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Interview no. 1508

Hector Holguin

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THE UNIVERSITY OF TEXAS AT EL PASO INSTITUTE OF ORAL HISTORY

Interviewee: Hector Holguin

Interviewer: Homero Galicia

Project: Hispanic Entrepreneurs Oral History Project

Location: El Paso, TX

Date of Interview: January 23, 2009

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Transcript No.: 1508

Transcriber / Summary: Patrick Driscoll

Hector Holguin is the president and founder of Secure Origins in El Paso, TX; he was born in El Paso, his parents from the city of Chihuahua, Mexico. He attended El Paso High, received a Bachelor of Science from UTEP in Civil Engineering; Masters from UT in Structural Engineering; worked in aerospace engineering with Boeing Space System Center in Hunting Beach, CA for Apollo space missions. Mr. Holguin explains his work in engineering for the space program during the 1960s; recounts his family and decision to move back to El Paso; explains how work experience helped him secure a job in El Paso and prepared him to start his own business in 1972; chose consulting work with early computers that were novel at the time; recounts presenting Dr. Wang a way to improve his core memory design that then dominated computer random access memory. Mr. Holguin describes early sales and travel for his business Holguin Corp., eventual software vending for Hewlett Packard during the 1970s; mentions his strategy of having only one version of product releases at a time in order to keep up productivity and levels of automation; recounts negotiating to purchase a section of AM International for a program that translated spreadsheets into a drawing file; mentions the use of his software in Las Vegas casinos in the 1980s; covers loss of business experienced during the rise of personal computers and new product development to adapt to the changing automation equipment market; explains how the Mountaintop software they developed stayed in use for over two decades. Mr. Holguin describes move to servicing telecommunications companies with automated design systems in the 1990s; mentions expansion of his business and lack of bank support; recounts how he almost lost his company to the Royal Bank of Canada after a merger with System House and efforts to regain control; recounts his creation of another company AcuGraph, and failure of it after he left. Mr. Holguin describes his reasoning for hiring local students; explains how military service helped develop his organization and leadership ability; gives his business philosophy on the importance of *esprit de corps* in companies, strong management for entrepreneurship;

challenges faced commonly in business. Mr. Holguin explains the entrepreneurial values that his parents and family instilled in him and their background; importance of valuing individuals; describes parents' efforts to balance American and Mexican identity by staying El Paso, race relations at the time and different values of the era. Mr. Holguin discusses the difficulty Hispanics encountered in business when he was younger due to discrimination; details efforts to support Maestro Chavez when the city wanted to fire him without benefits from the El Paso Orchestra; explains how conditions didn't change until the formation of the Hispanic Chamber of Commerce. Mr. Holguin explains how servicing employees and taking care of their families are part of business to build loyalty; Mr. Holguin discusses new ventures for his company and challenges of not knowing what will occur with new emerging technology; expresses view that border relations dependent on economics to improve conditions; goes over support from the State of Texas and Department of Defense in emerging technology field for secure systems that have benefited the company. Concludes with stating he could have built his company faster elsewhere with bigger markets, but El Paso is his home and has been good to him so he's tried to improve the community.

Length of interview 110 minutes

Length of Transcript 31 pages

Name of Interviewee: Hector Holguin
Date of Interview: January 23th, 2009
Name of Interviewer: Homero Galicia

Beginning an interview with Hector Holguin, the founder and president of Secure Horizons.

HH: SecureOrigins.

HG: SecureOrigins, sorry. Funny story. But a new venture.

HH: Right.

HG: But Mr. Holguin has a long history of developing technology business, and so as part of the Hispanic Entrepreneur Oral History Project, Mr. Holguin has agreed to be interviewed. Thank you, Hector, for giving us time to ask you some questions. I had seen an interview you'd done before at UTEP, we were talking about your college experience.

HH: The what? I'm sorry.

HG: The college experience you had at college, when you were talking about UTEP and going to UTEP. But you were born in El Paso.

HH: Right, right.

HG: And you went to – what schools? What elementary school?

HH: Well, just back up. Both my parents were born in the City of Chihuahua, so I think that I almost grew up, because all my family from Chihuahua and Juárez, and so on, but I grew up here, [I] went to El Paso High School before attending UTEP, and I received a Bachelor of Science degree in civil engineer from UTEP, and then I went to UT Austin, got a master's degree in engineering, specialized in structural engineering. That prepared me to go into aerospace, so my first job out of graduate school was in aerospace with what is now the Boeing Space System Center in Huntington Beach California. At that time it was the Douglas Space System Center.

HG: And what did you do there?

HH: Well, I worked there five years. I guess that was '61, '66—1961, 1966—and I started working at the design section. Everybody was working on the Apollo Saturn project, the first Saturn project, you know, for the Apollo missions. And meantime the Mercury missions and others were taking place. After the first year I was able to move to the testing facilities right there. There was about four thousand people employed at that space system center. I was fortunate that after

two years I had the opportunity to replace the engineer on [inaudible], which was the largest test program at that facility. So for two years that's all I did, was just work on that test program. And what I did is I qualified a major structure for the Saturn program, and what it is, if you remember the first stage is very very large, you know, it's the one that lifts the Apollo module off the ground. Then I worked on the second stage, so I qualified what they called a thrust structure, which is where the engines are mounted to take the—once the first stage burns out, the second stage lights up, and that's the one that takes it into earth orbit, and then it has to ignite again to take it to the lunar passageway. So that's the structure that I had to qualify for flight, and it took me two years. Didn't know what I was doing. We were testing new ground, but it was an exciting challenge and I was fortunate that I was able to do that. And so I finished that test program in 1966. [I] got married in 1964 to my wife, Rosario, who comes from Mexico, raised in Mexico City and Juárez. So we had our first daughter Rosario, our oldest daughter, in Long Beach, while I was working there. And once I finished the program I decide it was time to come back home because I wanted my family to grow up like I did. I call it with one foot in Mexico, the heart and soul of Mexico, and the other foot in what I think is the opportunities that [the] U.S. provides to young professionals and entrepreneurs. I didn't have a job, I just came back not knowing that a year or two later the whole aerospace program was halted. The next thrust was to build a laboratory to orbit the earth, which they have now, but they killed that program. And so literally tens of thousands of people lost their jobs all over the country. Which never should've happened, if we'd applied those people to work on other things like environment and other projects. We lost a tremendous wealth of talent there. I did come back in 1966 and started a stake (in??) a new beginning. Had a little life savings that allowed us to look at different options at that time.

HG: What did you learn in the space program that helps you think about business at that time?

HH: Well, the main thing is you're in there with thousands of engineers and I was competing with engineers from MIT and Stanford, you know, the finest engineering schools in the country, but one thing that helped me, I just learned to, in El Paso you learn to do things on your own. You know what I'm saying? You sort of learn to be practical and you know how to produce projects and so on and so on. In school there was only twelve people in my class, so you got personal attention from professors, and you had good interaction with your fellow classmates. So I'm may say the grounding was solid. But the main thing, I think, that helped me going forward in my business is that in aerospace I learned to use a computer as a tool. At that time it was a terminal, there was a huge computer behind a big wall, an IBM, I think it was 7090, a huge unit. The only we communicated with that large computer was through terminals. So I learned to program, you know, little programs that helped me with my design work and so on. So when I came to El Paso, I got a call from someone saying, "We heard you're back in town and would you consider working for us?" And making a

long story short, I went ahead and became their VP of all of their design and operations. This is the largest civil engineering firm, at the time, in El Paso, which was Kremins Incorporated. They're probably the only one. There was maybe a couple other very small ones. But they were doing all of the development work for all the east side of El Paso, which, I mean, Cielo Vista wasn't there. The airport sort of marked the ending of El Paso. And so we were doing the airport design work, all of Cielo Vista, which is where all the growth is easterly. And then later on we picked up the Horizon City project, which means we had to pump out a lot of lots ever week. I was there from 1966 to 1972. By '71, '72, everything was automated. We were producing six thousand lots a week, okay, from the computers, an IBM 1130. So it seems almost impossible now when you think of the power that's in a little iPhone. I was able to do that because I learned how to program in modular steps, and that prepared me to the next stage of my life, which was 1972 I decided it was time to build my own business. So you might say I had good schooling. The graduate degree certainly helped me because I'd learned to work on projects. I encourage everyone to get a master's degree because instead of just attending class, you're really working on a project with people, and that helped me work on projects. So when I went into aerospace I applied that. So the five years in aerospace helped me to understand how to drive a big project with a lot of people reporting to me. Then I took the computer knowledge, and again, leadership principles that learned from there, and applied it to a civil engineering firm, which had nothing to do with aerospace, but we're developing land, we're building roadways, we were dealing with anything to do with land development. So then when I started my own business I knew that I was gonna be doing consulting type work with computers and so on and so on. So that's sort of the next phase. I had seen a Wang computer, at that time it was about the only desktop. It was a very small—almost like a calculator. In fact you had toggle switches to get ones and zeros and in order to form numbers and the alphabet. That's how you programmed. Very, very tedious to program, but it was very powerful because the memory was core memory. Dr. Wang invented the core memory for computers. So that means that as long as I programmed in 2K chunks, it was 2K, not 2 megabyte, it was 2K chunks. And I had the ability to store and tape, or [inaudible] I think [inaudible] something that was 8K. Well, 8K was all and I thought I had all the power in the world with it. So you can realize how you had to program in modular steps and loop through, and I developed a civil engineering design package. Well, I saw the power and I said, "Gosh, I've got more power in this little core memory thing than I had in an IBM 1130, which was ten times the cost." And so I went ahead and approached Dr. Wang, his marketing person, and didn't have any money. We were going in our savings, and I had two people working for me at the time. I insisted if I was gonna go up to Boston, and nearby was Tewksbury and show him what I'd done with a Wang, I said, "I need to make sure I'm talking to a VP of marketing or a VP sales." So by insisting on that at least I was able to get the appointment. And before the VP of—what turned out to be the VP of marketing came in, he had some staff people there. And I knew I'd struck out. I knew that it's not invented here, and they were more of an obstacle. So when he came in, I knew that I had to just go right

