inspiration is through childhood experiences or something significant that happened and since your's is so specific, this re-adaptation of TJ neighborhoods, I just wanted to know were there any childhood experiences that you had or what was your motivation for why you decided to embark on the redevelopment of real estate in TJ?

So, yeah it's a great question

What we did is

prior to this venture, I've been an entrepreneur ever since I was 19
I started selling...

I started selling clothes for the tourism industry

so a lot of the tourists who came to Tijuana shopped in stores.

So I sold wholesale t-shirts saying "Tijuana," "Rosarito," "Ensenada"

to the shops

and so during 2006, 2007 it was when I started it very prosperous and 2008 came

we had the economic downturn then we had violence in Tijuana started to escalate

2008, 2009, 2010

and so

the tourism industry just plummeted

so what I did is I just thought well I should sort of reinvent myself

but I'm not going to try to reinvent myself yet
I'm just gonna work. So I started working with an accounting firm I'm an accountant by background so I worked with Deloitte while doing college so. What I did is afterwards when I graduated I started to get a lot, very involved in social enterprises through Endeavor, which is an accelerator and that took me one thing to the next into the next into the next and now I'm here. I'm doing real estate trying to reconfigure emerging neighborhoods trying to help trying, to redevelop them so it's been a lot of different things. I cannot say one it's just been one thing takes you to the next and you know where I'm at.

So one of things that you probably did to help one of the neighborhoods was the Bordofarms
I really liked, I read an article about that and I was really touched by

how great an idea that was.

Could you tell us a story of maybe how Bordofarms made a difference in some of the lives of the people that worked there?

Yeah so we were very focused before Bordofarms very focused on economic development. We did

d a co-working space in the old Avenida Revolución where all the bars and all the tourism used to flow through there so we did that project and it was pretty cool that it helped out like that neighborhood that area specifically

right now they’re doing bunch of buildings there’s other co-workingspaces there’s a lot of things happening
but at the same time when I was in downtown and I started to see that there was this population group, the deportees that were sort of blighted then and part of the idea of selling Tijuana, it just so didn't make sense to say "yeah it's a great city it's going to be booming, it's going to do a lot of money where there's going to be a lot of employment" yada yada, then you have this community, this group of people just without support without... without infrastructure to help them so what I thought is they're our neighbors in downtown so we need to incorporate them and so what I thought
is let's do it through social enterprise angle not... previously

they've always and even today they continue to give

a lot of support but through food through taking them to shelters and

all of that, which helps, but it wasn't...it's just

a way of extending the hand right so what I thought is let's let's try to
do something where they can learn to become productive and so it was

a way for us to show them that they can find

a job and at the same time reintegrate into the city into the economic
development of the city and so we did

a pilot of doing this urban farm. It was... we had

thirty urban, sorry thirty farm beds
so we had over seven hundred plants

00:07:11.250 --> 00:07:17.550
and so we gave jobs to ten
deportees

00:07:18.130 --> 00:07:23.190
and so they were unemployed living on
the street living, living under bridges and

00:07:23.230 --> 00:07:25.800
suddenly they have a job
we gave them

00:07:25.810 --> 00:07:32.520
a name tag they started to feel
empowered and some of them well like

00:07:32.530 --> 00:07:39.190
half had substance abuse
issues and the other half was

00:07:39.200 --> 00:07:42.800
just like down and so so it was

00:07:42.810 --> 00:07:47.310
a way for them to feel that they
still exist... they still have

00:07:47.320 --> 00:07:48.750
a chance and so it was

00:07:48.760 --> 00:07:54.990
very, very empowering for them and for
us to see them sort of move forward.

