

KUNHARDT **FILM** FOUNDATION

ANDREA JUNG INTERVIEW
MAKERS: WOMEN WHO MAKE AMERICA
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Andrea Jung
CEO, Avon Products
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Interviewed by Chris Durrance
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Andrea Jung
CEO, Avon Products (1999-2012)

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INTERVIEWER:

So, your childhood, where you grew up and what your family was like.

ANDREA JUNG:

I had a really special childhood. I'm the daughter of two immigrants. My dad was born in Hong Kong, and my mother was born in Shanghai. And they came over to Canada to study. And they wanted the best for my brother and myself. He's three years younger than I am, and they came to America, like so many, to give us the opportunity for an education. They always preserved a very special and deep Chinese heritage, so I grew up in a very authentic Chinese household with a lot of values. But I was a daughter, and they had a son, and we were always taught that girls could do anything boys could do.

INTERVIEWER:

And what were your favorite things to do with your mother?

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ANDREA JUNG:

My mother is probably the biggest inspiration in my life, still today. She was a chemical engineer.

ON SCREEN TEXT:

Andrea Jung's Mother & Grandmother

ANDREA JUNG:

She was the only chemical engineer to graduate from her class at the University of Toronto, and so she was a working mom. Most of my friends' moms stayed at home. But she was a real role model all the way through.

INTERVIEWER:

And were there any favorite sayings she had or dictums that she sort of inspired you with?

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ANDREA JUNG:

Oh, my mother's sayings continue—

ON SCREEN TEXT:

Andrea Jung & Her Parents (2000)

ANDREA JUNG:

— to drive me in my life. She always told me, "Never give up." I remember in my very first job, probably three months into it, I felt like I was doing some

really menial tasks. And I called and said, "Maybe I should be doing something more with my education, and maybe I'll quit." And she said, "Quit? You can't quit. We don't quit in this family," and that concept of perseverance has been taught to me through to me through her day in and day out for my whole life and obviously my whole professional career.

INTERVIEWER:

And when you went to college, what were your expectations on graduating? Did you think you would have a career? Did you think you'd work briefly? Did you think you'd be a homemaker?

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ANDREA JUNG:

I actually wanted to do something idealistic like join the Peace Corps. And when I graduated from Princeton, they had all kinds of wonderful programs where you could go, whether it was to Africa or Asia. My family didn't have that much money, and so I think they thought, "Well, that might be nice, but you need to go get a job." And I always thought that the two were separate paths, that you could either do something philanthropic or purposeful, or you could go to work. And I took a job. I went to work. And sort of full circle, today in my life I feel like my role at Avon and the work that we do, it's a little bit of doing both, a sort of purpose-driven company, purpose-driven growth. So I get to do the best of both. But I thought when I got out of college that I needed to get a job even though that moment where you think, "I want to go do something to change the world."

INTERVIEWER:

And you did English literature, didn't you?

ANDREA JUNG:

I did.

INTERVIEWER:

Talk about that path. Talk about the path into business for you.

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ANDREA JUNG:

Oh, crazy path. I think the greatest thing about education today is you get a fantastic humanities or liberal arts education. People think, "Well, you can't go into business if you study English literature," but I think it's about following your passions. I mean, it was an extraordinarily disciplined education I had. I got to really explore and expand my mind, and it was a fantastic major, a fantastic opportunity. Part of going to Princeton was writing a senior thesis. So I don't know if you know Katherine Mansfield, but I had sort of studied Virginia Woolf, and then really dove deep into Katherine Mansfield and her work. And she was really a feminist, and she was really ahead of her time in that early 20th century English literature. And I think she really had that exploration of women, changing times in London and in England and the women's movement. And I think that's shaped me somehow, but it was my thesis in 1979.

INTERVIEWER:

You're coming of age. You're 20 in '79, so women's movement probably peaking in the early '70s, late '60s, early '70s when you're a little bit younger. Are you aware of it bubbling up?