to – I didn't know how to – I wasn't a salesman, I'm an engineer. But I told him this is what this was capable of doing, and I said, "Why don't you set up a place where we can go show it, and we'll prove it." And against the advice of everybody in that room, he said, "Okay, we'll set you up and we'll set up some companies in Dallas for you, and we'll go there." At key intervals, destiny, you know, I call Miss Destiny—I call her Miss because she's wicked and wily. But I certainly pray to and continue to pray to God when I need to. I don't like to bother him too much, but when I need to that's certainly something. We as entrepreneurs live a very lonely life, as you know. The best definition of an entrepreneur is innovation and risk. If you're pushing the envelope of risk, for some reason things open up that you weren't thinking about because you need to get something to happen now and you need to do it with innovation. So I think our greatest work is just ahead of us because we're pushing the envelope of innovation and technology. So I don't know, I got sidetracked with that, but that's important because it does show that we were pushing the envelope with Wang, and he said, "Okay." Now destiny pitches in because all of a sudden, there's a major conference, civil engineering, in Houston. And I said, "Whoa, we can go there and see—" well, it was a survey. The part of the survey in coordinate geometry and land development fits the survey in community, so I say, "Why don't we go there first, and then we can go to Dallas after that." Well, I tell you today, if we'd gone to Dallas first, we would've failed. Houston is a very dynamic city, it probably still is, so anything you do in Houston, it tends to be more dynamic, more progressive. Dallas is more conservative and so I think that that was really a stroke of luck that we went to Houston first. So we had a good two days in a surveyor convention that was state wide, good attendance, but no sales. We were ready to pack up. We had a disk that's like four feet high and very delicate, so we carried it in the back of my car, driving through El Paso to Houston with pillows and everything so it wouldn't get jarred or it might not function right. Then we carried, of course, the Wang calculator, or the PC. [It's] not even a PC, what would you call it? A programmable calculator. So we traveled. Now, on the way, we were ready to leave, and all of a sudden my wife is there because she would join us to help – we had I think three of our four daughters, pretty young – but anyway she joined us and just as we were packing to leave the motel, she's reading through the paper, and all of a sudden she sees that there's a major national conference of civil engineering in ten days. I said, "Whoa!" So for her to catch that, I mean, you know, at that particular instant. So I made calls and got ourselves to where we were allowed to exhibit at that national [conference]. Since I'm a member of, at that time, the American Society of Civil Engineers, we got in. Fortunately there's a Wang salesman, they call him the seven-stop kid because—no, three-stop kid—because he would stop and make his quota by visiting the NASA Space Center and two other major stops. He made his quota and then from then on he didn't worry about the rest of the year. Well, he was intrigued by our application because he saw it at the surveying conference. Well, he was so intrigued he went ahead and came over and helped us at the convention. And he knew how to sell, so thanks to him we sold the first three systems in Houston. And then we sold two in Missoula, Montana, of all

places, to one engineer that was at the Missoula show. Heard it, saw it, and he bought it and he convinced a partner, a fellow company, there, to buy one. So all of a sudden we had five sales within the two-week period. So, of course, the Wang group started thinking, multiplying and said, Well, if he did that in two weeks in one city, you know, then you multiply that times 50 cities. So certainly that started our process. But to do the day-to-day work, I would be on an airplane filling out forms to calculate subdivisions, and send those forms in where they could be put into our computer. So we were actually doing engineering work at the same time that I was flying around the country trying to show our system. Now one thing we insisted on is that we would have two systems operational at every place that we went to. I would hit probably two cities a week and then come home for the weekend, and then another two cities. But we were going around the country and eventually I got someone else to help me. At the same time we're sitting there with people that were actually programming back in El Paso. We were in downtown El Paso. And here we are again how many years later? We were able to create a very robust application that did all civil engineering(??) design, all coordinate geometry, and we did it with a little Wang 2K unit, so when Wang moved to 8K and 16K, and 64K, I mean we had all the power in the world because everything we did was very modular. So, I think, when they got to 64K, at that time, this was from 1972 to 1976, in there, we were their largest technical vender of software, Wang Laboratories, you know. And then they released the Wang 2200, which became the basis for their word processing. So as you know, Wang became the standard for word processing. It became one of the fastest growth companies, multi-billion dollar company. Dr. Wang's picture was on the cover of "Business Week" and so on and so on. Hewlett-Packard had been knocking on our door to say, Can you put this up on—" and they had a desktop that had a printer attached to it, so it was a very nice little desktop. So we looked at and said, Well, Wang is moving more towards office automation, so we went ahead and released a product on HP, and that was in 1978. Well, by 1980 we had really moved all of our sales efforts to Hewlett-Packard, using the same pattern that we would utilize our offices, so I didn't have to build offices. I used the HP offices, I used the HP equipment, and we just simply moved around the country. And I had one person, first, helping me, he became a salesman. And then I hired another one, so it allowed me to stay home more because I still had a young family. But we started making a good impact on civil engineering. Then we developed a full-blown CAD system, Computer Aided Design system that we could actually implement on a much broader market. So with Hewlett-Packard we became their largest technical vender of software for a turnkey CAD system because everybody got the same product. Throughout the history of our company, we would turn out about three or four major releases a year, but all customers got the same release. So it didn't matter what area of CAD they were working in, they might be mechanical engineers, they might be architects, they might be electrical engineers, they all got the same core product. So we learned to say no to people because once you start creating one version you gotta create 101 different versions of that one version. You see what I'm saying? Everybody wants something different. Well, we stuck to the

ground rule we would only create one version. And a year out everybody's marching to much higher levels of productivity and automation because they're all contributing to this one core version. So we continued doing that. And so by 1985 I saw an opportunity to buy Bruni(??) CAD from AM International out of Chicago. And Bruni(??) CAD was one of our top competitors, but they were more in the architectural build and design area. But they had something that was intriguing to me, they were the first ones to integrate a spreadsheet to a drawing file. So as you change the drawing file, the spreadsheet will automatically be updated. You know, you change the length of a wall that would automatically come into the program. And I said, "Woo, that's intriguing." What if I made it tools, what if I changed the variables in the spreadsheet and I could have different design options. So I said, "Boy, that's powerful." So when I saw that AM International was putting up [Bruni CAD] for sale, we heard it through the grapevine, immediately I had someone call AM International and they said, Yes, we haven't released it, yet, for sale. And I said, "Well, we'd like to go up there and look at it, now. We'd like to fly up and look at it now. Will you let us?" And they said yes. So I had two people go up there to look at it one day, and they said, Yeah, you need to come up. They said, It looks okay. So I went up and I made sure that I met, for dinner, with the CEO of AM International—not Bruni—AM International. I'll never forget, it was Jerry Williams, you know, the African American that, I think he became the CEO of AM International shortly after that. At that time, I think he was a chief operating officer—

HG: Who is AM International?

HH: Pardon me?

HG: Who is AM International?

HH: AM International is just a very large company. I forget exactly what their business [inaudible], but it's a technical company, and Bruni CAD was one of their divisions. But Bruni CAD was pretty large, so it was just a large – I could look it up, but I forget – they just had different – they have different product lines.

HG: So you were looking at one of their divisions.

HH: We were looking at the Bruni CAD division, which provided Computer Aided Design systems to the architectural community. So in that meeting, I just looked at him, I said, "You know, I only have \$250,000 that I can give you. And I'll be willing to pay you a commission of 5 percent until you tell me what I need to pay, and we'll continue to pay that on sales. But the one thing we can guarantee is we're gonna take care of your customers." Because there was gonna be a major—let me get some water.

HG: Re-starting the interview with Hector Holguin at SecureOrigins.

HH: Okay. So I insisted to have dinner with the top person for AM International that was responsible for the sale, and he brought his chief financial officer of AM International, and I had my chief financial officer with me. But my chief financial officer really handled all the accounting. We didn't have a full accounting department, but anyway we were there, and I said, "I see the value, but this is all I have I can offer you. And I'm willing to stay over and sign a memorandum tomorrow and get it done. And one thing we can do that no one else can do for you, is we can take care of those customers and bring them in and continue the development path where they're not gonna get upset at—" you know, because certainly they could have lawsuits if they abandoned the product that they installed. They had literally hundreds of installations all over the country. So we went ahead and he looked at me eyeball to eyeball and sometimes minorities know how to gauge each other, so being African American he looked at my eyeballs and he said, "Okay, I'll do it." Well, his chief financial officer almost fell off the floor because he felt they could get, certainly, more money. And so we went ahead and executed the memorandum of understanding and closed the deal. And they had about fifty programmers working in Tulsa, Oklahoma because that's where the basis for that CAD system was developed, and they bought it and moved the headquarters to Chicago. So within months we were doing the same work with twelve people instead of fifty people. And we released, tied to our programming stop, we started delivering modules. Well, the first thing we did is to package the spreadsheet where it was two-way. So again, make a long story short, all the casinos built in Las Vegas in the eighties like Mirage, Golden Nugget, Excalibur, were all done with our software. You design one floor and say, I want twenty of them, and in computer seconds the twenty floors are designed. Why? Because you're changing variables, so all you need to do is from floor to floor there's things that are very common. And so we were able to make a major impact in that industry. You had the impact, about that period, of AutoCAD, you know, the PC coming out and AutoCAD and so on. So that was gonna have devastating impact on our company because all our salespeople were moving to PCs because they're much lower cost. So what we did instead of tinkering with the PC, which didn't have the power at that time, we moved to a Unix workstation, which is a more advanced workstation. Again, with Hewlett-Packard and IBM and others. Well, it was clear that we had to develop a new product and we had three possibilities. We had our own product that was HolguinCAD, we had the Bruni product that we had just acquired, Bruni CAD, so I had disciples for each one. I had my internal staff that said, No, we can do it all with HolguinCAD. Of course, the Bruni CAD people, there were twelve people, said, No, we can do it all with Bruni CAD. Then there was a third option that for some reason, you know, again, Destiny knocked on our wall. I had two young men from Geneva, Switzerland, and they developed software that was a standard for the Swiss watch industry. That means that Rolex, particularly(??) all the Swiss watches, the computer designed was all done with their software. And there was only one developer. And so we looked at it, and I said, "Guys, this gives you the microscopic precision of the hundredths and thousandths of parts that's in a watch." And so I said, "Okay." So what I did, I said, "Let's get eight

