# Audio file

[Dang Foods Vincent and Andrew Kitirattragarn.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We heard about this other trade show and got 2 feet of table space in a shared booth, so we stood in the aisles just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We made a wall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And it was me and my dad, my brother and my girlfriend at the time. Now my wife and nobody got through the wall without tasting some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Coconut chips people would just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Toss them in their mouth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And say they say Dang Dang, this is great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[They say Dang, these are really good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:00:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I'm Guy Raz, and on the show today have Vincent Kitty. Rachel Garn took a simple Thai ingredient, a toasted coconut chip, and joined up with his brother to build Dang Foods, an Asian American stack brand now sold in thousands of stores across the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:01:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I spend an inexcusable amount of time in grocery stores. I stroll up and down the aisles looking for interesting things to try. Last week I bought a box of frozen plant based chicken Nuggets. I don't even like plant based chicken Nuggets, but the brand leaped out at me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:01:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Covering nearly 80% of the box need giant Rooster head being fed a plant based chicken nugget. That alone made me want to buy it. I'm a sucker. What can I say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:01:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But really what I do when I buy these products is show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:01:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[A kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:01:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Silent appreciation for their branding. A really good design or logo that Pops suggests that the people behind the product have thought very intentionally about what it is they want to convey to you. The person who passes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:01:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[By thousands of items at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:02:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The grocery store. There are lots.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:02:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Of choices. Lots of plant based Nuggets, but one has a giant rooster being fed a nugget on the box. Anyway, today's story is in some ways.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:02:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[About branding, because even if you haven't heard of Dang, an Asian inspired snack brand that makes coconut chips, rice chips and energy bars, even if you haven't heard of it, just keep it in mind next time you walk down the snack aisle at Whole Foods or Target or Kroger because you will see it. Dang.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:02:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Then bright greens and oranges and Reds. Even the name. Dang as in Dang. That's good. Which happens to be their tagline.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:02:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Jumps out at you. The company was founded by two American brothers of Thai descent. They named it Dang after their mom. Deng is actually her nickname today. You can find their products in more than 10,000 retailers across the US. And even though the type of snacks they sell are among the most popular in parts of Asia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:03:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Getting Americans to pick toasted coconut chips and sriracha rice chips over Fritos and lays hasn't always been easy. Ding is still a relatively small brand compared to others we've had on the show, but the founders, Andrew and Vincent Kadyrov Tregaron, managed to get it on the shelves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:03:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Thousands of stores without any connections, money or industry experience at the start. Dang was primarily older brother Vincents project in the early.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:03:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Years his brother Andrew joined full time in 2013, so you'll hear more from Vincent in the first part of this interview, Andrew will pop in more towards the middle. Vincent and Andrew's parents both immigrated to the US from Thailand in the late 1970s, so their dad, Vance, could attend Graduate School. Once he finished his degree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:03:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The parents launched an import business in New York, selling products like wooden baskets and silk flowers made in Thailand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:04:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The brothers were born in New York and spent their summers visiting family back in Bangkok, but their parents marriage ended when Vincent and Andrew were young and their dad moved to New Jersey to start a new import business selling candles. Their mom eventually got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:04:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Into real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:04:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And for the brothers, having divorced entrepreneur parents meant that they were often home alone, where they learn to rely on each other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:04:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I I'd say we did everything together. We went, we played, we went to chess tournaments together. We played Little League together, we played baseball, you know, we were always, like, making up games around the House.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:04:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So I remember, you know, growing up in an apartment building on the 23rd floor, luckily, we've lived here Big Park. So you know, Andrew and I went out to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:04:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The park to play a lot? Well, it was interesting that I I think back on it and all of the sports that I played Vincent, played before me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:04:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Like I and it's funny. And chess too. Like we both picked it up together. We happen to like a lot of the same things with sports and with that, and even with academia. And I was like, if I'd had a different brother, maybe I would have liked a completely different set of things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Did did your parents have a difficult relationship?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[When you were growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[With each other, they had a very tenuous relationship like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[MMM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I you know, I remember multiple times where they were in the same room and they were screaming matches and there was one time where I was helping my dad at the trade show at, you know, at his booth and afterwards we went to go get dinner and we went to a Thai restaurant near the trade show and my mom was there and she was sitting eating at the same restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, there was, there was a fight and there was a beer throne on somebody. One of them threw a beer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So when your parents split up, you guys ended up living with your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Predominantly. Yeah. I mean, we go visit our dad on weekends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Every other weekend, every Wednesday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And he was in New Jersey. And your mom was in New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[City, right? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:05:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you know, she's she was a busy single working mom and we both had to kind of figure out how to feed ourselves sometimes because she was too busy to cook.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I I remember, you know, we could either order McDonald's because they delivered at the time or we could learn to cook. And so I think some of my early memories about cooking came for cooking, for my brothers, cooking for Andrew, cooking for other brother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It's funny that we ended up in the natural food industry because we were ordering.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[McDonald's, like Domino's, OK, All this stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[When we were growing up and loved it like, well, I remember we had, like had him on speed dial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, I loved McDonald's when I was a kid. I loved the I love the sweet and sour and BBQ sauce. I would dip my nugget, my Mcnugget, in the sweet and sour and then the BBQ sauce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It really does.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:52 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Just like took over the world for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Us sugar, fat and protein.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:06:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Tell me a little bit about sort of the culture at home. Your parents are from Thailand. They were born in Thailand, but their parents or grandparents actually came from China. So tell me what that meant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[At home, did you have?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Chinese traditions, in addition to Thai traditions at home. Or was it primarily sort of Thai food and Thai cultural traditions that you remember?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I want to say it was a blend and each parent kind of treated it differently. So you know, at our dad's house on Luna or Chinese New Year, you know, we would kind of get together and you know, have a meal and sometimes wear red and collect unbal which is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Money and envelopes from relatives.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[For all your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And so I think he was keen on, you know, keeping some of those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Chinese traditions alive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And at the same time, you know when we went to his house, we would eat kanji in the morning, you know, which is there's a lot of Thai Chinese cuisine that we grew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:07:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, I remember there was a fourth grade school project where we had to bring in a dish from your country, your family country of origin. And so I brought in my mom, help me make chickens today, which is like grilled chicken on STI.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:08:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Within it's us, it's us, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:08:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I remember with peanut sauce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:08:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I remember bringing it in for all the parents to come and eat and looking around and seeing that my tray was the first one that was completely empty and I had so much pride. I was like, Oh my God, everybody likes my chicken satay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:08:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:08:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you know, when you move to a new country, you've you lose a lot of stuff. So you might change your name and you might change the way you dress and you might change the way you talk because you have to learn a new language. But I think food is that one thing that sticks with you the longest. And even though I didn't grow up in that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:08:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I have so much affinity for Thai food because that's what I ate growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:08:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So. So Vincent, I want to Fast forward just a bit because I know I know you went to college and and and eventually finished a a Masters degree at at Cornell in engineering and and and management.