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ANDREA JUNG:

Aware, but certainly, I don't think I grew up as a feminist. As I said, my family, not just my parents, but even my grandparents, you know, they were ahead of their time. And if you go back to traditional Chinese heritage or Asian heritage, one might think that this concept of women walking a step behind men or not taking important roles, I had a grandmother and a mother who were exactly the opposite. And they used to tell me from when I was extremely young that girls can do anything boys could do. I could do anything that my brother could do. So, I grew up with that very supportive philosophy. I did go to a university that just started co-education, and so there were not half women. It was probably one out of five. But by the time I graduated, the class coming in was 50/50. And so just even in those four years in university, I think it became very evident that the age of all men's schools or all boy's schools was changing.

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ANDREA JUNG:

When I got into the workforce right after college, I think that I was fortunate. I've had a lot of mentors over my career. Even from the early days, I had a fantastic mentor. Her name was Barbara Bass, and she still is a mentor of mine. But she was one of the first young, female vice presidents in the retail business. She kind of took me under her wings and pulled me through, and those were in the early 80s.

INTERVIEWER:

When you started work, did you feel... Because you're really still fairly few women. It's not the first big wave graduating, but not that many in senior positions, how did it feel?

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ANDREA JUNG:

It's so different today. I remember, through most of my career, being either one of or the only woman around an executive table. And it's a different picture here at Avon today. Hopefully, I like to think that we are very balanced in terms of women and men sitting around a board table or the company's senior executive table. But back then when I was coming through my early years of my career, it was more often than not being one of just a few.

INTERVIEWER:

I've heard some stories, Shelly Lazarus, for example, was talking— A slightly different generation, but was talking to me about some jaw dropping comments in job interviews for work. You know, "We've only got five spots, and why would we waste one on a woman?"

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ANDREA JUNG:

My famous story is actually the opposite, which is why I came to Avon. My very first interview with Avon was with the then chairman. His name was Jim Preston, and he had a plaque behind his desk that had four footprints. This was in 1993, and I think maybe there was one woman CEO in the Fortune 500 at that time. And it was four footprints, and it was a barefoot ape, and then a

barefoot man, and then a wingtip man's shoe, and then a high heel. And it simply said, "The evolution of leadership." And I thought to myself, "Wow, that's extraordinarily progressive." And of course, he was a male CEO. And I asked him before the interview was done, "I love that plaque behind your desk. Do you really believe that?" And he said, "Avon is a company that is mostly about women, and we should be one of the first companies some day to have a woman running this company."

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ANDREA JUNG:

And I didn't even have the job yet. I was still in the interview process, but I thought, "That is really ahead of the times." And to have a CEO, a man say that in 1993, I thought, "This is a company that I'm sure walks the talk." If you just fast forward all the years later when I actually became the CEO, wrapped up with a bow, that plaque arrived at my office, so I have it behind my desk right now.

INTERVIEWER:

Tell us what Avon is and how it started.

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ANDREA JUNG:

Avon is the most extraordinary company. I'm biased of course, but we began the very impressive and long-standing journey in 1886. So, "125 years young," I like to say. But very few companies have survived and thrived over a century and a quarter, and Avon is one of them. Avon was founded by a gentleman named David H. McConnell. He had been an encyclopedia book salesman, door to door. But he had a prescient and revolutionary idea, and he

went and started his own direct-selling company in 1886, that really most importantly was celebrating women and economic independence. So the first Avon representative, the first Avon lady if you would, was a woman named Mrs. PFE Albee. This was, again, 34 years before women could vote in the United States. It was rather heretical that women could be out of their homes and earning independent income. Not a popular idea, I don't think, in 1886. But he was a visionary. And he was a man who believed that women should be self-empowered.

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ANDREA JUNG:

And so the DNA of the company in the original founding was... Today, we sell lipstick, and we sell skincare, and we are the largest direct-selling company in the world. But the very initial premise of the company was to empower women to be able to be economically independent and self-sufficient way back then. And that, I think, is the power of the company that is now in 100 countries all over the world, from that very, I think, novel but powerful thought. So he created an industry of economic empowerment for women. Lots of other direct-selling companies have come into the business since that time. But as the largest company that serves well over six and a half million, independent representatives all over the world, that is the force of the company, and that's what we still do, is create earnings opportunities for them. Avon is the largest micro-lender, if you would, in the world. So every single day, we are helping women get into business, helping them learn to run their own businesses, and helping them to kind of change their own lives and their families' lives.