people. And I'm gonna send them off to Ruidoso, and I don't want you to come back until we have product defined, and I don't care what combination, if it's one, two, or three, and I'm gonna let you stay up there for twenty-four hours without us and we'll come up and see where you are." Well, of course, the first day they fought like cats and dogs, everyone's protecting their turf and saying why everything is better. But they knew they had to have something ready for us the next day, so they became a cohesive team and saying, Okay, what's the best here? What's the best of the Bruni CAD? What's the best of the Geneva Swiss watch? So out of that, very quickly, evolved our product called Mountain Top, that survives to this day. So we're talking about two decades of Mountain Top that's still being used by many many people like—well, I know Quest and Time Warner are still using it. But we had a lot of customers. So Mountain Top, we came in, and the core was the Swiss watch because it was so precise, but we had to clean it up because the one programmer was like an artist, so he never documented anything. So we had to have probably six people just dedicated to properly document it. And then we surrounded it with rings of the excellence based on the other products we had. So with the combination of going from Wang to civil engineering design to the broader mix of companies, by the late eighties we probably had ten thousand installations worldwide in thirty countries. And if you look at the Computer Aided Design piece, it was very broad, you know, just about every industry. Because in fact, one person told us, "Hector, you obsoleted the shops that we used to have in every community that sold architectural products." Remember people would sale scales, and triangles, and drafting tables. And I never thought of it that way. Because we made Computer Aided Design affordable to the masses. It didn't matter how small a firm you were, how large a firm you were, we could automate you in the first ninety days of installation and you'd be at 2 to 1 productivity over a manual design environment. That's how powerful this was. So certainly we did make a major impact. We did pioneer the first desktop Computer Aided Design system worldwide. The PCs were getting stronger, Microsoft, AutoCAD. We decided to look at a new market, it became telecommunications. So from 1990,'95, again, we became a leader for selling design systems, automation systems, into that market. So we had a global base again of the leading telecommunications companies. In the U.S. we had AT&T, Sprint, Quest, which used to be—I forget what the name was—but just about all the major providers. Then we had quite a number in Europe, quite a number in Canada, and so on. So that allowed us to really continue the growth of the company. In 1987 [or] '88, I knew that we needed to grow our company, and I never had the luxury of bank support in El Paso—never. I mean as a Hispanic or Mexican-American, or Chicano—whatever face (phase)?? you wanna go through—we never got banking support from El Paso. So thank God, I got a two million dollar operating line from Hewlett-Packard because I told them, "You give me a line, and I'll be able to grow my business, but I can't do it otherwise." So they said, Okay. So they gave me a line of two million dollars. I never got more **than into** one third of that operating line, but I could certainly flex our muscle and grow, and became their leading system. So when we decided that it was time to move up, I talked to Venture Capitalist. I knew that what they

wanted was a quick three [or] five year window to go [inaudible] initial public offering and get their money back, and I knew that if we did that, then we'd have to get on NASDAQ or – and do something different. So I contacted a gentleman. Systemhouse was a large company, [and it] competed with EDS, Ross Perot's company, at that time. And they were based in Toronto, Canada and Ottawa and they were a distributor in Canada. So I knew him and I knew he had built Systemhouse to a very large company, and it was on Toronto Stock Exchange. I did not know that he grew from three hundred people to eight thousand people within a three-year window. And so he formed Kinburn Technology Holding Company. It was more like a technology holding company and he had let's say seven different companies underneath that, so Systemhouse being the premier one because that's the one that was on the Toronto Stock Exchange, and provided monies to buy other things. So he acquired the paperboard industries, GeoVision, that was a compatible company. He had something called Accugraph that was trying to do what we were already doing. So I called him to get advice, and the next thing I knew, he came down in an airplane and looked at what we had and said, "I'm gonna send an airplane for you, and I want you to come up to visit us in Toronto and Ottawa. Well, Ron Munden and I get into a leer jet, we thought it was the company's leer jet. So we were prepared to just play hard, where we wouldn't just take an offer, it'd have to be the right offer. And we get on the leer jet at El Paso International Airport, and [I've] never been on a leer jet before, we were always coach – the last – you know, the cheapest seat in the cheapest plane we could get. So anyway, we get on a leer jet and we open the refrigerator and it's filled with fruits and cheeses, and drinks, and I said, "Oh, my goodness." Ron Munden looks at me and says, "We've been had." You know, in other words everything we'd planned about playing hardball and not doing this and that—. The founder of Systemhouse and the founder of Kinburn, Rod Bryden, is one of the most impressive people you'll ever meet, a true entrepreneur, major risk taker. He went ahead and built from three hundred to eight thousand people. However, it was highly leveraged. He had sixty million dollars worth of debt that was tied to – no, no – six hundred million dollars worth of debt. Because remember, he was growing like this and it was leveraged from the stock market. Well, the stock market crash of '87, all of a sudden his stock values start unraveling, and he had a syndicate of banks all of a sudden called in the loan. And so here we were looking forward to participating in these financial strength of Tingor and had found ourselves caught in this mess. So by 1990 Kinburn went bankrupt and the Royal Bank of Canada took over our company.

HG: You had sold to them?

HH: When we went up there to visit, we did merge our company with Accugraph, okay? I was still the CEO. We left Toronto business intact because we could handle Canada and the far east from Canada, and handle Europe and North America from El Paso. But I was the CEO for that combination. So yeah, we did do a merger in the '88, '89 timeframe. So not knowing that all of a sudden the things started unraveling, and we were caught up in that mess. Now the Royal

Bank of Canada wanted us to pay ten million [dollars] of that six hundred million [dollars]. Well, we didn't have ten million in the bank, for sure, so we fought the Royal Bank of Canada for three years. The resolution was that I would not keep the company. They appointed three members to our Board of Directors of Accugraph. So I didn't have control of the board, you see what I'm saying? We still had our customer base, and so I told them, "You either have to work with us, or you leave, or you have no value. If we go away, the value of the company goes away. Why don't you come down to El Paso and get to know us and work with us, and see if we can come up with a format – with a plan, to take the Royal Bank out of our business?" So they did, but it still took three years to come up. And the way we got out of it is that used the side, "Okay, let's go for it." They could package an offering where we could raise enough money to take the Royal Bank out of our business, and have business, and we knew that the people that were gonna buy warrants that would be converted to common shares, would want us to go to an initial public offering or a NASDAQ. So knowing that, in 1992, '93, I went up to Canada every week, and working with ScotiaMcLeod, who's an investment firm out of Toronto, we raised fourteen million dollars in three weeks because we went to their premier people that invested and made good returns by investing in companies that ScotiaMcLeod brought forward. We did make three trips to New York, thinking we'd get a New York firm, but we're always down at the tertiary tier, we weren't at the Baer Sterns. And I knew that I didn't wanna work at that level. You didn't have real professionals there, so we did it with ScotiaMcLeod. It was a very top-tier firm out of Toronto. So that allowed us to pay off the Royal Bank, and we had three million dollars in the bank. I'd never had that much money at my utilization, ever. The two million dollar operating line from Hewlett-Packard, I never—I got into that at, maybe, seven hundred fifty thousand to grow the business. So I had three million dollars in the bank. Three years later we had eight million dollars in the bank and we were on NASDAQ, and the people that bought warrants at twenty-five cents got 55 times return on their money. So, if someone gave us \$100,000, they come up with 55 times that, or one million dollars they'd get fifty-five million [dollars]. And you can only sell so much stock a year. So the main people that gave in these situations are the people that can invest and sell and move on. So from '93 to '95 we, in fact, "PC Magazine" in '95 did an article on us that we're the fastest growing PC company in the U.S. And then, of course, we were doing real well, [we] had eight million dollars in the bank. That was my twenty-fifth year of being either head of Holguin CAD or Accugraph. So I felt that the best time for me to leave is when things are going real well, so I did that. And the year that I was transitioning out, I officed with Manny Pacillas at UTEP, so for a whole year I was at UTEP where I could stay out of Acu because of the new CEO for Accugraph, and I could still be close enough to the business where I knew what was happening.

HG: So did you sell the business?