00:07:56.760 --> 00:07:57.660
And so yeah it was

00:07:57.670 --> 00:08:04.300
a great pilot. The program was much, much bigger and the vision was much, much bigger

but we had our issues with with the government and with other people that

mostly government because it was, it was a very interesting project. That tackled many, many points of the city it was it just it really hit the nerve of the city because it just struck not only that angle, it struck environmental issues, it struck many things that didn’t make sense and it was it was difficult for it was back then

I was twenty-six like twenty six year old to all of that. So yeah that’s the story on Bordofarms.

leading...leading or following that, you like talk about Bordo farms

as a very ambitious venture. You've got a lot of partners, and donors
and deportees,

and volunteers and stuff like that. Could you walk us through the process of like

how you like built

Those partnerships. I know you just talked about getting the crops into the

restaurants. I don’t know if you were able to reach that or not.

So yeah! We were able to get them but more of

Pilot because we didn’t have. Well, one we didn’t have the

The certifications to make it sort of legal because we like the Mexican

F.D.A.

Didn’t have the certifications but some restaurants did buy it from us
some just bought it for reasons of supporting. So so everything was sort of fixed like everything was it was more or more of a way of showing that there's support that there is that there's a way and we and we knew about it ever since we had the idea we knew that it wasn't going to be real but it was going to but it was going to strike people's mind and it was going to take us to the next level when we could make it real so the real idea was to make it a vertical farm that had the extension around the Tijuana River so across the Tijuana River it's it's like right up right above the river bed it's a it's
abandoned and it's where most of the deportees live. Below bridges and stuff so we

00:10:38.450 --> 00:10:45.300
thought well what if we extend this so far if we just do one module in the

00:10:45.450 --> 00:10:51.040
works in another module. Well the real estate should be free because it's government

00:10:51.470 --> 00:10:58.090
so the government could support it. And then it can sort of if we push it closer

00:10:58.100 --> 00:11:04.760
to the border it would be good for tourism so we could bring in more sustainable

00:11:04.770 --> 00:11:10.450
and people that are interested in this social impact stuff to come in and see

00:11:10.570 --> 00:11:15.990
people working having shops and walking around like sort of an idea similar to

00:11:16.030 --> 00:11:22.780
highrise in New York. Again very ambitious but. At

00:11:22.790 --> 00:11:25.800
least we did it at least we tried. No?

00:11:29.150 --> 00:11:32.150
Alright so this is the last question about that. I promise

00:11:32.150 --> 00:11:36.500
So in the article you are quoted as saying there are like 2,000 people living in the sewer, and there is drug addiction. Yeah!

And a lot of people would be fearful of going into that situation.

Yeah it was basically like a small town like very similar to what you see in the movies like again in India and Pakistan those areas of it was it was very eyeopening too well first of all there was a lot of drugs so lot of heroin a lot of. Yeah a lot of drugs. Second of all yeah the drugs take effect into people's. Physique so that again something that scares you but then you start to have conversations when people are sober because they're not high all the time so
they're sober. When they're sober they a lot of remorse a lot of doubt

a lot of like not a lot of vision towards

a future. And when you start to talk about this big ideas. Beforehand before

I was doing the project. It was like yeah whatever and like everybody comes and

says whatever and I will continue to do what we do and thank you for coming and

see you later.

But, but when we did it it was for them like wow this guy's really meant it and

they're not like yes-ing so let's try to support these kids that are trying to do

something and they don't know that it's going to work neither do we but let's what

do we have better to do right and so for them it was like that and and we started

with fourteen people ten stayed and they
think at the end we had seven because

I don't the ten three decided willingly
to go to by themselves to go to rehab

so so it was like one one guy was like for
ten years without like every day taking

heroin and then suddenly he said well I'm
going to go to rehab and the first

three. First week he went cold
turkey and the guy was like like dying like

a guy like I have to literally take
him to to the to the to the facility to

give him the medicines that they need in
all of that so it's for me something that

An experience very hard
very harsh very cold very.

Real. But yeah it's something
that I will never forget.

In class read an article about
the trial and error process.

In all of our endeavors and about how
a lot of it comes down to chance. Doing as much as you possibly can to maximize

the potential disadvantage and turn it into some sort of advantage. Do you have any specific moments in any of your ventures where you turned a seemingly disadvantage into an advantage could be with one of your workers. For example a substance abuser in his and those changed his life around or or any other experience. Yeah so now I would like to move out of the Bordo Farms.