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INTERVIEWER:

Tell me about Mrs. Albee. What was she like?

ON SCREEN TEXT:

P.F.F. Albee

The First Avon Lady

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ANDREA JUNG:

There are so many things written about Mrs. P.F.E Albee. Every one of our Avon representatives today has heard the stories, and she's the iconic first. But she's representative of a woman who knew how to change her own life, to change the lives of customers she taught. All of the best-selling tips and tools today come from some of the earliest writings that he and she put together for the company. But she was a woman who, again, 34 years before women could vote, proved that you could be economically independent. You could be a small business woman and really make a difference.

INTERVIEWER:

When did the company really take off? Is it sort of Second World War, or is it sort of Baby Boom?

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ANDREA JUNG:

Well, the company has continued to grow. One of my favorite stories is that Avon representatives sold war bonds during the war, that they've always come to the community and to the world, even in times of hardship, with their ability to affect society. So that, I think, speaks volumes. But the

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company over the decades, if you look it, was, again, there, survived both World Wars, survived the Great Depression in the United States, and then began to expand internationally. And well over 50 years ago, we began operations outside the United States, starting in Canada, then moving to Latin America. Today, Latin America is the largest region in the world, Brazil is the largest country for Avon. And we have, I think, more Avon representatives than the army, the air force, and the navy combined. So, it's a powerful force.

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ANDREA JUNG:

But the company has grown and expanded, again, really in the last 50 years if you look back over the decades. We hit 10 billion dollars in 2008 and have been growing ever since. There are 60,000 plus companies that are in direct sales in the history of the industry. Less than 40 of them have hit 100 million dollars in revenue. Only 13 have hit a billion dollars, and only one company in direct sales is over 10 billion dollars, and that's Avon. So I think it sort of speaks to the longevity and the power of the brand and the—

ON SCREEN TEXT:

Andrea Jung

Clinton Global Citizens Awards (2010)

ANDREA JUNG:

– earnings opportunity for our representatives. She's today's woman. She's the definition, in my mind, of a modern entrepreneur. We have Avon representatives everywhere. Some of them are young and just out of school and do their business 100% on Facebook. And they use modern technology

and modern tools to have a community of their friends, their colleagues, or perhaps people they work with.

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ANDREA JUNG:

And then we have representatives—I met a few representatives over the last year. I was in 16 cities, touching tens and tens of thousands of representatives to celebrate our 125th. And we have Avon representatives that have been selling for well over 60 years. Their whole life has been an Avon lady, and they're proud of it. So, it really spans the gamut. But Avon representatives really represent the average age demographic of any country, because we have so many of them, and they're really today's woman, everywhere.

INTERVIEWER:

We talked about the 70s earlier on.

ON SCREEN TEXT:

Avon Ad

February 1970

INTERVIEWER:

It's a huge change in women's self perception.

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ANDREA JUNG:

Absolutely. The company evolved as a company that was in homes, but then women went into the workforce, so the business model had to, again, transform itself. Then the business moved very internationally, and so we

became a global company, from a US only company. We also have embraced the power of technology. So, you have the digital revolution. You have the internet. You've got everything from smart phones and everybody doing their business online, so we have had to morph and transform and keep up with the technologies. Always, though, celebrating the individual, sort of high-touch relationship of the woman-to-woman sales model, as well as adding high tech. So, each decade has come with a new force of industry change. And each decade over 125 years, we've had to change with the times.

INTERVIEWER:

The 90s, it's still fairly late, especially for a company that is, as you said, "All about women." I'm just reading the motto, the company motto, here. Why do you think it did take so long to have a woman at the top?

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ANDREA JUNG:

Avon had been ahead of its time even with women in senior management and women on the board. So, I'm the ninth CEO, and the first woman to run the company. But I think in the history books going forward, I'm very hopeful and a big believer that there'll be as many women as men running the company over the next 125 years.

INTERVIEWER:

Talk about the company when you joined. You joined in '93.