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And and around I think 2009, you were living in Washington, DC and and working at, I guess like a a sustainability nonprofit. Tell me about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It was a nonprofit, and they had a a program that helps large institutions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Create and implement environmentally preferable purchasing programs. What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Does that mean?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So large institutions have to buy a lot of stuff, right? And they have policies on what they have to buy. So universities, cities, states, some of them have policies that say, OK, if you're going to buy a vehicle, you have to buy the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Most.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Fuel efficient vehicle available.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So what we would do, this nonprofit was create guides.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And how to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:09:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Create these policies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:10:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So I was the manager of this this program.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:10:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And and while you were there, you also I guess start working at a Thai restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:10:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[In in DC, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:10:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So I had an inkling that Thai food in the US punched above its weight. There's so many Thai restaurants, but generally too, they had the same dishes, which were Americanized Thai dishes like pad Thai, right? There's nothing wrong with pad Thai, but you know, it's the way that it's served in America is typically sweeter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:10:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Than the way it's served in Thailand and you know Andrew and I traveled to Thailand, we have a lot of family there and every time we went there, you know, we were like, hey, the food here is so different, you know, and. And so I was like, you know, there there has to be something else you could do here in bringing all these dishes from from Thailand to the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:10:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I remember telling my friend, hey, I think there's some opportunity in Thai food. Maybe I'll start a restaurant. He was like, you should probably work in a restaurant before you start a restaurant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:10:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You you worked at A at a place called Thai Crossing, which is for people from the DC area. It's like one of the best known Thai restaurants in the city and and very acclaimed Thai restaurant. But you weren't doing this for money, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You had you had a full.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Time. Day job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I had a full time job we did ever do schedule. So I worked four days a week and with my extra days I went and helped out at the crossing. But you're right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I definitely didn't do it for the pay and yeah, I I think after that experience I was like, no way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[What? What was it about that experience that I don't know, like quashed that, that that dream?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I mean the hours the you're on your feet, you know, for half of a day at the end of the night, it didn't feel like I had accomplished something. It felt more like relief that I got through it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, I just didn't want that lifestyle. I I knew that from the outset.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[All right, so you're living in the DC area, doing a stint, a Thai restaurant and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:11:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[In 2010, you moved to California to the Bay Area for a different job. This startup was called Good Guys and let's go. Let's go. Now. I want to go back to you, Andrew, because now the two of you are living in the same place. You went on to university. I think you went to UC Santa Barbara and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You ended up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Becoming an accountant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Right. Yes. I majored in business economics with an emphasis in accounting, but the short form of that is like economics and accounting and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Joined a a firm called KPMG right after school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Were you perfectly happy working at as an accountant? I mean, was it, you know, you're probably getting paid pretty well and imagine you were doing some travel, was it was it pretty good?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think I saw an opening at Santa Barbara to go into accounting and then get into a BIG4 accounting firm. I think a lot about risk. It provides a lot of downside protection, like in the event of a recession or anything, I can always fall back on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Being an accountant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:12:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[There's always a need for accountants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:00 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Always need. Yeah, there's always a shortage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So alright, so you are now both in San Francisco in the Bay Area and meantime, Vincent, did you, you had come from DC where you were working at a kitchen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Clearly thinking about maybe doing something in food, did you continue to think about that when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You moved to the Bay Area or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We now full on in this startup thinking, yeah, maybe this is what I'm going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think for the first six months I was very focused on the startup that I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[In.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think after about six months I started, you know, kind of keeping an eye open for what else I could do. And Andrew, I lived in this 7.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Bedroom house in Chinatown in San Francisco with a bunch of roommates. And I remember we used to have, like, monthly dinners, so I'd cook these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Pretty big elaborate dinners for large amounts of people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I just love creating food for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[People, what kind of food were you making?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:13:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So from the tie crossing experience, you know working in a restaurant, I remember cooking dishes like red duck, red Curry with duck, and I made that, you know, for for my friends and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[By the way, Andrew, are you a good cook? No. No. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It's funny, I I actually. I'm really good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Like 3 dishes and I only cook those three dishes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Meanwhile, Vincent, you are getting more and more into the food scene in the Bay Area and I guess you you started actually cooking. There's like a pop up like this. This is a big thing. There were these underground farmers markets and like food markets that would happen in cities.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Remember those a bunch in LA and in New York and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And in the Bay Area, and there's one called the SF underground market. What was it? How did you even find out about it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Tell me the story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:14:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, I found out about it. I want to say through a friend who knew that I like to cook, and it was it was a group that got together at a nightclub and created a night market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And they got around your food safety regulations by having people sign a waiver at the front saying if I get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Sick. It's not your fault.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And what would happen there? Just there would be tables inside the nightclub of different foods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Exactly. Yeah. And they had an audition. So you had to bring a dish to an audition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you leave the dish there and they judged it. And they either told you, hey, you're in or you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Not in. Would you bring?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I made a chicken satay burger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And before the events, the New York Times had written an article about this event. So I thought it was going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:15:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Way, way, way overpopulated and they told me to make 150 servings and I was like now it you know I'll make 400 servings because I think it's just going to be nuts. Yeah. Like way, way too crowded. So I bought organic chicken thighs at Costco. Boneless, nice and pandesal, which is a Filipino bun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Marinated the chicken so I have all these buckets and coolers just filled with chicken that's marinating in coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And all these spices all over my house. And I remember opening up shop and starting to serve people. And then realizing, wow, there's not as many people here as I thought there would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And as it turns.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:26 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[There were a lot of people, but they couldn't get in. There was a line around the block, but the place only held a certain amount of people and they couldn't allow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And everybody so after you, you successfully sold the setae burgers at the San Francisco underground market. Did you say all right, I want to come back next week. What? What?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Did you? What did you do next?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think two months later I was like, alright, let's let's give it another shot and my mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:16:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Gave me an index card with a recipe on it and it was for a tie lettuce wrap called Mincome and she said when she was in college she would race out of her classes to this one vendor on the street because it's so good and it's made of these six or seven ingredients as peanuts. It has young ginger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I was like, OK, I'll do my own spin on it. I'll do it with, like, braised short ribs instead of dried shrimp like they do in Thailand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And that was the idea that the next time you wouldn't do satay burgers, but you would do these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[These wraps, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And she said one of the ingredients is toasted coconut. Now you can't buy toasted coconut in the US, but what you can do is go buy shredded coconut and toast it yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Just unsweetened coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I couldn't find unsweetened, so I bought sweetened coconut and the traditional way to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Is you put it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[In a A.