No not because I don't like it it just that it was never my area of expertise and

I've always been an entrepreneur and suddenly I'm more involved in social issues so

so for me was like I just I just saw myself facing social issues and in
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00:15:27.760 --> 00:15:33.040
a state just as any good interpretive
you're not good at anything you just you're

00:15:33.050 --> 00:15:37.180
just good of bringing people in
hey you're next for a day you're

00:15:37.190 --> 00:15:42.730
a psychologist come talk to them
so so. So that's that's that's

00:15:42.740 --> 00:15:47.270
a way I would like to move forward more
on my and my other ventures and so on my

00:15:47.280 --> 00:15:52.910
other ventures I. Yeah I've
always have issues for example.

00:15:55.190 --> 00:16:01.490
A good example of that is we saw the
project that I mentioned before that the

00:16:01.500 --> 00:16:07.430
Korean space so. It was and his
historic building which wasn't.

00:16:08.520 --> 00:16:13.650
Considered his story by the by the by
them in Knesset palette here the state or

00:16:13.690 --> 00:16:20.120
federal level it was just historic and how
you side it used to be the tourism bus

00:16:20.130 --> 00:16:25.220
station so it's the old bus station. And
it was pretty beautiful it was very
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00:16:25.230 --> 00:16:30.650
beautiful had it up like a. Structure with

00:16:30.660 --> 00:16:36.500
a lot of like Crystal's the fall colors
it was very nice building so but

00:16:36.510 --> 00:16:43.340
a developer bought it and invited
us to weld to live in So what we

00:16:43.350 --> 00:16:49.020
did is we need oh shit are we leased we
were leasing the building so we didn't have

00:16:49.030 --> 00:16:54.680
an option and we didn't have the resources
to buy it so so they recently bought us

00:16:54.690 --> 00:17:00.780
out from the least we still had one
years on lease of. So we got bought out

00:17:01.690 --> 00:17:05.060
I had two options was one go to go to do

00:17:05.069 --> 00:17:11.869
a Masters which I was already admitted
in one school or to go to do my

00:17:12.130 --> 00:17:12.480
start

00:17:12.490 --> 00:17:19.859
a bent start my own company. Doing what
I'm doing now central ventures and so

00:17:19.900 --> 00:17:26.770
so what I did is safe for started to
find buildings that were in there
were there were capable for adaptive reuse so I found the system for that I had.

With the money I had I put in the first the pass it and name by did other investors to join me on. Rehabilitating the building and so that was my first project and this happened three years ago so three years ago three years ago I had

not a little bit less like two years eight months and late three months after that day that I sold the Corrigan space I found the stuff that I'll put into the parsonage and so on and so for them to come here so I. So that's a way I think of seeing something bad that like I don’t have a business anymore I was I was going to go to school and then I said well
maybe I should start my own company stared at the big opportunity and yeah bit of

opportunity in never thought I was going to be so involved in real estate and now

they're in and yeah you know I don't I don't see myself getting out in next five

years or so for me it was

a good way because if you guys are our biggest still trying to see

where you fit in in this hall. Yeah in the story Rob if the students to write.

Yeah Mr. And I'm personally

a little bit involved in real say Paul manages finance and. I have

some bills experience but it's so broad Yeah you can really get into so many things

right this and yang and in business in real estate in finance in everything there's

just such an end for someone young
it's so difficult to release

00:19:21.310 --> 00:19:27.360
a oh I love this because if you get to
something and you just say Well it's I like

00:19:27.370 --> 00:19:33.350
it but I don't see myself doing it for
more than two years right and so so for me

00:19:33.360 --> 00:19:39.780
right now what I'm doing I see myself at
least doing it for five more years so. So

00:19:39.790 --> 00:19:45.680
so yeah it's really fun I think the journey
of being an entrepreneur is being open

00:19:45.690 --> 00:19:52.070
and being with you said sort of it will
to understand that something doesn't work

00:19:52.110 --> 00:19:58.990
but you can get an opportunity out of it
and jump to the next ship and. Absolutely

00:19:59.450 --> 00:20:06.190
flexibility. So I hear you Jerry and.