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ANDREA JUNG:

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I joined in '93. It's a very different company today. It's almost 20 years, and it's been a privilege to kind of... have led over some chapters and well over a decade. The brand at that time in 1993 was perceived as sort of your grandmother's brand, a little bit of, "Ding-dong, Avon calling." And we have done a tremendous amount of heavy lifting to modernize that brand today, from product formulas, product packaging, all the way to some terrific celebrity spokesperson, Reese Witherspoon. We have Fergie, as we've done a fantastic new fragrance with her. So, it's a different image, Avon. And it's a very modern, very relevant, great value, but certainly a different brand than it was 10, 12 years ago.

INTERVIEWER:

When you look back, what's your proudest achievement of that period?

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ANDREA JUNG:

That is a very difficult question because my career has been just a sum of just tens and tens and tens of thousands of proud moments. And they probably all come to meeting an Avon representative, whether it's in Delhi or whether it's in Moscow or whether it's in Johannesburg, who come up to me and tell me, "Because of this company, I've changed my life. Because of this company, I had really nothing. I'm now sending my children to America to earn..." I had someone tell me that she was a victim of domestic violence and that only because of Avon was she able to get her life back together, become self empowered and today can support her children, and today is really a leader in her community.

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ANDREA JUNG:

And every one of those moments, which equals the sum of my career, I feel like, Wow, I had the chance to be a part of something that actually did something good, that actually didn't just create earnings, but created true, life-changing opportunities for women in many of the developing markets around the world where there's a purpose for a company like us.

INTERVIEWER:

When did you realize that you could make it to the top? Whether you had it in you or whether the company had it in itself to pave the way?

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ANDREA JUNG:

I never had the dream. Some people do. But when I joined the company, I just thought, "This is a great company. This is a company that I really love." I didn't say, "Okay, I'm going to be the CEO of Avon." Even two years, 18 months before I became the CEO, I was actually passed over for the job. You probably read about that. And I had a life moment, a career moment, because I was offered the CEO-ships at a couple of other companies at the time. It was a very public, sort of succession decision. And I had some advice from a mentor of mine who said, "Follow your compass, not your clock." And I remember going home thinking, "Well, I can either go be a CEO, for all the accoutrements that come with the title and the power of the job. Or I can be number two, not number one, but stay with a company that I love, with work that I feel is deeply meaningful, and with people that I truly enjoy working with, who have the same passion for what the company does."

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ANDREA JUNG:

And in that decision to sort of follow my heart instead of my head, it was life changing. I did get the job about 18 months later, and the rest is history. But I would've still made the same decision no matter if I was not the CEO 18 months later because life is very short, and if you're not involved in work that you have enormous passion for, then it's just a job. Or maybe it's a career, but it's not life's passion. It's not a love affair, and I've had a love affair with Avon.

INTERVIEWER:

Tell me about that moment when you realized you wouldn't get it that first time around. Was that a gut-wrencher?

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ANDREA JUNG:

The night that I was told that I would not be the CEO, I don't know if it was a gut-wrencher, but it was an inflection point. You dive deep in yourself and say, "Okay. You know, someone else is going to come in and lead the company, and I'll either have to be extraordinarily supportive of that person. Or I can go off and do my own thing." And as I said that, that decision was probably one of the more important decisions I've made in my life. But I tell a lot of young people, a lot of young women, and men as well, this story because sometimes people feel like they have to follow the title, the money, what's expected of them, as opposed to what they really want to do. And you have those moments in life where you go left or you go right, and I would never change this decision.

INTERVIEWER:

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Let's fast forward, so 18 months later. How did you feel when you-

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ANDREA JUNG:

Oh, I remember that it was about 10PM at night, and I got a call from the then lead director of the board. And he said, "Well, congratulations, Madam CEO." And I remember waking my daughter up, who was young at the time, and saying, "I've just become the CEO of Avon." And she said, "You're joking right? Go back to sleep. You're dreaming." She was half asleep. So, yes it was... I love the company so much, so I felt it was a privilege being the first woman CEO, obviously an additional kind of mantle of responsibility and role modeling. We have almost six and a half plus, almost seven million representatives down the road, who they're mostly women, so the responsibility of kind of showing them that women can make it. If you believe in yourself, Avon is the company that gives you an opportunity. I got just to be the lucky embodiment of that thought that is so true for all of our representatives.