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Walk. Turn on the heat and you start starting and the moisture evaporates and it turns golden brown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And what she didn't tell me was it it creates this amazing smell. And because I was making £20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:17:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Of this stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Had multiple burners going. The entire house smelled like toasted.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And it's filling the house with, like a sweet, nutty aroma. And we had multiple roommates, 7 roommates, and they all came out of their rooms saying, what are you cooking? Smells amazing. And they started just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Dipping their hands in the pan and and eating it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I was like, First off, get your hands out of this pot. Just, you know, this is gross. But secondly, this is really interesting that, you know, all of these friends of ours love to eat the toasted coconut straight out of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Pan. All right, so you're making this because you need it for the next iteration of the underground farmers market, but you're thinking, wait a minute.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Maybe there's some of these coconut chips this shredded coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So I was so captivated by everybody's reaction to just the toasted coconut that I was like, hey, maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:18:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We could create a product that's just hosted coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So right now, just to be clear, right, because when people think shredded coconut, I think certainly in the United States, they think of like coconut and macaroons, right? Like shredded sort of syrupy kind of trickly sweet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Coconut product or like an Almond Joy, right? Like shredded coconut you're talking about like shaved coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Right, that's that's what you were working with?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, long strips of shaved coconut, toasted until crispy. It tasted and felt like like a crunchy sweet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Chip and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Just from that experience, you start to think this could be like a snack food. This these coconut shavings like could be something that people just munch on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, because people wanted to snack on it at my home kitchen. Why wouldn't they want to snack on and buy it at A at a supermarket? And I remember I called Andrew, who was in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:19:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[At the time and asked him, hey, have you ever seen any toasted coconut snacks or chips? And he shipped me a box and then we identified the sample that we liked and talked to the manufacturer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And it was already.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Toasted. You didn't have to do anything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Correct, but I I kept some of that sample. The samples from the box and I heard about this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Food show a trade show called the fancy Food Show, which was at DC that summer, and I was like, you know what? I'm going to bring some there. I don't know anything about this industry. I don't know anyone in this industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But if I can get people to taste it, maybe they'll tell me if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It can be a product or not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Well, hang on for a SEC. I just. I'm just trying to. I'm just trying to understand this because I would not have had the foresight or the confidence at that point in my life to think about something like a food show because you had no experience in the food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[World I remembered back to when I was a kid and my parents would take me to trade shows. They take me to gift shows.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Ah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Right. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:20:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And that's where the entire industry goes. In order to, you know, find new items and talk about them and get business, right. So I was like, alright, well, what's the big trade show in food?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And decided to book a flight from San Francisco to DC and we took some of the samples from the box that I got sent and I put coconut chips into these little plastic souffle cups.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And put a lid on it and put a sticker on it. That said Dang and we called it. Dang because my mom's name is Dang. And when you eat it, it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It's Dang good like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You're like, Dang, this is good. And Dang is such a. It's so like my kids use that word. It's such. It's like I remember saying it when I was a kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Dang, these are delicious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It's an infinite M it's a euphemism for Dan, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Right, say say, say Dang, it's like fudge. Say fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So and and Dang is like such a great word, but your and your mom's name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Is Dang.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So everyone in Thailand gets a nickname, right? Like a short nickname. And so hers is. Dang. So people, I call her pedang or new Dang. And yeah, we just I it's just. It came to me on a run and I was like, alright, let's let's put that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:21:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[As our logo. So alright. So you're you're going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You've got the chips.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You're going to go to this trade show and you got the name, and so did you get a table like a booth at this fancy food show?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[No. So we didn't want to spend more money by getting a booth and we didn't have a product. You know, we had chips in these little cups, but I did want to get feedback on the product, which is the chips.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Like just the just the coconut chips. And so we I filled these souffle cups probably a couple hundred of them with coconut chips and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, put a sticker on top with my contact info, right? And the Dang logo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And just to just to just to be clear, when you went into the trade show, because you did not have a booth, you just bought a huge duffel bag with you, like you would just go hauling this huge bag and like, nobody was like they they're OK with that. They're like, yeah, come on in, you can just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I don't think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:22:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That they allow that, but nobody stopped us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[They'll be OK. I'm giving your hauling a giant duffel bag full of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Samples and you're just walking in and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So I walked in with a messenger bag with samples and the first person I saw getting out of the escalator had a Whole Foods batch and I was like, great. And I I stopped him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Was like, hey, can you try these coconut chips and let me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Know what you think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And he was nice enough to stop and try the product, which I learned later on, like, that's not a good way to approach a buyer. And he stopped and tried the product and said, yeah, this is really good, but you don't really have a product you have, you know, chips in this little cup. I need to see pricing. And I need to see packaging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I thought to myself, great, like all I need to do is create a package and then we can sell this product. It was enough to give me a confidence to take the next step.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:23:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[When we come back in just a moment, how Vincent decides to turn those coconut chips into a product, and how a lucky break from a certain Kardashian sister helps to spread the word. Stay with us. I'm Guy Raz, and you're listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:24:24 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Support for this podcast and the following message come from the American Jewish World Service working together for more than 30 years to build a more just and equitable world. Learn more at ajws.org.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:24:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's 2011 and Vincent is sold on the idea of making a coconut chip brand, but he won't be shaving the coconuts himself in the Bay Area. He needs to import the product from Thailand. And thankfully, he knows some people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:25:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So I asked my family like, hey, is there anybody that can help me? And one of our cousins, you know became our supplier manager.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:25:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So you had a cousin there who could be on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:25:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Found find the suppliers for you and which is obviously hugely helpful because you couldn't. You couldn't be there yourself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:25:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Exactly. So we talked to all these manufacturers, figured out the one that we liked, the next step for us was, hey, testing it with consumers. So I think we went to Thailand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:25:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[At Christmas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:25:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And then I brought back with me a duffel bag full of. I think it was one ounce bags with stickers on them because I wanted to show consumers what a product would look like with this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:25:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So when you came back to, I think it's on January 2012, you still, you're still working for the startup right at the time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:25:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Mm-hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It sounds like you've got the wheels are in motion on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Thing and you want to test this out because you had some success at the trade show the previous summer. So who are you going to test this out on? I mean, you had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You're still packaging them yourself, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So we patch them in these foil bags, and each of these, you know, now it's a product, right? So we have, you know, coconut chips in a bag with a sticker on it and it says toasted coconut chips on it. It says Dang. And it has a picture of coconuts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I found a consumer show called the New Taste Marketplace, which is like an artisanal market. St. Gregory's Church in San Francisco. And we did pretty well. And that's where we really learned how to talk about the product and say, hey, you know, these are coconut chips, they're a healthy snack. They've got all the health benefits of coconut oil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you can put it on your salads or your ice cream or your yoga.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And so that's where we really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Kind of got the pitch down for how to sell coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:26:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Chips and this? Yeah, this is probably right around the time when coconut water was starting to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Blow up. Yeah. At this time, coconut in general was very trendy. And so that became our anchor. When we started talking about it, we said, hey, do you like coconut water? Hey, do you like coconut oil?