00:20:09.950 --> 00:20:16.800
I sit on it as what it
is let me. Believe. When

00:20:17.190 --> 00:20:22.240
you see more in. Racial terms in. This.

00:20:24.000 --> 00:20:30.360
Success Well if like the thing with
Sandra ventures is that I have
two stakeholders and I would say one is me and my operating partners and to my investors So success for them is keep continue giving them their ours and there are allies that I that I promised and so that comes through me like delivering on and what I set right so I have I'm best serious and I have investors actually from San Diego from San Francisco Los Angeles do you wanna so it's so it's delivering on that and that and success on an and and my and and what I what I'm passionate about is continuing to move forward in the neighborhoods that we work in so for example we're doing a park in Mississippi in Colonia for that out. So it's a park led we help getting the government involved in the neighborhood about
getting the. Getting business
is involved to doing

a small park. We've done our demands
arctics evasions we've we did

We've refreshed the neighborhood
association. We've branded

that the neighborhood we so we've we've
we've empowered neighborhood to sort of ask

for for things some strategy that not many
real estate developers do they try to

tend to move away from that. But for us
that's a. Access for me seeing seeing

a neighborhood evolve and also Well the
people that live in the projects the

community that live inside of it and just
seeing things happen like easy you start

to do like like

a microcosm people that are living in the
space and suddenly they find somebody in
the corridor in space and start to bounce
ideas and then suddenly you see them more

00:22:27.960 --> 00:22:29.190
more together and they're doing

00:22:29.200 --> 00:22:34.140
a project or somebody that met and suddenly
they're boyfriend and girlfriend and

00:22:34.150 --> 00:22:40.160
they get married it there's like all of
this like things that happen around the

00:22:40.170 --> 00:22:44.770
project that it's that it's crazy you you
never thought that you could take it that

00:22:44.780 --> 00:22:50.660
far and so it's so for me that success
I think that's what keeps me excited.

00:22:54.150 --> 00:23:01.110
Also used to talk about what your
binational life. It's like people you.

00:23:03.260 --> 00:23:09.980
Know. How you plan to get people to kind
of buy and like this you know what.

00:23:12.710 --> 00:23:19.610
Yeah like what stagger
your. So what I see

00:23:20.090 --> 00:23:26.100
happening barrier Gannicus
is the rabbi National which

00:23:26.210 --> 00:23:32.970
a god the other day some some professor
said well no brain Ashleigh not anymore

00:23:32.980 --> 00:23:39.530
it's cross border fence
Yeah. Or well he was

00:23:39.540 --> 00:23:46.500
a professor. In as the as you and I know
that trans word or they say and use

00:23:46.510 --> 00:23:53.880
the know the say. So so having
this this inner relation with

00:23:53.420 --> 00:23:59.310
with with us and he or US Mexico
I get to see it every day.

00:24:00.720 --> 00:24:06.930
Like for example my my wife just got married
she she lived intending over fifteen

00:24:06.940 --> 00:24:10.390
years she’s thirty years old they’ve been
sending over fifteen years and fifteen

00:24:10.400 --> 00:24:15.310
years and one of the first fifteen were
empty when the last fifteen years here and

00:24:15.320 --> 00:24:21.930
now and we met in the one in. Actually
very close to my co-working spaces we just

00:24:22.050 --> 00:24:26.070
met. That being said I think that’s

00:24:26.080 --> 00:24:32.950
a good example we’re both Mexican
heritage were both Hispanic. That related
But I get to see people from all sorts of backgrounds and all sorts of in

this city and all sorts of cultures and wait wait what

a scene common with people that want to at least learn about one or the same mean

that you being cross border doesn’t mean that you have to go to live there it just

means that you’re open mic pres what

a culture means that you’re open to listen to learn to even if you’re not OK with

it. Because we’re from different cultures I’m not OK with many things that happen

here in other places but I still respect that so it’s

a like having the ability to to listen to hear to see and to respect other

cultures and Miss case than the culture next door which it makes
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00:25:24.610 --> 00:25:27.560
a going on the Mexican
side respecting the U.S.