HH: Well, I did—anyway by that time it was on NASDAQ, so I had shares and I sold some of my shares. I kept some shares. And then that's when I decided to move

to Santa Fe and you might say nourish the spirit because as you know, we get so involved in the community and it's so demanding. That's a whole different subject, right? But we were so involved in all the happenings in the community because the community was struggling with the fact that, are we gonna form a Hispanic Chamber, or is the greater Chamber gonna be inclusive, and the whole banking structure? There was a lot of churning in that period. So I decided after thirty years of giving to the business and to my community, I decided it would be best for me to leave where I could nourish the spirit, and I went to Santa Fe in the '96 time period until to the year 2000. You know, we're building a new entity now, and we don't want the same thing to happen. What happened to Accugraph is the CEO that took over, he didn't really assign a value to the people. To me the value of Accugraph was the people in El Paso. He was based in Canada and he didn't want to travel all the way to El Paso, so he moved it to Dallas. Well, it just didn't work in Dallas. So the only way he could get a return for the investors and himself, was to start merging and selling, and you know. So he went through a couple of stages of mergers and he sold the merged entity, recognized the value, that most of the value was the customer base of Accugraph, [and he sold it] for three hundred ninety-five million dollars to Nortel Networks. And Nortel Networks was gonna build the next generation of the internet services and so on. Well, if we had kept that value here, we would have made a lot of millionaires in this community that would have been a major boon. Well, I was so mad I sold all my stock. When he moved it to Dallas, I said, "I don't want anything to do with it," and I was pretty upset that he would do that. And most people stayed here. If you look at the feeders of people serving the community in different areas, many of them are the programming talent that came from the twenty-five years, Holguin CAD, and Holguin Corporation, and then Accugraph Corporation. I will tell you this, that throughout those years, we never recruited people from the outside world. All of our talent was UTEP students, New Mexico State [University] students, some from Juárez. Now, what I love to do is you take young people that have two years left in college, at that time there was no graduate degrees, you know, no Master's degrees, no Doctorate degrees, and I'd like to take someone that had two years left, you assign them to an impossible project, and they don't know any better, they get it done in ninety days because they don't know any better. And so that's the way we would always work is get good bright talent, put them to work on real projects because a mature staff, they tend to make it longer and they forget how to be lean and make [inaudible] quickly. So we never had a need to hire people from the outside world, so that to me was one of the keys to success because we never had any turnover. We never had people leave us. We had a very stable workforce that kept improving in knowledge and experience each and every year.

HG: Let me ask you. Where did you get your business sense? Where did you learn your business sense?

HH: Well, I went through ROTC and I became a second lieutenant, and, I guess, you learn certain leadership principles in the military. You start with a small group

and it's four or five people, and then you start reading, well the good group to manage is four or five people. You don't want to manage twelve because that's too many. Then you start reading different management books. But I think the key was the [inaudible], the organizational structure, the tactical planning, and the execution that you learn in the military because I didn't get it anywhere else. I did in the seventies. Still, in the seventies, I went back at night and took a year of accounting and business law and business ethics, and I loved accounting, but I knew I didn't want to do that, so that's when I hired someone to really take care of the accounting. That's when Danny Vikers joined me—John Butterworth and then Danny Vikers. So then you have to develop certain principles. You read the management books of the time, and management by committee. Well, that didn't work, but you try it. It's better to have a benevolent dictatorship. I call myself a benevolent dictator because no one knew I was managing them, but you have to keep your pulse on people. In our company, once you form a company that's done right, if someone comes in that doesn't belong there, it's like a pinball machine. They rocket around, and then they don't fit, and the system itself pushes them out. It's not like Jack Wells that says, "I will create 20 percent more revenue at 20 percent less expenses every year." I mean, that was his philosophy, which worked for him, but in our world it was just good people learning to work together and challenging them each. We were in a very demanding environment all the time. We were global leaders and didn't know it, but we were global leaders in high-tech markets, and we were doing it all from El Paso, Texas with UTEP students. And we had very large competitors that disappeared from the face of the earth, you know, Computer Vision, Auto-trol, others that there were that had – Intergraph had to remake themselves. So we survived. Why? Everything we did was turnkey, we could improve it every ninety days, our customer base was realizing the productivity benefits, the atomization(?) benefits, each and every quarter of every year. So, you see what I mean? That was a format that no one else, to this day, has—well, maybe some have but I don't know it. I always did a lot of reading. I like to read history. I very seldom read a novel. I did in the earlier years. In my wallet, I still carry around Teddy Roosevelt's saying of the arena of champions, and I know that by being a risk taker and entrepreneur, and it's based on innovation, there's high risk associated with that. But if you do your best and fail, well you just pick up yourself and move on. So I think if people read the writing of Teddy Roosevelt and the arena champions, you know, sweat, blood and [inaudible], that's a very important reading because to me that's entrepreneurship. That's the essence of entrepreneurship. Then you apply that to Winston Churchill who, in World War II, had no option but victory. So his sign of victory was internal because if he didn't win England would be destroyed, and Hitler—certainly the Germans would've ravaged England. So he had no choice. So in your mindset of being an entrepreneur, you know, couple of [inaudible], sweat, blood and tears. If you fail, at least fail while daring greatly, and then you say okay, "Well, V for victory." Don't even think about failure. So I always tell people, in my world, failure is always a shadow on a wall right by me. I know it's there, it's always haunting me, but I never let it come in and enter my spirit and my will, you see what I'm

saying? I respect it, I know it's there, but I don't want it to capture me because fear paralyzes you. It absolutely paralyzes you. So that's another one. Certainly, reading Patton, you know, Patton is, sort of, a very interesting read, and I think the movie really captured him very well. But Patton would stand up in a battlefield and let the bullets fly by. He was scared to death, but that was the only way he could eliminate that fear. So, by being an entrepreneur, it's only by getting that frontlines and hitting it every day and every year, you conquer fear. Then you learn things just by doing. One thing you need to do is always surround yourself with good people. If someone doesn't work, you might give them a second chance, but you don't give them a third because they're just not going to change. People tend to be the way they are and very difficult to change. Now, they can learn to become better if they've got the right foundation. In the early years, certainly, I spent a lot of time with people that I probably shouldn't have and they wound up leaving anyway, some the way they shouldn't have left, but you know [inaudible] saying it's us – there's too many good people out there, especially in our region that can help you make a difference. I think the better leaders of all are the ones that bring in smarter people. I've learned that sometimes it's a waste of my time programming when I can get someone dedicated to it that could do a better job. Accounting, you know can do bookkeeping, and today, you have QuickBooks and all that stuff. I love doing it at home, but I know that that's not what I need to be doing. My time here needs to be spent on the things that always think of the next horizon. Now another philosophy that's very important, for every giant step backward, I take two or three giant steps forward, automatically. My mindset is such that if I have a setback when I leave this door right now and somebody says, "We've got this problem, and it seems insurmountable," well, immediately I just think about, Well, how can I take two giant steps forward and overcome it that way? So you leave the problem behind.

HG: Can you talk that through a little more?

HH: I think maybe a good way to define it is, in our world, growing up we encountered a lot of discrimination, and that's like a wall because if you hit it straight on it's bloody. You're just gonna bloody yourself and you're not even gonna be able to do anything. So what I did, I learned very early on, after a few bumps and bruises, just to go around the wall and look for alternatives. So what's the alternatives is you look for a better way of doing it. You leapfrog the wall. You go around the wall and saying, "Well, you know, this individual is giving me a hard time but either I convert him, and I might make some investment trying to convert him, or I look for others that can—"

HG: Can you give me an example of like a business challenge?

HH: A good example is you work on a product or a service and you believe in it, you think it's just gonna be dynamite, and you've invested so much that you don't want to leave it behind. So you encounter one obstacle and say, "Well, okay, let

me try.” But you’re still with the same formula; you’re still with the same core. So then you encounter another obstacle, there comes a time when you just have to say, “This isn’t working,” and you gotta leave it behind. As much as you’ve invested in it, as much as you care for it, you gotta leave it behind and go with something that nourishes your path. It’s gotta nourish each passage along the track, and it’s a day-to-day, month-to-month, year-to-year activity. In entrepreneurship, sometimes you worry about where the next payroll is gonna come from. We all go there, and I don’t care how big you are, being an entrepreneur you’re still gonna struggle with the ups and downs of the economy, especially today. But in the worst of times is when, sometimes, the best opportunities come forward. So some people hide in a shell and say, Well, I’m gonna hide for a while and I’m not gonna come out until the economy becomes better. That means they’re gonna disappear for the whole [year of] 2009 because the expectations – I think Obama is gonna do wonderful things, but I think most of the people are probably entrenching and being much more cautious, they’re freezing things, they’re not gonna hire, they’re gonna reduce costs. I hope there’s enough people out there saying, You know what, now’s the time to take bolder action. So that’s what I mean about overcoming that brick wall. And I call that the status quo. If you think about the status quo in every organization, I don’t care if it’s government or free enterprise, industry, it’s all people hanging onto the status quo. It’s impossible to break the status quo. So you gotta look for people that work with you to break the status quo. And again, you don’t do it by hitting the status quo head on. That’s the brick wall. What you do is you look for a way to get around it and show them what it’s like if they try it differently. And there’s always somebody that looks around and says, “Oh, wait a minute, I’d rather do it that way,” and then before you know it, it becomes a new way, a new status quo.

HG: So you weren’t confrontational?

HH: Hm?

HG: You weren’t confrontational.

HH: I wasn’t confrontational? Well yeah, I mean there are times when you have to be. The status quo is too painful. I’d rather look for a way to, a key word is ‘collaborate’ and some people collaborate well, and others do not.