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Like you probably like our coconut chips.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, and coconut oil also, by the way, around this time 2010 11/12.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Because this is also concepts of this whole paleo, keto kind of craze that blew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Not really crazy because it's still around and a lot of people are getting into healthy fats like coconut oil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, that became part of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Our pitch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I think Trader Joe's Trader Joe's was selling coconut oil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Trader Joe's also came out with a coconut chip around the same time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We did which?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I thought was bad because I was like I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We were gonna.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:27:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Be the first. Yeah, but it turned out later that it was actually a good thing because Trader Joe stays in Trader Joe's, right? Yes. So it actually helped us with this education component of people not knowing what a coconut chip was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And people shop at Trader Joe's are also going to shop at Whole Foods in other stores. So it actually helped us a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Lot and by the way, were you talking to your dad or mom because they were both entrepreneurs? I mean, did either of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Them say yeah, go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[For it, this is a this is exciting or they're like not sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think before we even started it, I remember talking to both of them, my mom said, hey, you're really good with food. I think you should do something with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And my dad said if you're going to start something, you should utilize our family in Thailand because we have this huge network there that could be a competitive advantage and it ended up doing kind of a combination of the two, which is food with family in Thailand. So they didn't say specifically, hey, this is a good idea to do this, but they kind of gave me a larger framework.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[To think about how to start a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[All right, so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You. You're clearly Vincent. I mean, tell me. Tell. Take me to like 2012 the 1st.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Sort of five.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Four or five months of that year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:28:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Is this all you're thinking about because you still have another job like you've got a day job working for the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:29:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Startup I I was definitely on a kind of adrenaline rush for the first few months of just thinking about this and I was pretty committed to making it a company at that point and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:29:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We heard about this other trade show in March 2012 called the Expo Natural Products Expo West, and I didn't know about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:29:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It until a month before and I was like, oh wow, maybe we can get a booth, but they they ran out of booths. So what we did was we got 2 feet of table space in a shared booth with dozens of vendors, and we somehow fit four people into a 2 foot table space. So one behind the table and three in front of the table.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:29:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And in the aisles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:29:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So we stood in the aisles just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:29:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We made a wall.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:29:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And in order to pass through that aisle, you had to go past one of our our people. And it was me, my dad, my brother and my girlfriend at the time. Now my wife and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Nobody got through the wall without tasting some coconut chips.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[People would just toss them in their mouth and say they say Dang Dang, these are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Great, they say. Dang, these are really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Good. So you're getting business cards from buyers for large and small stores?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So we had connected foods regions with HEB, which is a big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[If you hold Texas, yes. And then also all these smaller independents in the Bay Area that you know are very progressive and are kind of the leaders when it comes to new products. So buy right grocery and Rainbow Grocery, Berkeley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Grocery.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you know, those were some of our first customers and I was like, OK, maybe we can, you know, make this a real thing. Let's order a container load.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Alright, but when you came back home after the show, what did you do? Did you start to e-mail all the people whose cards you got?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:30:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, exactly. So you know, I remember meeting people at the trade show and asking them, hey, do you want to get a cup of coffee and, you know, sitting down. I remember one guy at the trade show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:31:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[He was like ohh, you got business cards. Let's go through them. And he helped me go through a stack of at least 100 business cards, and we'll pull out ones and be like, this is worth following up on. Like, you don't want to lose this card. That was huge. Like, he helped me kind of figure out the lay of the land. And so when we, when the first container.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:31:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Landed in July. We had a bunch of customers who had committed, so we started shipping it out directly to grocery stores. Yeah, like HEB was one of the biggest one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:31:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[At the time meantime, from understand you were laid off from your job in April of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:31:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[12.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:31:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So the startup I was working at had to do layoffs. And so I got laid off in April 2012.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:31:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Doesn't it sound like you're that sad?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:31:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I I had to decide whether or not I wanted to go full time in the day and really work on it or not. I mean, I think I was probably happy that I got a little severance package which helped me kind of bridge the gap to start the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Alright, let me let me try to I I want you to understand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Something you have you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You're laid off, right? You're now trying to get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[These chips into retailers, you get an order from HEB, a Texas chain, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[How big? How big is that order? 10, twenty $50,000. Do you remember?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Probably 10,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Dollars. So they order $10,000 the product. How were you financing that? Because I'm assuming when you're in HEB you cannot pack, you can't hand pack each bag. Now you've got a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Professionalize the operation. Or am I wrong? Will you hand packing them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:32:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[No. So we had to professionalize and the manufacturers that we worked with were the ones to pack and ship the product to us. So we designed the Dang the first iteration of the Dang label and it was still stickered we we did stickers at the beginning and prints on the bags.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But you know, I I I used $23,000 of savings to buy the 1st 20 foot container in July.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Were you stressed out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Or was it exciting? What do you what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Do you remember? I remember. So my girlfriend at the time told me you're always working. You don't do anything else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Aye.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And those first few months where you know we're we're starting to ship product and you know I'm worried about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Setting up the company by myself working on my bedroom, I feel like it was just a blur because I would just work a lot and I remember going to a class on how to start a food business and they were telling us about all the costs involved with slotting and trade spending and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Just like all the, you know, the cost of doing starting a business and thinking myself, Oh my God, this is going to be way more expensive than I thought it would be. And it was just me and it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:33:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Lonely. Like when you're starting something and doing all by yourself, without anybody to kind of go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It with it, it felt like I was kind of alone on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Doing that on my own ship in the middle of the sea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think later that year in 2012.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You managed to get into some Safeway stores. How did you even get?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[On their radar, I still don't. To this day, I don't. I'm not 100%, but I think they they sell us in the store. I don't know which store, so I called me and they're like, hey, you know, can you come present to our produce team and remember going in there is a huge conference room and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I gave my my presentation about Dang and our coconut chips and they said we love this and we want to create a premium snack destination in the produce department in all of our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Source. So they quickly put us into about 1000 Safeway stores with like large displays in the produce section, which is the front of the store, 90% of the people walk through that area like that was a game changer for us because up until then it was just, you know, small stores here and there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:34:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, small orders from HEB.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But that's when that's when I called Andrew and I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Was like I need help. I need help because I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Cannot do this by myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And and, Andrew, were you still working at your accounting job at KPMG?