00:25:27.570 --> 00:25:34.480
Culture. I think that's what makes you
cross border and and it's and it's growing

00:25:34.490 --> 00:25:34.700
it's

00:25:34.710 --> 00:25:38.150
a lot of people just continue to grow and
I really think that the ones that I've

00:25:38.160 --> 00:25:44.810
met met it made it possible to make
it faster it's the Xolos. The

00:25:44.810 --> 00:25:51.100
Xolos they're there they're the number
one cross border agent that exists because

00:25:51.570 --> 00:25:58.050
so many people just go to the game they
love it. Padres, Dodgers.. Xolos

00:25:58.060 --> 00:26:03.070
Dodgers, Padres. Yeah [...] And It's

00:26:03.120 --> 00:26:10.030
true if I you go back from Tijuana to
San Diego there is, well sorry but before that

00:26:10.790 --> 00:26:15.890
the Chargers left but
there was ...

00:26:16.310 --> 00:26:21.700
a huge fan base in Tijuana.
Chargers and you sign on stickers, hats, and

00:26:21.710 --> 00:26:28.080
you everybody and like the Chargers.
Now the Padres so so yeah it’s I think

00:26:28.090 --> 00:26:34.740
sports really gets everybody
interconnected and you move away

00:26:34.750 --> 00:26:39.290
from from all of the red tape
that there is from culture right.

00:26:43.350 --> 00:26:46.920
[.] Sorry you stole it they say it was
going to say sports and beer.

00:26:50.260 --> 00:26:55.250
Sports and beer. Yeah, sports and food and beer.
So the Centro Ventures website..

00:27:00.110 --> 00:27:06.890
It shows that development is very dynamic,and inviting, yet at the same time it has a laid back feel. I noticed that you have a design director..

00:27:07.640 --> 00:27:12.860
Rudy Argote. Argote. I can’t say it as nice as you. Yeah he’s an architect.

00:27:14.290 --> 00:27:20.140
Can you share a story of how he
presents his ideas or came up with them
and how that all works

00:27:22.360 --> 00:27:28.980
So Rudy has an architecture background
and so you that has, Anthony,

00:27:28.990 --> 00:27:35.790
that has been in real estate, there is always
this sort of clash between business

00:27:35.960 --> 00:27:42.750
and design right.
That design always wants
to look nice and have nice spaces

00:27:42.760 --> 00:27:49.150
and not think about much about the making
money part. And then the other side

00:27:49.160 --> 00:28:01.040
making money making money so so for
me and him it's a, him and me it's

00:28:01.050 --> 00:28:07.980
a good.. we're a good team because
we sort of clash in those two
aspects and it keeps keeps us
grounded and in design part and on

00:28:07.990 --> 00:28:14.390
the money side. So his
background, he he was before

00:28:14.400 --> 00:28:19.580
Centro Ventures is very much focused
on community building so all the

00:28:19.650 --> 00:28:25.460
participatory design and involving
communities into the design part is

00:28:25.470 --> 00:28:31.110
really his formula into the equation of
Centro Ventures and so I’ve learned from

00:28:31.120 --> 00:28:38.080
him that part. so and it was really
helped for us to grow and I and I know

that , today it’s part of our more most
value the value added proposition that we

have so so yeah that’s that’s
Rudy he he’s the architect that

designs but not only buildings but
also the community part so yeah he’s he’s

a really important part for
the company. Yes.
How did you guys find each other?

Oh, we were friends from high
school yeah. It was...