ON SCREEN TEXT:

Vital Voices & Avon Launch Global Partnership to End Violence Against Women

Washington, D.C., March 10th, 2010

INTERVIEWER:

Is there added pressure as well? Are women still sort of marked in some sense?

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ANDREA JUNG:

I think there's still a lot of pressure. I'm sure you're talking to many, many women who probably tell you the same thing. Is it quite an even playing field? Not quite yet, not quite. Getting better every day. And hopefully, I've been able to kind of see a decade, and I think that the next 10 years for women in business will be very different even from the last 10. I think there's been a sea change even in the last two to three years. So, it's progress. The numbers are still small, so it's hard to say there's no glass ceiling. There are still fewer women than men in every echelon of business, but it's changing. And it's changing for the positive. And whether it's Meg or whether it's Ginni Rometty at IBM or Ursula at Xerox, some extraordinary women running some very large companies, and that is great progress. And if you kind of look in the level below CEO in terms of women who are in real strong roles, operating roles, CFOs, it's a powerful group. So I think that they'll be able to feed and fuel much progress on this over the next decade. I'm hopeful anyway.

ON SCREEN TEXT:

Avon International Women's Day (2010)

INTERVIEWER:

What happens mid-career, either inside women or inside companies? In terms of presence, I mean, it seems like there's a real drop-off. But it seems like the issue seems to be earlier.

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ANDREA JUNG:

I think there's a big opportunity to help women through that middle-management lull. I think there's a lot of pressures, and work-family

balance is probably one of the ones that's still at the top of the list. I'm a believer that this is actually an issue for men as well as women. Dual income families, raising young kids, it's just an issue everywhere. And as I go around the world and talk to our associates or just kind of look at the business landscape, it's not just a US issue. I think it's one of the number one issues in the workplace all around the world. And finding either policies, flexible programs, ability to really help women through some of these issues is important. We're a global company. One of the big things that we face is having women take an opportunity perhaps in another country, to be mobile. But they've got children. They may have a husband. Can he move as well if he's working? So, it's complicated. It's not that easy, but it is an important part of a career path at a multinational company. So, these are all things that we have to deal with in terms of policies and in terms of investing in talent.

INTERVIEWER:

For some women, there's a problem of shouldering and wearing ambition publicly, and then that affects things.

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ANDREA JUNG:

I think that women and men shoulder, or wear perhaps, ambition a little bit differently. Even the word power, I'm not a fan of that word. People say, "Well, how does it feel to be on a powerful-woman list?" I prefer the word influence. And I don't know if that's a gender thought, but I would far prefer someone to say, "She had a role, and she had the ability to really influence, influence decisions in a company, influence society, influence... again, the ability for

women to succeed and come up underneath her." But I think it's the more relevant word, as far as I'm concerned, because I don't think it's about power.

ON SCREEN TEXT:

Andrea Jung & Her Children

INTERVIEWER:

And talk about how you've navigated this path, this work-life conundrum. As you say, is it eternal, really?

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ANDREA JUNG:

I have two children that have lived through my career. My daughter is 22, and graduated from college and hoping to be a journalist. She's working in editorial, so she's in a very different path. My son has just turned 14. But you make the trade-offs. I can remember many instances where I have felt, "One day Avon's going to lose, and one day my children are going to lose. Let's prioritize and make sure it's for the right thing." Have I missed a game or something for my children? I have. The most important? Never. So, I'm always there for the most important things at the company, and I'm always there for the most important things for my children.

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ANDREA JUNG:

The other things that aren't as important, you've got to make that decision. You just can't feel guilty. You can't be at a game and feel guilty that you're not at work, or be at work feeling guilty you're not at the game, because that's just a lose-lose. So, I've learned to kind of compartmentalize and make those

decisions, make those priorities and then not look back. I remember that I had an opportunity with five other male CEOs to go down to the White House. My daughter was young, and it was one of those situations where she needed me to be at a certain thing where mothers were going to send off their children. And I thought to myself, "The president of the United States is not going to remember tomorrow whether I was or wasn't at this lunch. But she is going to remember for the rest of her life whether I was or wasn't at this event." And I didn't go, and ended up at the White House at another dinner another month. But it's those kind of decisions that you make very importantly to prioritize.