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[At that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I was working with KPMG but actually I I had quit that summer of 2012 and then I started working with my father in his candle business. Vincent, I think you and Dad had some behind the scenes conversations and you effectively like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That's right. And like, that's like, OK, I'm gonna give Andrew to you cause he you Dang needs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Dang needs the help and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It's funny because I think at the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think Vincent was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[What he needed was he. He needed someone that had a very different skill set from him, with the opposite skill set of him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:57 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[As a partner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. And he also needed someone so that he couldn't afford to pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:35:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Someone that he could trust.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[In the near future.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That's like the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Perfect business partner. I'm not going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Pay you I need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[All the skill I need, the skills I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Don't have all your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Time and all your time. And are you in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Are you in? It's interesting because I don't really entirely and having some conversations.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[About equity split.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Up like how are we going to split up this company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Because Benson owned 100% of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Because Vincent 100% of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you know, I I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Started I think I was all in helping out for like a month or two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And then I was just like, oh, as a brother, I'm just gonna go all in because it is, and then we're eventually, like, OK, what will the equities?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Bobby and I remember being on the call in Thailand and like I think you've initially proposed a 8020 split.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[What was like? Yeah, like it's interesting because you could peel back like, oh, I'm not gonna do this for 20%. But I also like, I had no experience in food. Like. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Very little experience running.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:36:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[He done all the work and he done he done all the work thing from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[2011 yeah, no. And I remember hanging up the phone and I I think I cussed him out. I was like, I hate you. And then he called me back like the next day. And he's like, listen, I I really want you to be part of the company. I think it would be really rewarding for us to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Go through this together, I'll give you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:18 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And and you'd earn over three years and then later that got modified even higher. Later, as I I've been with the company longer and whatnot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I actually have a very different memory of of that conversation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, please. OK, alright.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I remember talking to you and asking you what you thought was fair. I I remember you saying I should get 1/4 of what you have and and I think that was probably misconstrued, you know like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That even like 1/4 of what you have, maybe 1/4 of the company like I feel like there is a miscommunication.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:37:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[There, that led to this tension, which is why, you know, we have to kind of have multiple conversations to kind of patch things up. But I also remember that being the one of the first conversations that we had that had tension because we kind of grew up as brothers, you know, like we didn't really like we fight. But later on in life, we wouldn't fight as much. And we were just, we got along well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:38:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But this is kind of the first time we had to be a little bit more combative, I would say. And I remember being very awkward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:38:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So you finally agree on a split, Andrew, you join full time and now you've got to fulfill this big order from safe. I think it was a $50,000 order is that, is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:38:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, there is $50,000 of coconut chips going to their thousand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:38:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Or thousand stores?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:38:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But really, that's just the beginning of a long journey, because you want them to keep ordering, which means you gotta sell the coconut chips.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:38:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you guys, I imagine them driving marketing budget. How are you going to get people to even be aware of of this product and try?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:38:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Them. So at the time this is 2013 and these are the early days of Instagram and my phone started blowing up and I was like, why are all these people texting me? They're like, checking your checking Instagram.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Kourtney Kardashian have found our product at an airport because we were selling at a few airport stores and put posts of it on her Instagram with the caption flight sack and our website traffic just spiked. And that's when I realized wow, like social media is becoming a big marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Tool, right? And this is the power of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It's funny because we right the week before we were in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The New York.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Times. So I had sent samples to a bunch of different food editors and then I got a call from Florence Fabricant. Who does the front burner section. And she was like, hey, I think I want to, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Feature your coconut chips. Florence Fabricant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. The famous. Yeah. Wow. Nice, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[She's the thing of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I'm more impressed with that than Kourtney Kardashian myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I was too, and I remember. You know, after that, I was like, oh, this is pretty cool. And I remember looking at our website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Traffic and it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Was like up a little bit, but then after the Kourtney Kardashian Post, our website traffic spiked like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:39:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[100 times and that was just that was just pure luck that Kourtney Kardashian put that on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Instagram.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That was luck that you know, we happen to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Selling at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The right time and the right place.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Which is at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[An airport near her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But but still, I mean, you're in safe ways and probably most of those people in Safeway had not seen Kourtney Kardashian's Instagram post.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[How are you going to create awareness among those shoppers? Because you needed them to continue ordering your your product, right? You wanted them to sell. So how did you? What was the plan?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So how do you get attention right when you're in the store, you have less than a second to grab someones attention, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think the best way to do that is to create a good package and there's a saying that your package is your product. It's not what you sell in the bag, it's the bag itself, because that has to do so many things. It has to educate someone on what's inside, what to expect, what the nutritionals are, you know, attributes like Keto, Paleo and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:40:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know for from the beginning, I knew that we had to capture people's attention with the name Dang because yeah, you know, the logo. We always put that front and center in a very big font, but then also visually, we had to illustrate what to expect in the bag without actually putting a window.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:41:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So I remember buying coconuts in Thailand when we were there and they were cheap. They're like a dollar for like 5 of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:41:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, setting up a photo studio and taking pictures of coconut chips spilling out of the coconut, so you knew that it was something, you know, natural product that came actually from the coconut itself. We also wanted to to illustrate that it was a natural product without saying the word natural on it. So we used all these earthy tones like tan and green and brown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:41:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:41:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Basically things you would find on a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:41:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Coconut tree. So 2013. It just sounds like you need a lot of help and your brother Co.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:41:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Is in and he is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:41:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[How do you? I mean, what's the the idea of Vincent? You're going to be the CEO. And Andrew, you're going to be the operations guy. Was that sort of how you you divided responsibility?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, I think I think from the beginning it was Vincent was really like the front facing visionary handling sales and marketing and product development. I was handling OPS, finance and accounting and it still has held to that to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And our company was a mess of the time. I don't have a finance background or an operation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Background.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So you know, our books were a mess and our products were not shipped in a very efficient way. So we had a lot of things that needed attention.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[All right. But you had one product line and and you cannot build a company on coconut chips alone, right? And you knew that you you knew that that was not going to be possible. You had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You had to expand beyond that. So what was the next product you were going to put out into?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The world? Yeah. We slowly built out the line of coconut chips because people were telling us they want it with the coconut sugar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Or they want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:42:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It without sugar at all, so we actually to create a facility to make an unsweetened coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But then I was on a trip to Japan and I saw these onion chips in the supermarket, and I was like, ohh, this is really cool. It tastes like caramelized onions, which is delicious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[They were just what they were like fried piece of onion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, it's using a technology called vacuum frying, which didn't, you know, took out all the atmosphere pressure so that it doesn't collapse when you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Right. And it it you can spin out most of the oil. OK. So it's like light, flaky, crispy, like onion petal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Ohh so it wasn't it wasn't a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Ring. It was like a petal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Exactly. And I remember we tested it and people loved it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, it. And it crunches like a like a chip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It crunched like a chip and it was like light. It wasn't too oily.