< b> USD Catering team picking up the refreshments</b>

But Janet, just answer we were friends from
high school and went to. We've always kept

in touch and. Went to live to
Mexico City where he worked at

a firm that that focused on
community sign so he worked
in Tijuana and architect and then
moved over there where he found

00:29:42.540 --> 00:29:49.050
a job that was close to what he wanted and
I just ...he was the architect that

00:29:49.060 --> 00:29:52.570
did Bordo Farms so we, I called him

00:29:52.580 --> 00:29:57.590
a like I know you've done this design part
so why don't we do something with Bordo

00:29:57.600 --> 00:30:02.130
Farms and we were and he was coming
back and forth from Mexico City for the

00:30:02.140 --> 00:30:08.510
project I just told him hey like I'm thinking
of doing this when we bought

00:30:08.960 --> 00:30:14.440
when we sold the project of our station
and told him I'm thinking of doing this
yada ya

00:30:14.450 --> 00:30:18.730
So we started working on the renters and all
of that so suddenly I tell him

00:30:18.740 --> 00:30:24.820
hey dude like this is becoming real you need
to come to Tijuana to live so he moved back

00:30:25.600 --> 00:30:31.440
yeah. So to basically close out our conversation, there's
actually another group that's

00:30:33.190 --> 00:30:35.580
Having a convo with Ryan Sisson, like the founder of Moniker Group

00:30:35.590 --> 00:30:40.710
and he seems to be involved in
like a similar venture, similar to WeWork
I was wondering

00:30:40.720 --> 00:30:46.380
do you have any aspects from any
other company,

00:30:46.380 --> 00:30:47.380
that you took to put in your own company,

00:30:47.380 --> 00:30:49.510
and how do you differentiate your
company from the rest

00:30:49.510 --> 00:30:54.840
Yeah I know moniker there they're doing
really good stuff over here, and I relate to

00:30:54.850 --> 00:31:01.220
them. And their approach towards
community and and in how the

00:31:01.680 --> 00:31:08.620
they do their spaces and their focus
on the signs. And its really cool. So we all

00:31:08.630 --> 00:31:13.750
get inspiration from different ventures,
different entrepreneurs, different ideas.

00:31:15.580 --> 00:31:22.040
I would say that how I differ,
differentiate myself, Is the

00:31:22.750 --> 00:31:28.190
community part but not only my main journal community and today know

that's very obvious right everybody says community, community, community and I think it's becoming

more of

a. It's becoming more

what's the word. It's becoming more of

a net essential when you're building be it real estate, neighborhoods,

It's important. My differentiator is that I include the neighborhoods and so

I include the neighborhoods in my design Include them in the rhetoric, Include

them in in the decision making process and so and so that gives me a sort of

a competitive advantage. That one I could I could be able to scale in the same

neighborhood and two that I have an ability to do it faster given that we don't
have much clash with neighbors.
So that's one thing that helps

and that and that we keep in our in our
in our fabric so so so by having in the

fabric means that we we can deliver
better retail spaces better office spaces

better housing. Giving given the fact that
we know that when the neighborhood needs

and wants. For example they want to coffee
shop we said well let's put it close at the

neighborhood right on the corner and
let's have that and we had and

on the front like they wanted

a restaurant or beer place and
we had offers from pharmacies to

exchange there's

a lot of exchange rate stores or shops
the very close to the border so
so until we said no no no no no and
took a hit on the on the rent for

a couple of months and suddenly we found
a beer group that's doing a tap room in

a restaurant and all that and they didn't
want to go very late so we
didn't want to go like two twelve, one, two
So we limited it to eleven so they're
going to close early so people can go to
the pub one two beers and go to
sleep or go to another place. So
so that's how we configure the

spaces and I think that's our
main differentiator.

So anybody has anymore questions.
Thank you for your time you're
really inspirational and I like the fact that you keep instilling hope

into the community, I find that
very admirable

Thank you so much, no appreciate though that the story,
the questions send it's for me

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it's good because a to go back to
like why I'm doing what I'm doing.

— End of Transcription —