INTERVIEWER:

More broadly now in the women's movement, do you consider yourself a feminist?

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ANDREA JUNG:

I really believe in an even playing field. I don't think... I mean, we are the company for women, and sometimes people ask me, "Well, does that mean not for men?" And I think we have an extraordinary number of amazing men and male leaders in the company. But I don't think it should be tilted to either too many women. I don't believe that our boardroom should be all women, nor do I believe that it should be all men. So, I guess I really believe in that equal opportunity thought or in my expression, "even playing field," and I think it's the best balance. My own experience has been when I have an equal number of men and women opining on a decision, it's very balanced. I think

we come to a better place. Women and men make decisions in different ways, so it's the best of all worlds.

INTERVIEWER:

Why do you think it's become a dirty word? Why do you think "feminism" has become a dirty word?

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ANDREA JUNG:

I don't think feminism is a dirty word. I do think it has a connotation that doesn't necessarily represent the thought of a balance. And so, from my own opinion, I prefer, as I said, an "even playing field" type of thought. But throughout history, when I study women's movements, when I have been remarkably proud of women breaking through, whether it's in sports, arts, politics, I think it does need that focus and attention, and it has needed that focus and attention to bring it to the forefront. Move it to Avon for a minute, we are hugely involved as the Avon Foundation in issues that matter to women most. The foundation is over 50 years old, but health, and particularly breast cancer, was and continues to be the lion's share of the work that we do and the money we raise.

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ANDREA JUNG:

But issues about violence against women, human rights for women, which are still issues today in 2011, believe it or not. There needs to be a voice about it. And so, I wouldn't call it feminist, but there needs to be a strong voice to bring it to the forefront of society, of government. We're really proud to partner with Hillary Clinton in the State Department on a global initiative

to really do something about violence against women, particularly in the developing and emerging markets. There are staggering and sobering statistics. There's sexual slavery. There is enormous violence, acid violence, the stories are troubling to say the least. And it's the 21st century, and it's unacceptable. So, I think having a voice for issues, having a voice to continue to help women lead and break through, it's still important.

INTERVIEWER:

The Feminine Mystique, landmark book. Did you ever read that? And tell me about it.

00:28:44:00

ANDREA JUNG:

I've tended to kind of read all things that come out, and maybe I have different opinions on them. But if you just kind of go back, whether it was all of us remember Roe vs. Wade. I, for one, was extremely proud of Hillary Clinton's almost run for the presidency. And I think that it's a different time now, and if you kind of go back, whether it's through literature or people marking the women's movement and women breaking through, I'm a firm believer, the book will be different in 10 years. And it will be a good one.

INTERVIEWER:

You remember The Battle of the Sexes? Do you remember the Billie Jean King thing? You were young then, but do you remember that?

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ANDREA JUNG:

I was young then, but Billie Jean is an extraordinary role model. And I think that when you think of women's sports and women breaking through, how can you not think of Billie Jean King?

INTERVIEWER:

What's the most meaningful piece of advice you've received?

ANDREA JUNG:

One of the most meaningful business pieces of advice that I've ever received is, "Fire yourself and rehire yourself. Go home on a Friday night and just assume you are going to come in brand new on a Monday morning. What would you do differently?" And I think it's great advice to anyone who's been in a job 10 years, five years, even two years, that every day you've got to say, "How do I reinvent myself? The business world is changing. The competitive environment is changing, and I need to be a different person tomorrow."

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ANDREA JUNG:

Another great piece of advice came from an old boss I had very early on in my career. He had a poster behind his desk that was of a potted plant, and it simply said, "Bloom where you're planted." And people used to come into him all the time and say, "I don't like my boss. I'm not liking this job. Move me to another department," and he used to just point to this poster behind his desk and say, "From the experiences that are most difficult in your career, you will learn the most. From the bosses that you hate the most, perhaps will be where you learn the most because you learn how to be a leader not like that, how to treat people better if you don't think you're being treated well, that

you need to stay and take those moments that are difficult and embed them into how you can become a stronger person, a better leader, and that it'll be important to your career." And that was a great piece of advice. It goes along the thought of, "Persevere. Don't quit. Don't give up too early. Learn from tough times as well as good times."