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And it's just onion. That's it. Just onion and salt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Just onion and salt and I was thinking, I remember thinking to myself, oh, we can go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[After functions, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[What happened was that at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:53 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Like we were going on the trade shows, these were vacuum fried onion chips. They were pretty clean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:43:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And when people tried them at the trade shows, people loved them. And I remember, I remember one of our industry friends tried it and he, like, looked up in the air. He was like, oh Dang, they did it again. Like, this is so good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Wow, these were going to be like organic funions functions aren't really onion, they're just puffed corn flavored like onions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We were so excited about that, like we were getting so much positive feedback from the Community, just as we did with our coconut chips. We're like, OK, this is going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[A winner this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Was going to be the big thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Hello.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:30 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It failed miserably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[When we come back in just a moment, how Andrew and Vincent learned the hard way that the best snack foods have to be addictive and maybe they shouldn't give you onion breath, stay with us. I'm Guy Raz and you're listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:44:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

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[00:45:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

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[00:45:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's several years into Dang foods, and Vincent and his brother, Andrew, think they have the best snack ideas since funyons, a vacuum fried onion pedal chip. But despite some Dang good initial feedback from people in the industry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:45:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Customers, it turned out, didn't quit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:45:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Agree.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:45:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[They would eat a few bites, but they would just kind of let it sit, I think, and they couldn't finish it. And when you don't have a snack that you can finish, then you don't go back and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Buy it again. But why was it too much like sounds really light and flavorful. What? What was the feedback you were getting?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[One thing that we didn't anticipate was that we would be worried about onion breasts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[About getting onion on their breasts and they didn't want to walk around smelling like like they just ate onions. That's something that nobody ever told us when we were testing it out. People don't snack on onions. How?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Breath.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Long did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It take you to discover that this was a failure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think it's only a month or two. Probably. Yeah. Supermarkets don't give you a lot of time if you're not selling well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That was fast, so it was fast. It's that fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You weren't thinking ohh. Just give it time. People have to come around to it. You were thinking this is a failure. Six weeks in we got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[To pull it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I have to say that there's other considerations like the biggest driver.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:46:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Was that it wasn't flying off the shelf, I think from the beginning guy, there was margin concerns like we were looking at. I mean there were some tariffs associated with this onion from Vietnam. I think when we first launched, I think we were looking at something like 20% margins and we're like, listen, we can do this because if this is going to get as big as functions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Like when we sell up to 10 million and we get to scale to the next level, those margins will hit 30 and then will hit 40 and everything is going to work itself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Out if the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Velocity comes. The velocity didn't didn't come. The velocity didn't come at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:23 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[M.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[All right there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Were yellow flags in the process, maybe even red flags in the processes of launching?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[This I think there was so much pressure from the market.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:36 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And from from the industry to be like hey, we need to launch something new and it needs to be Dang good that like that. Like the pressure I think over Rd. those yellow flags in the process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, yeah. Did you take a financial hit?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:51 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Ohh yeah, I think it was about All in all, I don't know $2,000,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Wow, that's hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:47:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We had just gotten venture funded.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And so for about $4 million and about 1 1/2 to two of the $1,000,000 went to the onion chips, it didn't work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It didn't work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So let me let me ask you about venture funding, because the first three years it was bootstrapped and at a certain point you either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Many companies, especially the food business, it's very rare to be able to continue to do it on your own. Some have done it. Cliff Bar is a good example, but many of them either sell to a bigger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Multinational or go for outside funding to in order to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Gale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you guys sounds like you had to get outside funding if you wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[To scale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Not only that, but we weren't paying ourselves for the first three years, so we had to get outside funding to make a living, you know, up until then, we put every penny of profit back into the company because we wanted it to grow because we believed it would be worth something someday. But after three years of that, we're like, it's too risky to keep going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:48:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[This way, yeah, when? When investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

['Cause I'm thinking if if you came to me then and you said hey, we we're looking for capital I'd say well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[What are you? I mean, coconut chips alone. I'm not sure. Did you start to think about your company differently? Did you start to say, you know what? We are a snack food brand or did you say we are an Asian American snack food brand? How did you begin to think about what you what you wanted your story to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It was an evolution so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We started out with, hey, we're a better for you snack company that takes, you know, Whole Foods that you can identify and turns them into snacks that you can eat. But then looking at it later on, we were like, there's nothing ownable about that like that could describe any number of snack companies. And so later on, we realized, OK, how do we make it different?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And like we had to look at ourselves and say, how are we different than everybody else out there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:49:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And one thing that we always relied on was, you know, Asian flavors and ingredients. And so we changed that over time to an Asian American snack company that stood for bringing ingredients and flavors from Asia, informs that Americans understand, like chips and later on bars and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:50:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[When you went to raise money, were the investors saying you're gonna have to become something bigger than just coconut chips? You're gonna have to have lots of product lines and ultimately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:50:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Coconut chips may not even be the thing that is your primary source of revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:50:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think we heard actually the opposite also, which was why don't you just focus on coconut chips, right? That as big as coconut water. So after we got an investment, we tried to follow that model of hiring a big field.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:50:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Sales team to go into stores and we thought that that was going to bring us to this next level of growth with coconut chips and the onion chips, but it didn't work out like we didn't grow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:50:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So it's interesting because you had this money to hire sales people, but why what? What was the discount? Why weren't they effective?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:51:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think you know hiring a field team. First off, people are expensive, right? So yeah, each person maybe $70,000, right in salary and that's in, you know, that payroll you have to basically sell half a million in order to get that 70K contribution that pays off that person's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:51:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Salary.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:51:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:51:29 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, going into store by store and selling displays in like how many of those do you need to get a half a million in revenue, it's a lot. I also think it's like I think that works well with people talking industry on a high margin, high velocity item. I think our item was relatively moderate to high margin.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:51:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And velocity, but then a lot more competition started coming in 2016 onwards with coconut chips.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:51:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So you've got some capital and and one of the one of your investors and you raised about $4 million and and one of your investors is a bigger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:52:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Brand. This is actually because I think they actually helped you get even wider distribution, which you need to succeed. You have to be everywhere to actually scale a company was that investment you got?