HG: Let me ask you, Hector, about your mom and dad. What values did—(both talking at once)

HH: Well, I can’t help but the emotion’s coming up because all that I am and all that have been and hope to be is because I had wonderful parents and grandparents, and relatives, and a lot of love in our family, [inaudible]. But remember, my parents were born in the city of Chihuahua. My grandfather’s lost everything they had during the Mexican Revolution. One of them came to Juárez to do a new beginning and he built a very nice business. In fact, he started selling Mexican

tile from Monterey to the U.S. market. So every home that you see in the fifties, that has Mexican tile, probably came from my grandfather's store in Juárez, Mexico. But he had to start with a little store. He had to start with little trips to Mexico City to buy goods and sell to the tourist trade that was in Juárez every day. When I went there [inaudible] he was in a little store and then he was able to build a larger store and so on. But then, my other grandfather same thing. He came with a family of eleven children, my dad being one of them, and [he] had to start over. He had a very nice little store in Chihuahua and Villa's men came in and ransacked it and he lost everything. [He] stayed in Juárez for a while, crossed in El Paso, and started a little grocery store in Sunset Heights – first in South El Paso and then Sunset Heights. And then my grandmother died in 1935, on my father's side, and I didn't get to know her, unfortunately. But he moved the family to East Los Angeles, and had to [start a] little grocery store again. So I see many of my cousins uprooted from their Mexican roots and all of a sudden they're very American, and I knew that I didn't want that for my family. I wanted it to be the Mexican roots and the American roots working in unison and coupled together for the best of two worlds. So my father went to El Paso High School, and he started school, of course, in Mexico in Chihuahua. [He] graduated from El Paso High School, absolutely no thoughts of going to college [he] couldn't afford it. I think he was a shoe salesman for a number of years. Then he became an automobile salesman. He couldn't sell new cars at first, the Mexican-American had to work selling the used cars, so he did that. And at the age 80s he was selling cars, and I think he was the best salesman in El Paso. People would come in from the valleys and they'd wait for him for hours with a picnic lunch until they could talk to my father. Very honest, my father was very quiet, never saw him raise his voice at anyone. He disciplined me one time in my life, I never forgot it. So my mother was the disciplinarian in the family. But my dad worked every waking hour, and my mom would keep us up late so we could see him every night. And he worked Saturdays and Sundays. He never complained, but you know, it was commission, so it was payroll to payroll and yet he maintained his goodness, his dignity, and I like to pattern myself after him. If I'm good to people and people can sense it, to me that's more important. I'm not gonna be like the captains of industry that I've met because to them people are numbers, and what can you do for me today? So I think I've patterned myself after my father that way. My mother was of the Medina's in Juárez, because my mother's maiden is Medina, and Fausto(??) Medina was the one that build Casa Medina in Juárez. And the Medinas, there's five sisters, one son. But my mother's the tornado of the family. She walked fast, she talked fast, and when we first moved to El Paso we lived in Five Points right by the railroad tracks. And that was not a good environment, a point of my mother's. She looked around she said, "I don't want my children growing up there." So she looked around and we moved from that part of Five Points over to Stanton near Cincinnati Street. And if you recall, there's nothing west of there, I mean there was just Kern Place and that was it, there was no Coronado, there's absolutely nothing. So I was fortunate that by moving there I attended kindergarten in Dudley Grammar School, and we were the first Mexican family Dudley Grammar School. So I walked into kindergarten

and first grade, I didn't know a word of English, and so I learned. And fortunately young children don't know how to discriminate. They look at you, you're different, your coloring is different, and since I couldn't speak the language, but for some reason I didn't feel any discrimination. You had a lot of Jewish, the Jewish families in El Paso were based there, and certainly they didn't discriminate. They were discriminated against. And so I think there was a kinship between me and the Jewish children in my class; Curtis Spier, Rico Schwartz, Bob Harris, you know, and I could go on and on and on. One thing I learned, they were all being prepared to go to college. All of them knew they were gonna be doctors or lawyers, or have a professional career. And my mother, that's what she wanted for us. I have a brother and a sister, and I'm the oldest, three years older than my brother and six years older than my sister. So we moved there and I knew my father was gonna have a harder time making payments, but we moved there. And so my mother was, you know, unbelievable energy. So inside of me I carry my dad's quietness, but my mother's energy. But I remember I was like eleven or twelve and my mother marches me to the corner grocery store, which is a few blocks away on Cincinnati Street, and she says, "I want him to work." Well, I think they were amused because I was pretty short. I was five foot nothing until [I was] a junior in high school. I started stretching, where I'm now six feet, but I was pretty short. He said, "Well, maybe we can have him help sack." And they were gonna pay me a stipend. Well, I had to stand on a soap box so I could reach the counter to where I could put the groceries in a bag. But you know what, she taught me how to work and learn the value of a penny or a dime. If I went to a movie it was my dime that I earned because it cost nine cents to go to a movie in those days. And if I worked hard I could go get a hot dog at Coney Island, you know how that was. So it was wonderful growing up. I really grew up with one foot in Mexico and one foot in the U.S., and I got the best of two worlds. On Saturdays I would meet my cousins from Juárez. They'd catch a streetcar, we'd meet at the corner across from the Paso Norte Hotel, and we'd go catch the matinees in El Paso. So we'd see the cowboys or Roy Rogers, Gene Autry, the Laurel and Hardy, the Batman, and all that. But then we'd catch the streetcar back. We'd run around, play hide and seek around downtown until people just threw us out. From there, we'd catch the streetcar and go to Juárez, and my grandparents house was right around the loop, or seven blocks from downtown El Paso to the border, another seven blocks to the main thoroughfare, which is dieciséis of September [16 de septiembre], we'd get off there, and my grandparents house was a few blocks away. On Sundays we'd go to the matinee in Juárez and see *Pedro Infante*, and *Cantinflas*, and *Jorge Negrete*, so you see what I'm saying? I mean, I got the very best of those two worlds. So, I can be either very Mexican or very American. That's a value. I love the *mariachi* [inaudible]. I met my wife in *Tardeadas*, which are afternoon dances that were chaperoned, and I saw her when she was coming out for her fifteen-year-old party. Because I was too old for her then, I just glanced at her, but years later is when I started courting her in the traditional Mexican way, you see what I'm saying? It's a shame we lost those traditions. We lived a very wholesome life. There was no drugs, no crime to speak of, I mean, crossing the

boarder was seamless. It took, from downtown El Paso to downtown Juárez, it was not even ten minutes. They would stop almost every block and pick up people from all walks of life, coming and going. There was a streetcar every two or three blocks, coming and going. Unbelievable, you know? Downtown was thriving and maybe someday we'll regain that. I think we've got some potential finally, after—think about that, after forty years. So, I think the value of my parents, making sure that I understood that. And my mother was a leader. If she wanted to get something done, she'd get it done. And so I think it's just a focus. An energized focus, and if you energize within you gotta sorta let people grab it and run with it. You don't wanna do everything for them, if not you're gonna be doing all the work and they're just gonna sit by and watch you do that. I think my parents taught me the basics of being good to people, being honest. The car business does not necessarily lend itself to being totally honest, sometimes, because you're gonna make the sale you're gonna take sometimes advantage of someone that's not well-educated, or can't afford it. My dad had unbelievable people that to this day I meet people that say, "Oh, I bought my first car from your father," or, "I bought my last car from your father." So I treasure the fact that I was able to have such great parents.

HG: And religion? What role did religion play?

HH: Religion? Well, I wish I could tell you that I was – I haven't been as faithful as I should be, but I think I've learned to appreciate the fact that – I know a good friend, Ricky Fuella(?) lost a son, and it was terrible. And I heard him speak one time, he said, "I would give up my life for my son," you know, that's what he said. "I would give up my life for my son." So, for me to understand that God gave up his son's life for us – so when I heard that I said, "Whoa." And I heard that ten years ago from Ricky Fuella(?). And looking back and saying that there's been times where I've had to pray. And like I told you, I don't like to bother my God and my Christ with everything, but when there's times that you really need him, you go there and you pray to him. And I usually do it two or, three o'clock in the morning. I'll wake up and I'll say, "Well, now is a good time," and I go there and ask for guidance. And as you know, we went through some tough, tough times with Maestro Chavez and thanks to that prayer I got—something happened the very next day. I didn't know what was gonna happen the very next day. It usually happens in very strange ways. You know what I'm saying? Where you know it can't just happen, you know. So I think that prayer, understanding that Christ had to love us so much that he was willing to do that without questions. So it means he had to love his father so much that he would do that. It's a mystery. I still say, "Well, you know, I guess it had to be a sacrifice of such a magnitude that it would last forever. You know what I'm saying? That people would look at the cross and they have to understand what he actually had to go through for us. So when I pray, I pray for, not just for me, I pray for guidance, certainly, but I pray for the people that I feel around me that need it. And I pray for good friends that are hurting. I mean, Christ said, "If you ask my father, in my name, and you believe it will happen." And I don't know, I'm

telling you that it continues to happen that way. So, I may not be the most religious person in the world, but I'm certainly one of the strong believers of this world because I know that things have happened to me consistently that I had no control over. I think religion does give you that other dimension. I think we're universal beings, I really do. I don't think we just disappear. I think that the people that passed away that made an impact on my life, Rick Rios to Maestro Chavez, they're still with me. They're universal spirits. How can you believe that all of a sudden they just disappear, there's nothing there? I don't.

HG: Let me ask you about that situation with Maestro Chavez. He was the conductor of the symphony, and you were very involved with that, your wife was on the board of the symphony at the time. What did that do for you, that whole experience?

HH: Well, those were the six toughest months of my life from a community standpoint. We weren't empowered as Chicanos or Hispanics, or Mexican-Americans. We were not empowered in this community. There was no Hispanic Chamber [of Commerce], there was no lending opportunities with the banks. So if you, as a Hispanic or Mexican-American, started a business you had to do it on your own sweat and blood. No one's gonna help you. Maybe family would help you and so on. So, the Maestro Chavez happening was terrible the way it happened. It became, to me, discrimination of the highest order because here's someone that gave his all. First of all, he was the first violinist at twelve years old or fourteen years old. Then he stayed with the symphony for many years. Then he went to Denver, Colorado, I believe, and taught there, and then he came back and was a symphony conductor for many years. And then they just wanted to fire him with no recourse, no benefits. So—

HG: What year was that?