INTERVIEWER:

What advice would you give a young woman?

00:31:26:00

ANDREA JUNG:

No matter what you do, you're going to put in a tremendous amount of energy, a tremendous amount of commitment. You will have that work-family balance dilemma that all of us have had, so find work that you love. Fall in love with what you do. Whether it's being a journalist or whether it's being in business or whether it's being in sports, if you have a deep, deep passion for whatever it is that you do, all things being equal, you will excel.

INTERVIEWER:

When you were a kid, what was your dream?

ANDREA JUNG:

I wanted to be a journalist. I was an English major. I loved to write. I didn't think I could probably make a living writing novels, but I thought that I would love to go and work for a great newspaper somewhere in the world.

INTERVIEWER:

And the accomplishment you're most proud of?

00:32:15:00

ANDREA JUNG:

My children. They are amazing, amazing kids. When I think about how much they have lived with a mom who has certainly been on the road... We have 80% of our business is in the developing and emerging world, so I'm always on a plane, the fact that they're extraordinarily grounded, and they're proud of me for what I do. I've seen situations where it doesn't turn out like that, so I feel really, really lucky.

INTERVIEWER:

And your first paying job?

ANDREA JUNG:

My first paying job was as a waitress at a lobster restaurant, and I did it during the summers and had to kind of do kitchen detail till two o'clock in the morning.

INTERVIEWER:

And three adjectives that best describe you?

00:33:00:00

ANDREA JUNG:

I think that I'm extremely courageous. That would be one. I've never really been afraid. Tough times, good times, I think I have a lot of courage, and you have to. You certainly have to in these jobs. You have to have a strong stomach and grace under pressure. But I have a lot of courage. I am a persevering type.

I think this came from a lot of the upbringing that I had, but I don't give up. That doesn't daunt me. I hate quitters, so I like to persevere. And then I believe in passion and compassion, that they're both really important. Hopefully, people would describe me as a compassionate person, business or no business. I remember my father, when I became the CEO, he was just concerned. He had a prototype of what a CEO was, and it wasn't a good picture, tough, mean. And he said, "Just always be compassionate," and I think I am. All these years later, I think that the human spirit is something that I respect, no matter if you're having a tough conversation, having a really tough dialogue with an associate, they're human. They care. They matter. They have a family. So, I think I'm compassionate.

INTERVIEWER:

And the person you've never met who's had the biggest influence on your life?

00:34:12:00

ANDREA JUNG:

I would've liked to have met Mother Theresa. We all like to think that we can do a little bit to give back to humanity, to change the world, to give to those who are less fortunate, but she's got to be one of the top role models of all time.

INTERVIEWER:

And now, it's just a lightning round. iPad or notepad?

ANDREA JUNG:

iPad.

INTERVIEWER:

Early-bird or night-owl?

ANDREA JUNG:

Early-bird.

INTERVIEWER:

Spontaneous or methodical?

ANDREA JUNG:

Spontaneous.

INTERVIEWER:

Diplomatic or direct?

ANDREA JUNG:

Diplomatic.

INTERVIEWER:

Type-A or easygoing?

ANDREA JUNG:

Easygoing.

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INTERVIEWER:

Higher math score or higher verbal score?

ANDREA JUNG:

Higher math score.

ANDREA JUNG:

On my SATs, I got an 800 in math and not an 800 in English, and I still chose English. Less boring.

INTERVIEWER:

Patient or impatient?

ANDREA JUNG:

Patient.

INTERVIEWER:

Prada or Gap.

ANDREA JUNG:

Prada.

INTERVIEWER:

Prepare or cram?

ANDREA JUNG:

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Prepare.

INTERVIEWER:

Domestically skilled or domestically challenged?

ANDREA JUNG:

Challenged. Definitely domestically challenged.

INTERVIEWER:

10 minutes early or 10 minutes late?

ANDREA JUNG:

10 minutes late.

INTERVIEWER:

Book smart or street smart?

ANDREA JUNG:

Book smart.

END TC: 00:25:27:00