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:52:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That was that the the the catalyst that helped you get even more distribution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:52:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So they did a couple of things. First, they taught us how to think like them, and as a big stack company, you know, they're interested in what they call stomach share, which is literally getting more of a share of America's stomachs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:52:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And to us, you know, kind of running this small snack company, we never really thought in terms like that. But then, you know, after a while it kind of just started to sink in, like, oh, yeah, we need to who's our cohort like? Who's actually buying? Dang. We never really had good information, data about our consumer before, but they came to us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Loads of data say hey, are consumers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, highly educated tends to be female, lives on the coast, you know, has pretty decent household income. Oh, and by the way, you index really high with Asian Americans, right. But then they also helped us get into some new distribution channels that we had never considered before, like the convenience store. You guys, the onion.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Hoops and workout. But you tried other things with coconut chips, right? You you did like a bunch of different flavors, like bacon and chili, lime and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We did like dark chocolate milk, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Dark chocolate coated. I think today you've got three types of coconut chips. Yeah. White salted and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The original recipe, which is has some sugar and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And unsweetened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And unsweetened. OK, So what happened? Did those ones the other ones?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Just didn't take off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:53:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, I mean, we tried a lot of different things and at the end of the day, we kind of learned that people kind of want a less adulterated coconut. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Kind of similar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[To coconut water like they don't want flavored coconut water, they just want coconut.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So that's what we have today and we've tried so many things that failed, but we had to do that in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Order to figure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It out. One of the things because it sounds like, I mean you were trying out a bunch of things. I mean you were experimenting and you were failing and you were experimenting and you were failing until you actually got on the hit you land.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[On the hit, which I think is one of your biggest products say which are the those rice chips.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, it's the the Thai rice trackers we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I love the airport in Bangkok and we saw a lot of specifically like Chinese tourists walking out with like 10 different at the time. The cartoons of these little rice crackers. And you looked at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[What they were buying, they were buying like very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:54:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Flavors that were were good for their market like Crab Curry, and we thought there could be an opportunity. So we contacted the supplier.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We had a lot of credibility going to other suppliers in Thailand and having a conversation with them about what it would be like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:13 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[To reintroduce a similar product in America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[This is I guess, for people I've tried it it's it's basically sticky rice, which is a type of rice and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[This is amazing steamed and then soaked in watermelon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Juice and then puffed dried. So it's like a crispy. Am I describing it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Correctly more or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Less.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, and and that's the way that it's cooked traditionally as a as a snack like on the streets in Thailand and like markets it's called Japan and they traditionally have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[To use watermelon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Because they they need to make it sticky. Stickier, like the sticky rice they have. To make it stickier, so they need like a slightly, you know, sticky sweet solution.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:55:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And watermelon juice has just the right amount of stickiness to create these discs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So you now have a bunch of flavors. I think Sriracha is your is the biggest selling one of those, right? So that's that was a hit, right? And and was it clear right away that that was a hit or or or was it to take?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Some time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Take a little time, but I I'd say that we knew off the bat, I think we were so sensitive to what happened to the onion chips.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:22 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That were like out like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We got to have more evidence of proof of concept before launching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[How did you change your your process to make sure?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[A new product would would work. I mean you you saw people buying it, but what did you do? I mean you, how did you test it before you decided to go all in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So we have the family that was helping us with coconut chips. We called them and we're like, hey, this is a picture of this package that we bought at the airport. Can you go find out who makes it and go talk to them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:56:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And they set it all up for us. So they met with the the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:57:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The owner and told him who we were and he shared with us how much that they sold in the airport, which was 10,000 boxes a day, which is crazy. Yeah. And, you know, we told them, hey, like, we want to bring it back to the US and, you know, put it under the Dang brand and, you know, help work with you on seasonings. And he loved it. And then for testing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:57:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We did a lot more consumer testing with that one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:57:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Today you have you're you're in the energy bars space too, which is a tough what we've done. Energy bars in the show. We've done RX bar, we've done a Lara bar, we've done clip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:57:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Bar. It's a really crowded space. Tell me about about the thinking behind energy bars. Why did you get into that space?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:57:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The people that we're buying our unsweetened coconut chip, which is just made from coconut and salt, we're telling us they need more snacks like this because it's perfect for their keto diet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:57:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I looked at the bar space and I was like, nobody's serving a keto bar. Why not? And you know, we have all this credibility from coconut chips. You know, it's high fat, low carb.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:58:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So we developed a line of keto bars using cocoa butter and Asian ingredients like matcha. We're like, alright, we're going to put our our brand spin on it by introducing matcha to that category and other Asian flavors. And yeah, we started showing it to like you know, Whole Foods bar buyer and they were like all right, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:58:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Let's try it out. Let's bring it in. So we went national and showed January 2019 at Whole Foods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:58:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And they're all. They all have some kind of Asia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:58:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And influence. There's lemon matcha as you mentioned, toasted coconut. Obviously the almond cookie has one of those almond cookies that you sometimes get in Chinese restaurants, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:58:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And then there's crazy rich chocolate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:58:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, which we couldn't figure out how to make chocolate Asian. But this is right after crazy Rich Asians came out and Andrew had this idea of, like, why don't we just call it crazy rich chocolate?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:58:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Because it's rich.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:58:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So this bar does pretty well, I think by the end of 2019.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:59:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Being apparently is one of the best selling energy bars in Whole Foods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:59:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[We were the best selling bar at Whole Foods in 2019 in terms of like unit velocity. So units sold at per store per week and we were just riding high because we we launched this new thing and it finally we finally got something that like worked really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:59:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[All right, so this is great. You're doing well. I think your sales are just really beginning to grow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:59:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Then COVID hits 2020 and energy bars are really, you know, connected to to gyms and working out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:59:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Did you start to see your sales take?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:59:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[A hit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:59:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, it was pretty drastic. I think the data was about 50% drop in our category sales pre and post COVID. The thing was that Dang bars was supposed to be like the biggest growth driver for our brand in 2020 like it was like our Shining star and it was like supposed to be the driver.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[00:59:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:00 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Most of our growth, but between the driver of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:04 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Decline for your tell me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[What happened to the company? Did you guys have to do layoffs?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:12 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. So I I think it was also we were in a lot of with our coconut chips and rice chips. We were in a lot of corporate accounts like we have this pretty fanatical backing at like Google and Facebook and a lot of those tech companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Oh, right. Ohh. These were snacks available at Google and Facebook headquarter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Snacks available for you know, for free at those companies and and because of stay at home, they those sales dropped about 90% pre and post COVID and even now they're not fully.