HH: It could've been '85, it could've been in the eighties. It had to be in the eighties. Yeah, it was before—because it was in the '82, '85 timeframe the Hispanic Chamber was formed. It was right before that.

HG: Well, Minority Business Council started in '85.

HH: The what?

HG: The Minority Business Council.

HH: Okay.

HG: It was in '85.

HH: And Hispanic Chamber started right about then?

HG: About '91.

HH: Oh, not till '91?

HG: Um-hm.

HH: Okay, well then it was at—

HG: So it was about '88.

HH: Yeah.

HG: And so you got involved to support Maestro Chavez.

HH: Well, of course, my wife was on the board. And so we loved Maestro Chavez. I'd see him every week, and I got to learn to love symphonic music because my wife studied classical piano and could've had a career there. We'd go to the concerts. Because she served on the board [she] became very close with Maestro. After every concert we'd join him and we'd go to Juárez, to what was then Julio's [restaurant], in Juárez. So, it was great to take people that – the artists of the time and they'd go over there, and some of them were a little – had a little ego that they're artists. And we'd walk into this restaurant that's very plain, nothing fancy, but once you get a few tequilas in them and a good Mexican meal, the whole thing was just pure friendship, and Maestro just was a loving person, as you know. Well, when I saw that he was really being not only taken advantage of, but abused, my wife didn't have to ask me, we went ahead and started rallying some support that said, You know, you can't treat him this way. And you have the right to go ahead and replace him, but do it correctly, and pay him, and so on. "He's given you thirty plus years of service. So we fought it for six months. And in the darkest hour I knew that we could rally the power of the Latino community, the Mexican-American community, and make it a big, big explosion. But I knew that would be terrible because no one wins. The people that are on the opposite side of the fence are only gonna get entrenched in that hatred and saying, This is our community, you can't tell us what to do. That was the kind of mindset at that time. Even at 80 percent Hispanic governed community, you still have some of that. Of the 20 percent that's Anglo-based, you still have some people that think that way. Well, this was our community, but what they don't realize, they're surrounded now by Hispanics and the culture, and the Hispanic Chamber, and banks that are lending, and so on. And so it's a very different environment. Back then there was none of that. So, one night I prayed. I ran out of options, okay? I just knew that I could not resolve it. And I knew that by the next day I was gonna have to call Alicia Chacon and others, you, and others and say, "We need to just go ahead and hit this thing head on with all our might because it's not going away." I prayed on it. The very next morning I get a call from Hal Daugherty, head of MBank at the time, which is now, of course, the Wells Fargo. And he said, "Hector, there's a group of us [that would] like to meet with you." And I

said, “Fine.” There was a restaurant at the Wells Fargo building at that time, which, at that time, was the M Corp—I don’t even know if it was—whatever it was because it was State National, remember? It used to be, of course, the old State National Bank building.

HG: It became MBNC, then it became Norwest.

HH: Yeah, Norwest. Anyway, I arrive and all of a sudden I see the room fill with about twelve people, all the leading leaders of this town. You had Jonathan Rogers in there, you had the presidents of all the major banks, leading businessmen. So I’m sitting there, I’m the only brown face in the room. And Al said, “We’d like for you to tell us what the problem is.” So I told them, I say, “It’s not that we don’t—they have every right to replace him, but do it correctly.” And all of a sudden someone asks, “Well, who’s leading this?” And I give them the name of one person that’s sort of the lead and saying, “Well –” immediately someone said, “Who does he bank with?” You know, without mentioning names, “Who does he bank with?” And someone said, “He banks with me, we’ll take care of him it(??).” So that very day, that leadership went away, and now let’s say(??) the Maestro at that time is he had the whole orchestra supporting him. They weren’t gonna let that happen to him. So they were still rehearsing. I mean, he’d been fired, but he was still rehearsing the orchestra and the orchestra, you know, the performance was some time away, but the board didn’t know what to do because they had no control over the orchestra and they were all supporting the Maestro a thousand fold. If not, of course, you know then we had no power whatsoever. So, with that said, I mean, they rallied. And I have to tell you one reason was they didn’t want an explosion in our community. That was certainly an overriding factor. And that came up. Someone came up to me afterward and said, “Hector, do you understand what just happened in this room?” And I said, “Well, what do you mean?” And he told me, he said, “They can’t afford to have an explosion in this community because it’s too divisive.” And so he was taken care of, and received monies for a period of years. But after I knew what they were willing to pay the next conductor. After we negotiated then we moved it from thirty thousand [dollars] to forty thousand [dollars] because he said, “Well, he’s getting paid from the University.” They paid the next conductor ninety thousand dollars. That’s sinful. That’s absolutely sinful. So, if I had known, I would’ve insisted on him being paid for a lifetime at least the forty-five [thousand dollars??] for a lifetime. But, you know, you just don’t think like them. Nor do you want to become like them.

HG: Tell me about the banking community and the rest of the business community when you started your business. And how were you accepted and how did they support you, if they did?

HH: Today?

HG: When you started.

HH: Oh. Well, of course, there was no support throughout my professional career except for a brief period where I had someone from El Paso National Bank that took an interest in my company and learned about it, and sold the fact that they should lend me some money. But it was based on taking the gold coins from my pipeline, and that's the collateral. So they wouldn't accept all the pipeline, but they took the top 20 percent and said, Okay, we'll lend you money, but that's our collateral. You see what I'm saying? So even though I had, for that brief period of time, that lending power, it wasn't—that's why I had to depend on the Hewlett-Packard operating line. So I don't see any major changes until the Hispanic Chamber came on line, and even then it took some time. In fact, I was asked by Richard Hickson, who was gonna be chair of the Greater Chamber, he said, "Hector, I need for you to follow me." And I said, "How can I do that? I'm not even on the board of the Greater Chamber." He said, "Well, I'm determined to make it inclusive." And the Hispanic Chamber had just been formed. So I said, "There's no way I can do that. There's all kinds of people waiting to be the next chair of the Greater Chamber," and I said, "How can I do that?" And he said, "No, I need you to do that. We need to make the Chamber inclusive." After I thought about it, I said, "Well, let me talk to the heads of the Hispanic Chamber." So I talked to Jesse Alvarez and I forget who else, but there's quite a number. I told him, "Here it is, but I'm not gonna do it unless you support me 100 percent because I don't want to do it." So they said, Oh, we'll support you 100 percent because we think it's a good idea to have that communication because there's some people from the small business community that need to be exposed because that's where the wealth is, that's where the banks are. So I went ahead and accepted. And all of a sudden, one day I get Barbara Perez knock on my door. I love Barbara, tough, tough lady. And she said, "The Minority Business Council, we want a procurement center." Remember?

HG: Um-hm.

HH: That should be part of the Hispanic Chamber. And I told her, "Well, I think it should be, but it's gonna take time. You can't just do it overnight. But I think that if you give me time that it should happen as a natural flow of things because the greatest need for this kind of service is within the small business community that you're trying to serve." [She said,] "No, no. I need for it to happen now." So I had to go back to the people that had empowered me to say, "You're gonna support me. I said, give me ninety days and I think we can make it happen for the right reasons. So tell Barbara that—" So anyway, Barbara and I have been good friends ever since then, but that was the environment. You had to have people that could work within the system to change it, and you had to have others the kept knocking the wall and pushing the status quo to change it. So it was that kind of arena that we had to have people pushing, pushing, pushing. You had to have people that knew how to work the inside, that had the trust of a Richard Hickson or a Jonathan Rogers. In fact, Jonathan—thankfully, I don't think we could've saved the Maestro if it hadn't been for Jonathan Rogers. He was the

mayor, and Alicia Chacon and I walked into his office and said, “Here’s the situation, we’d like for you to appoint us as your committee to take care of this for the good of the city.” And I’ll never forget, Mr. Beasley was over in the corner going like this you know, he didn’t want the mayor to touch that hornets’ nest. And the mayor thank goodness – I love Jonathan Rogers because what you see is what you get. He took out some kinda sword he had and he put it over Alicia and I, and said, “I now –” what do you call it?

HG: [Inaudible] you, or –

HH: Yeah, whatever. “I now –” like become a sir or something. So that allowed us to have some empowerment from the mayor and that we needed to fix this solution. So that’s what I mean about having the kind of people that – Jim Philips, great individual.

[Crosstalk]

HH: He has always been there. So you have to have people that you understand that they understand the importance and they’re good people. Hughes Butterworth, just passed away. Hughes – I was walking the street, I left the – when I started my company I was looking for anything I could do related to computers and I walk into Lawyers Title – it wasn’t Lawyers Title – Southwest Title at the time – the corner of Texas and Campbell Street I believe.

And without an appointment I went in and see Hughes, and he said, “Well, I can’t give you any [inaudible], but you know what, I’ve got this old – this computer. We’re using a System 3, and I’ll let you use it after hours, and I won’t charge you for it until you have a paying customer.” So we started – so we got one of our first accounts was Union Fashion, they had seven stores, very demanding account. So that allowed us to have a paying customer, and so we used the system after hours, second shift, and didn’t pay for it until we started making money on it. But that allowed me some freedom on building the software engineering portion of it. So I was – that’s –

HG: And you did the program?

HH: Yep.

HG: Because I know you have volumes of programs that you wrote.

