

Artifact #1: Email

From: Mark Cuban

To: Cecil Gracy

Subject: Golf Round Yesterday—Moving Forward As Partners

Cecil,

Thank you again for taking me up on the invite to play Pebble Beach that I presented to you on such short notice. I enjoyed the round, but I especially enjoyed getting to know you. I am sure you may wonder why many businessmen like me take potential clients or partners to the course. Well, it is because networking plays a critical role in career success, and golf, from my experience, does just that. You see, Cecil, most businessmen meet for a round of golf to be able to have a distraction while talking business in a stress-free way, while also sharing a mutual interest, which in this case is golf. But for me, I take potential partners to the course to observe their demeanor; a lot of the time, it translates into how they act off the course as well.

After our conversation, I am confident in our decision to become partners. Your preparation, etiquette, and level-headedness throughout the round perfectly aligned with the standard I try to uphold not only for potential partners but also for myself. Of course, allowing me to pick up just about every putt inside 6 feet definitely did not hurt your chances. Between you and me, finishing ballpark 10 strokes lower than it should have been is an offer I could never pass up.

Jokes aside, golf reveals a great deal about how one handles pressure- which, in my business, is the name of the game. Not only did you meet my expectations, you completely exceeded them, reiterating that you are someone that I would trust as a partner.

My team will be in contact with you throughout the remainder of this week to make our partnership official and arrange our next meeting, preferably sooner rather than later. Maybe once we get settled, we could have another day when we can rematch--I may need more strokes than last time—since yesterday you blew me out of the water.

Best,

Mark Cuban

Entrepreneur and Investor



<https://www.bill.com/case-study/mark-cuban-companies>

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Sources:

1. <https://www.bill.com/case-study/mark-cuban-companies>
2. <https://www.sciencedirect.com/science/article/abs/pii/S0007681320300896>