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Oh wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So what happens in the in our industry? Probably a lot of other issues is you know you start to have sales declines. We couldn't raise money, our burn rate was like like $400,000 per month in the beginning and we had to get the positive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[So how long did it take you before you guys were able to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:00:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Maybe breathe a slight sigh of relief that you're going to be OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:02 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Earlier this year, we got to break even. I've been we've been like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:06 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Checking the numbers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:08 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The first thing we do, like the numbers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Check check our profitability seeing we're at we we got to break even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[After being from a 400K burn rate and that's a huge sigh of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:19 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Relief.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[For us, because it's not like, hey, like the company isn't going to go under in a couple months, we don't do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:24 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Anything about it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Like we've built a bunch of runway from that. That was a big accomplishment. I I would say that we haven't exhaled.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Because right after that, we had these supply chain issues whereby our ocean freight containers have been delayed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[About seven weeks on average. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Still to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[To this day to this day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You guys are now well, I think I think you're now in over 10,000 stores across the US is that is that about right? And I I've noticed that the product everywhere, every time I go to a big grocery store, a small 1, so you've got a brand out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:01:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, roughly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:02:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[It's been a tough pandemic period for you for a variety of reasons.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:02:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But she came out of it and and battered and breezed. But you came out of it, and you're still fighting your way out of it. How are you feeling about the next 12 to 18 months?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:02:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I I'm really more conscious. I've always been more cautious. I'm always.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:02:25 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Like it's not just thinking about those containers coming in and what that's impacting our profitability. I think it's just been hard things we've been through so much, especially in the last couple of years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:02:35 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That I think I do feel a little bit battered. Yeah. But I do believe in what we've built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:02:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And what we stand for, what about the relationship between the two of you? Because I understand that there was a point where the both of you had to go talk to not had to, but but chose to to talk to a therapist together. Or maybe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:02:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Separate. I'm not sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:02:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Because there's some tension between the two of you. What? What to what was the tension?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I think it kind of stemmed from me, I our parents, had a pretty hard breakup and I didn't really process any of that until I started going to therapy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And it's interesting because I think a lot of people, I mean, I've heard your podcast a lot of there's people that talk about, like, how like in a partner and a co-founder relationship, it's important to get a coach. I think from my specific situation with Vincent, like it was important for me to get a therapist because what would happen is that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:32 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[A lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:34 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Tension would come up with my brother like I remember getting really, really angry at him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[When he wasn't being defensive with me, like against like a sales broker that we were working with. And I remember getting really, really, really angry at them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And it definitely caused rifts in our relationship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, I think.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And it's funny. I'm the older brother, but Andrew's always kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Been a protector.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:03:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And for that, I'm very, very grateful. But I also feel like, you know, some of that typically as an older brother like, that could be a role for an older brother. And if I I wasn't able to do that for him, like at a time where he needed it. Right. And for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, whenever we had these conflicts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And you know Andrew would get upset. I I like closed up like, I felt like I couldn't think straight. And it wasn't. I just didn't feel safe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And so one of those things that we had to work on was how do we manage conflict and then how do we both feel safe in order to resolve it and to move forward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You know, Vincent, we don't really talk about this, but like, I feel like we're closer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I feel like we're closer now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Than we've ever been before. I agree with that. I feel like we've gone through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:48 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[A lot together, like it's kind of like we've gone through and and and and like we we mentioned earlier that like we were very been very cooperative and I think there was this all this stuff that wasn't processed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And then when?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:04:59 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[When you're going to do a start up with someone as a partner, you're like, literally spending 4050 sixty hours together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:05:09 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And it almost forces us to untangle this stuff more intensely.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:05:14 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And I think we've come through on the other side and I think like our friendship and our bond has never been stronger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:05:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[This is a complicated moment to ask this question, but do you know the question coming? How much of of where you are today? Do you think it has to do with? With luck, how much would you attribute to just the grind of what you and the work you put in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:05:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[I would say a ton of our early success was attributed to luck. For example, the timing of coconut chips. If we have weighed in another year to launch coconut chips, it would have been too late. And if we had gone earlier, it would have been too early. So we launched right at the right year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:05:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And then getting on the radar of retailers and influencers like we didn't know that was going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:05:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[To happen that that that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:05:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Also launching at a time where Coconut was on trend like that was lucky, but more recently, you know, we have more to lose if we make mistakes. So we have to put forth the effort to ensure that we're successful. So we test products many times before putting them out in the world because you only have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Chance to earn a customer. They don't give you a second chance.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Andrew.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:17 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[And my response would be in line with that I'd say 7030 luck to effort in the early years and more recently it's been 7030.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:27 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Effort to look and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Would you like to reverse that again?](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:31 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah. And the last the last very.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:33 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[You you pay such good attention, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[But you, you'll you'll take the luck. You'll take the luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[When it comes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:39 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Yeah, I'll take the, like my cups.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[That's Andrew and Vincent, Kitty, Rothgar brothers and Co founders of Dang Foods.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[By the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:06:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Influencers aren't always so influential. Back in 2019, the brothers released a seaweed flavored rice chip. Within weeks, the unofficial mayor of Twitter herself, Chrissy Teigen, posted a photo of those chips with her personal endorsement. The Kitty Roger Darn brothers couldn't believe their luck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:07:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[One of the biggest influencers out there, love them, and yet even Chrissy Teigen's love wasn't enough. The seaweed chips never took off and were discontinued, but it's all part of Dangs try lots of things out and fail fast strategy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:07:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Hey, thanks so much for listening to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:07:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The show this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:07:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

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[01:07:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[PR and mine is at guide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:07:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[Roz, this episode was produced by Liz Metzger with music composed by Ramtin Erebuni. It was edited by Casey Herman with research help from Claire Morishima. A production staff also includes Neva Grant, Ferris Safari, JC Howard, Julia Carney, Kerry Thompson, Elaine Coates and Harrison Vijay Choi. Our intern is Margaret.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[The Reno Jeff Rogers is our executive producer. I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

[01:08:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gX0)

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