HH: Well, in the – in aerospace you did your own program, so I learned to do that. On a terminal at that time was very tedious work. Then when I moved to the Wang, again, you – well, when I moved to the civil engineering environment, I had to do all the programming. We had a small system, went to the IBM 1130 I did that mostly. So you had to self teach yourself on program, there were no classes. I had to learn four tran on my own, and Cobol and then other – but then when you get to the point you can hire people, you realize, you know what, I can’t be doing this. It’s very tedious and you – and

it's just like a good mechanic, you gotta work on cars every day, and so I learned that you're better off getting the right kind of people to do that for you.

HG: So Union Fashion was your first customer.

HH: Pardon me?

HG: Union Fashion was your first customer.

HH: From a retail sort of, but we were doing engineering work for some land developments, but a very small scale until we actually got on with Wang and started selling the software.

HG: Did you envision what the company would be? Did you have a vision for something real big?

HH: Well, I think that works more in your later years. At first you're just trying to survive. And you sort of envision that – because it's so tough. I mean if you think it's hard, it's gonna be harder. And you well know that. But to start a business and to build it, it's never easy. It's never gonna get easier. What you're doing is you're getting mentally tougher – physically, mentally tougher where you can take the luxury of envisioning things and drive to the vision. But I don't think that really – in the early years I think you just sorta work, work, work, and you sorta have to have a feel of where you're going, but it's not this –

HG: What was your desire then? What was your passion?

HH: Well, when I came back, I didn't know it by my wife was expecting our second daughter. I didn't have a job, so I get back and she tells me that she's expecting, and thankfully we had the insurance that covered the birth of my second daughter, from aerospace. So there was more pressure on me to go ahead and get the job and move on. So I was fortunate again to find the right job in the – to head up the [inaudible] firm that I could use all the talent I had, the ability to take a large project, the ability to lead people, the ability to build, to computerize and operation. And so these were building blocks.

So yeah, I guess from a standpoint of knowing how to apply your building blocks, there's a vision. If I look at something and I need to get over here, I know how to do that very quickly. So that's what I mean. I think that's – the word vision does fit there, but it's based on very solid building blocks. Then there's other dimension of destiny and luck, and things you're meant to do that you don't really know, that start opening up for you.

I had no idea I was gonna leave that company in 1972. I mean I owned 20 percent of that company and I thought I was there for the long pull without telling you why I finally left, I said, "This is not right, and I need to move on," and I staked my own company. And I had a vision, yeah, you know if I could do this here, certainly I can do

that on my own and get the right customers to continue in the consulting, engineering business. Not thinking that I was gonna make a living out of software. That was the last thing on my mind.

HG: So how does a Hispanic from El Paso develop a world-class product?

HH: Well, I never been getting that question before. I think I learned to – everything I look at I try and say, “Well, I can have a better system than that.” You know what I’m saying? I know how to break things, which means – it’s not just the status quo of people and process. It’s looking at tools that people are using and saying, “Well, how can we do that better? How can we automate that?” We’re still doing that today, and we just made a breakthrough this week because we challenge people to push the envelope and say we need something now, and here’s the tools you have, let’s set us apart.”

So I think I learned to take the tools and knowledge that I had and look for a better way of doing it. And that’s something that I’ve been consistent with. And you instill that in your people because people would love to come to me and say, “Look what I’ve done.” One of our biggest – here’s a good example, we were locked in – when we moved from a desktop to a more powerful mini-computer, which is an HP 1000. The HP 1000 was a beast, very difficult, very complex. And the people that ran that – the HP 1000, we asked them one time, “Well, why don’t you make it user friendly?” And he said, “No, we may make it cordial, but we’ll never make it user friendly.”

And we made it user friendly. We put in the software and the manuals, and the training drills, where people could in 90 days – 12 stations, they’d be doing drafting at 2 to 3 times, and design 2 to 3 times greater productivity. But what happened is that we tried all kinds of things with Wang and then with the techtronic screen, and then with the HP, and we hit a stumbling block. But I had a young man that was a chief engineer for a company called Spancrete – I think based out of Milwaukee or Minneapolis – and when he saw the design of what we were gonna do, he believed in it and he funded it. He gave us some money, and – I forget what it was, maybe it was \$5,000.00 – let’s say – some amount.

So we had some money to go ahead and continue working it. And so when I hit the stumbling block, I had to call and say, “It just doesn’t look good.” But he started calling it his system, this was his dream system. Well, just when I did tell him that, his wife calls me and says – his name is Wally Waying – she says, “Wally has just a few months to live.” Okay, 35 years young, maybe 38 – young family. And I’ll never forget it, he’d been to El Paso before. And she calls me later and she says, “He wants to make one last trip to El Paso,” And I said, “But we don’t have the system.” She says, “Oh no, he wants to come and see it.”

So I meet him at the airport, he could barely walk, but he was – he had a wonderful smile. He was smiling and to this day I’ll remember his smile. And we take him, and on that I just made a commitment, and I told him, “I will deliver your dream

system.” And he passed away weeks later. And we delivered the HP 1000, the Holguin CAD system became the staple that allowed us to grow.

Now what’s interesting is that – remember I told you about you – to get young people, and you give them an impossible task. I brought Jesse Allen in, just joined me from UTEP, still one of the top programmers in this region. I’d love to have him back with us, but anyway. Jesse – young student [inaudible], Jesse hears the problem. Here’s the HP 1000, it’s a beast, but I need to somehow come up with a – he didn’t know anything about coordinate geometry or computer-aided design. He was electrical engineer, but he was smart.

So he went away and thought about it. I never thought I’d see him again. A few weeks later he comes in with a yellow tablet. Any time Jesse would show up with a yellow tablet, you put everything aside and you’re gonna listen to Jesse. He’s gonna take you through two, three pages, and then he’s gonna go ahead and then leave you, but he’s gonna come back with unbelievable things. So he came back with a unique design, and as soon as I saw it I was like, “That’s it.”

And so we started working on it together. I was pumping out a users manual while he was coding. And I’d say, “This is what you need to do,” and using that format we turned out that whole manual, and the picture of that manual is Wally Waying’s picture smiling. Well, this is even more of a coincidence, we hit a crossroads a few months ago – and remember, this happened in the early ‘80s. I’d say – yeah, this happened about 1979, 1980 – so that’s what? Thirty years.

Okay, 30 years ago, which is when Wally passed away. And just about three months ago, out of the blue I get a letter from his former wife – from Kathy Waying, okay. We put all his kids through college. I made a commitment, if this is successful, he had three children, we’d put his three kids through college.

HG: You did?

HH: Yeah, we did. Our company did. We had another young man, Doug Mapes, that passed away on our accounting staff. Again, four children, we put them all through college. So that’s what I mean about your bless – your passage as an entrepreneur will be blessed I think by what you do to others, and how you serve others.

So how in the world would she call me after not hearing from her for over two decades? The last time I heard from her, “The kids are doing fine in college,” and blah, blah, blah, and that’s it. And she called me and said, “I was going through some things and I found something that Wally and decided to track you down.” And I said, “Well, I’ve got something in my desk drawer, in my bedroom, on the top, I’ve got all of Waying’s letters – Wally’s letters, and picture of his young family. And said, “I’ve got some of his letters there, I’ll send a copy to you.” And she said, “You know, that would be wonderful because the kids don’t have any writings from him.”

So all of a sudden I send her the writings, and I said, “Well, remember we gave him a Stetson hat.” And she said, “You know, I just didn’t know where that Stetson hat came from.” And I said, “Well, it came from us.” So we exchanged and got up-to-date on – she sent me a wonderful picture of the family, just an absolutely wonderful family.

So I’m telling you that to this day I plan to have his picture in a library and others that – Marcus Hutt passed away, he was a supporter of our company, and believed in it. Again, the smile, the energy of saying you can do it. I had a young man that was killed in Juarez that was a champion that got murdered that – it was a tragedy, and he’s – again, he did something that was very important to this company. And you gotta remember – you gotta remember the people that do that for you.

HG: Now you’re in a new venture and I just wanna ask you a little bit about your new venture. Because you’ve – you’re breaking new ground.

HH: Well, this is probably – it’s hard to say, but it’s probably the toughest challenge of our lives here because we’re dealing with emerging technology that there’s no examples to follow. In the year 2000 I was in Santa Fe minding my own business. I wrote 400 pages worth of stuff that maybe if it never gets printed it doesn’t matter. I mean I felt I had some things to say, and I said them, and I – it’s a wonderful discovery.

I advise that – it doesn’t matter – it’s just for your own – well, you know, I think it helps because the minds, it has unbelievable recollections. Everything you’ve ever seen, done or heard is in your instincts, although I think the CEO of Avon said that. If you always follow your instincts because it’s everything you’ve ever heard, seen or learned, is all stored up, so when you see something, you react to it, it’s very – it’s usually very very very strong.

So I saw what the dot coms are doing, a lot of money being thrown at technology companies, and I said, “Well, how can El Paso benefit from that?” And I started – so we developed a three-dimensional ecommerce model that could be worked on, and someday it’s gonna be very – I think – very valuable though. It’s a very rich model. Maybe now that since the internet is gonna be more robust, there’s gonna be more video, more – I think that the time will come for that, and it’s an Hispanic-based model. But anyway.

Then all of a sudden you have the dot com crash – this was September 11, 2001 – and I had five people working on this model – full time, on my funding. I was funding that. Two architects – because it was a three-dimensional model – and three other people. Then September 11 happened, I said, “Woo, what if we made this ecommerce model a real model to secure commerce and make it more efficient and make it more secure,” blah, blah, blah. So I showed it in December of that year, we had a prototype and I showed it to P.T. Wright, who – the head of the regional headquarters for U.S. Customs here. And he later became the head of all US-Visit globally for U.S. Customs. Wonderful individual.

He gave us – he said he loved it, he said, “Yeah, we need to do that. You have access to all my people, and he assigned J.J. Lopez to us, which is one of his top people. So we worked the field with U.S. Customs so we would know exactly what their role was. They introduced us to SELK, which is strategic partner to this day, and they have 400 plants in their membership. They provide an annual security certification that’s recognized by both customs services of both nations. So we worked in the field for two years. And we set up the test-bed operation for 2002, 2003.

But we were in the real world, we – in fact, it’s not another coincidence – the people we used as our test bed was Novamex, who’s now our neighbor across the hall here. And Novamex at that time was about 100 million and selling Jarritos soft drinks and Mexican products primarily to the Hispanic market in the U.S. Today they’re probably 200 to 300 million a year. So their growth is phenomenal, but it’s based on of course the Hispanic community in the U.S.

So they were a test bed. We were watching their operations in Juarez and El Paso, and we were doing it from their headquarters on Lomaland Street. So we linked to the – they had web cameras at the shipping dock – so we could see from their headquarters in Lomaland we could see the shipping docks and how everybody was working there, and the movement of the pallets of soft drinks and Mexican products from the storage area to the trailers. And they had a scanner over each trailer door, so as the pallets were loaded, the scanner would read the barcode. So we were taking all that information.

So we were attaching to web camera software, and video images, and barcode scanners. And then once the truck left, we automatically linked to the GPS, and we could track the trailer and truck from their to the warehouse on Hawkins Street and back again. We were doing that 2002, 2003, so we integrated all this software and that’s where this whole philosophy of creating software that would track everything from origin to destination, the whole supply chain – the visibility of the entire supply chain.

If there was a deviation from a approve standards, like if a truck took the wrong route, an alarm would go off. If they took too long to get from one point to another, the alarm went off. If the driver was not approved – if a substitute driver came in and he wasn’t in the authorized list, an alarm would go off. So we were doing all these things in 2002, 2003. And then it was so impressive that P.T. Wright asked for a delegation from Washington D.C. to come look at it. And the first one got real excited and they brought another delegation in.

And this was – oh, I forget – but anyway they – the story doesn’t end well because we went ahead and – the second delegation, they went back, and we thought we were gonna get a \$10 million contract. But \$2 million for El Paso/Juarez says we got that operational, we could go to the next, the next, the next and so on, but it was a \$10 million contract. And it was around Christmas time and we were celebrating. All of a sudden we get a call and P.T. Wright says, “There’s a company – “ without mentioning the name – “That wants to buy your project.” And I said, “Well, why don’t they call me?”

They had seen my presentation in Washington D.C. at a border trade alliance conference, and I met with two of the principals, and one of them was a managing director of that firm. So I said, “Well, why don’t they call me?” And the next thing I know about a month later, J.J. Lopez called me and said, “They killed the project.” So they put in a complaint saying that [inaudible] says, and what they wanted was to gain control of the project thinking that I would go to them and give them the project. I wouldn’t do that. So we had to just pull back and continue to fund this with my own funding.

We didn’t have any revenue, and we thought that, “Well, this – they’re bound to come back because this thing is needed. You gotta have a secure border, this is perfect.” So here we are 2002, 2003, we’re just barely gonna get – I think – an opening that would allow us to implement this technology along the border, which is not right. I mean – without mentioning names – someone got \$100 million contract for border security and they have nothing to show for it. Now we’re putting up fences, which is – I call them “walls of shame” because there’s only one thing that works on the border, that’s gonna be economic prosperity that overcomes the narco-trafficking and the poverty.

So we decided that we need to continue, and have been true to our purpose. Our purpose has been to make sure that we develop a model that creates a new model for the flow of commerce that creates high-tech jobs, and – so then we saw an opportunity in 2005 to apply for the Emerging Technology Fund of Texas. And then it took two years – tough due diligence. And we only had one person representing El Paso on a 17-member board, which is the Emerging Technology Fund Board of Governance. And so we had hundreds of applications going, and you weed them out, and there’s two, three awards a year. That’s the way it works.

So this year there’s – again, let’s say 150 applications or more, there’s three awards. Well, we got the largest award to date. We got \$2 million, but it was based on the \$20 million valuation, which means I insisted on getting full credit for all those years of development and the technology platform. And the fact that our design today – our technology platform is being used by 2,500 military users, which has been in place now for about three years in the most vital logistic supply chains in the military. We could’ve had the border covered by that, you see? That’s what’s shameful about this whole thing.

So anyway, we – we’ll make it happen. I mean I think it’s just something that has to happen, but certainly we need the kind of empowerment that allows us to do that. So we got the – the due diligence was fierce, and someday over a martini I’ll tell you another story, but not – I don’t think it’s something I would want in this kind of reporting. But discrimination is very painful when you – especially when you don’t expect it. And when you work all your life to certain principles, you think that people will look at you and say, “Okay, I –” you’re gonna be treated like anybody else.

And El Paso is isolated. Even if it’s not discrimination, we’re just – we’re not gonna be treated the same way as a company from Houston, Dallas, or Fort Worth, or the

– for this particular fund. So thank goodness to people like Bob Wingo and Myrna Decker, Jack Chapman, people from Paso Norte Group that – in the worst of times I could've gotten real angry and I didn't. I just said, "Let's be patient, but let's not give up." So we stayed with it, and we received the first million right away.

The announcement – I think the letter that I got was – I think the public announcement was like July of 2007, and we qualified and got all the entire \$2 million. But that came in as an investment in the company, which means that state of Texas owns 10 percent of our company. They have warrants that tie their – they're tied to common shares of the company. That's great because that's a foundation. We tell people, "Yes, we're building an emerging technology that we're bringing it out this year, but the state of Texas believed in it because they gave us \$2 million worth of funding." And so it's a big plus because we get great support from the state of Texas.

So that's what we're dealing with, the emerging technology, the first version came out. Version 2 will be done – in fact we're having day-long meetings here with – we have a development team, and with our partners [inaudible] San Luis Obispo and Cal Poly. Remember we – in 1985 when we acquired the Bruni CAD system, remember I had that spread sheet that – and to make it two ways, I also had people that I met from Cal Poly – they were professors there – that said, "If you give scholarships to our students we'll put them to work, and you don't have to pay us."

So I went ahead and – I could get that from them and so they worked them with it and as a team, we created this wonderful ability to do spreadsheets two ways. This is before Oracle and all the database management systems. So with the database management systems came out, we had a head start. And today they're the same two professors and students are working with us. And for the last ten years they were asked by the Department of Defense because they develop stuff that was very important to them, to form a company, so they formed CDM Technologies, and they own 26 ½ percent of Secure Origins. So see we're still [inaudible] you can see the long-term partnerships that are important.

HG: Well Hector, I certainly appreciate your sharing. There's a lot more I'd love to go through. I know you – you've shared a lot, been very inspirational for me and I guess I just need to know – I just have one more question, and that is now that you've reached this level in your business life, and you're building another company, how has El Paso to you in terms of the dominant structures I guess?

HH: Well, this may sound strange, but from a business standpoint, I would have been probably gotten quicker to the goalpost and building a great company in – not in El Paso. That's strange to say. I could've maybe built it quicker in Houston or San Antonio, and – but this is my home and I look around, I know a lot of people, and they nurture – the hard times when things are impossible, you look around and there's people that are good to you, and that's made it all worthwhile. But if I was looking at it strictly from a business standpoint of where should I start my business, this is tough.

And – but you know what? To make it in the small business you gotta be tough. And just like women, you know, they have to be better than the male to get it – to make in their world, and then you got a lot of very very tough women out there that are unbelievable leaders. I mean who would believe that the Department of Homeland Security is gonna be headed by a woman [speaking Spanish]? And of course you got Hilary, who's stronger than strong. So you know, it's a different world out there, but that's not the world you and I grew up in. But I'd say that I still think that maybe I'm tougher because it has not been an easier road.

But I – any time I released a new product, I'd go to Houston. I never sold anything in El Paso. It wasn't until my later years that I would sell some CAD systems and some – but they came ten years after the fact. And I release new product, I'd travel – I'd loop to Houston, which is very dynamic. And from there then I could go around the country. So it may seem like a strange answer, but I never hesitated to start this business here even though I know that well, maybe – also when you look at – if you go to Austin you got such wonderful network of high-tech companies, we don't have that here.

So we're working too with the university and others, we gotta make that happen here. You got models out there they spin off new companies all the time. Our university just spun off the first company – one. And the good news – I think the Dean of Engineering and Dr. Roberto [inaudible] are committed to say, "We need to bring in more applied research, more commercialization and so on. And I think that we offer an opportunity to help create some of that.

HG: Well, in the process too, you stayed here, but you've made a hugely significant social contribution to El Paso. I mean you've helped develop leadership, provide leadership yourself, and you've been part of the change in the environment in El Paso.

HH: Yeah, and it's been a – for those that have done that, it's been a very demanding – you know, as you know, it's – if I had dedicated all my energy just to the business, it would've been – could've been much bigger, but you have to have a – I think a balance in your life. And in our time and day we had to make a change and it was gonna take time. So I think we did that under the Hispanic Leadership Institute, and from there of course the formation of Hispanic Chamber and so on and so on.

So you're right, I think that the – unfortunately you get to a point where you're going to meetings all the time. And I think you know that. So that's where the balance – especially when you have a young family that just – you lose out on things that should be just as valuable. So keeping a balance in your life as an entrepreneur is hard because of the demands on you every waking hour.

HG: Hector, I appreciate your time very very much.

HH: Okay.

HG: I'm gonna stop.

[End of Audio]

Duration: 110 minutes

DRAFT