# Audio file

[Happy Family Organics Shazi Visram.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[We launched with, I mean must be at least like 1000 demos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You would go and demo OK what would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You do so you have like a table and you put down as much as you can to make it look nice and warm and fuzzy. And I'm standing there with a happy baby T-shirt on and you're trying to get people to sample.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[These like yummy foods that I'm thinking I'm so proud of this. This has taken years to make this, you know, and you're standing there waiting for someone to come. And then barely anybody comes. And on the third time that I did a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Demo. I realized that this wasn't going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[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_gWw)

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

[I'm Guy Raz, and on the show today, as Shazi Visram decided to take on the big baby food companies and build happy family. One of the best selling organic baby food brands in America.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:01:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[One of the trickiest things about building a business around software or a product that you have to engineer and machine is that the barrier to entry is pretty high. You usually need lots of money just to come up with a minimally viable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:01:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Product. It's why Toby Lipka had to raise money just to build an early version of Shopify and why John Foley needed to find hundreds of thousands of dollars just to make a prototype of what would become the peloton bike. But when it comes to food, much of that prototyping can be done without ever raising a dime. For example LA.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:01:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[American just chopped up dates and nuts and shaped him into bars, which eventually became Lara bars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Kathleen King of Tate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

['S bake shop baked her crispy chocolate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:02:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Chip cookies at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:02:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Home, long before she launched a bakery and a brand that would go on to sell to Mondelez for half a billion dollars. It's a similar story with baby food. It's not that hard to make you puree some veggies or mash up some fruit, and there you have it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:02:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:02:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Here, and this is essentially what shazi visram did back in 2004 in her apartment in New York. Except Shazi was experimenting with a potential business idea, an idea that started with pureed peas and mint, and eventually a bunch of home recipes that she turned into Happy Family Organics, a brand that now sells around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[$200 million of baby food a year. But getting that brand off the ground took a long time, and many moments when.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:02:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It could have collapsed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:02:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For starters, her original idea was to make frozen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:02:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Cubes of baby food except.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:02:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Idea never gained.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Action and then later she had a hard time competing with the Big legacy brands that were half the price. That is, until she made a pivotal change, a change that would turn her brand into a powerhouse. But of course, long before any of that happened, when Shazi was a kid, she literally grew up in a motel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:03:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[In Alabama, her parents were Indian immigrants who first settled in Canada, where they ran a convenience store. But after saving up some money, they were able to move to the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:03:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I remember I was three years old and my dad had this friend, and he was in the motel business and in the South in the southeast. And there are a lot of Indians in motels in the southeast and this guy. So my parents, a motel outside of Birmingham, AL, we packed up all of our stuff. And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We moved down to Fultondale AL and lived in the motel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Wow. Wait, so how did I mean, how did that idea even happen? Your parents, they have a a convenience store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[I mean it's fine, but they have this opportunity and they're thinking, yeah, let's do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:04:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Let's go. You know, they're inherently already risk takers. I mean, both of them grew up completely with dirt floors under their feet. They had grit. You know what I mean? And you know it. It's not like it's rocket science. It's a business like any other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And you wrap your head around it and you figure out what do we need to make this successful? Yeah, they didn't have experience, but UM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:04:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I think like so many other things you figure figure it out as you go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:04:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:04:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[They have this opportunity to buy a motel and was it expensive to buy a motel?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

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

[I want to remember the exact number I I I think it was $300,000. I think they had saved up $100,000 after working in Canada for seven years and I think they put that down and I think they bought it for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:04:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[300K.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:04:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So you're three years old. It's you, your brother, your mom and your dad. And they just relocate to this town right outside of Birmingham, AL to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:05:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To basically take over a Days Inn motel and that's it. That's, that's where where you end.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[00:05:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Tell me about about. I mean, so did you guys live in a like, was it like an apartment behind the reception area where where you guys live? And then the motel was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:05:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Like in front like how that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:05:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah. So we lived, it sounds so terrible, but it was actually really nice. But we lived in room 123 and 125, and they were, you know, it's like, imagine stopping at a Days Inn somewhere as a motel and imagine getting to adjoining rooms. That was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:05:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Where we lived. Yeah, my brother and I kind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:05:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Of had fun, it was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:05:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know, someone might say, wow, you you must be so poor. This must be so hard. I'm thinking we have 104 room house, you know, huge swimming pool. I mean, at the time, it was one of the biggest in Alabama outdoor. So and if you think about it, if if I ever wanted something to eat, there was this chef. His name was Randy Crowder.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:05:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And do you have a swimming? You have a swimming pool?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:06:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And he would make me a burger and fries. And there was a bar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:06:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Oh, you guys had a restaurant. You had a restaurant and bar in the ohh. Wow, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:06:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[There's a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:06:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Restaurant. Oh yeah. Oh, yeah. And there was. And there was a bar and the woman's name was Sandy, and she made me my first Shirley.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Temple and was the hotel business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:06:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, I imagine it was. It was tough, right? Because there's like, you know, you got it's hard work for one thing and another thing like it depends on guests staying at the hotel like you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[It's a grind, right to to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:06:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That work? They figured it out. They made it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:06:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We got some billboards off of the highway and you know it just like anything in life, you figure out the right price, plan to attract your customer. Like you say, we have a great swimming pool and HBO and these are, you know, early marketing lessons, I suppose. And. And they made it work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Chassis. I'm I'm curious like as a as a kid. When you go to school. Were you the only South Asian kid in your classes in, in your school?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:07:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Totally. Except, well, my brother, if you were in the same school at the same time, would be the other one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And as a kid, did, did you feel different? Did you feel like you, you guys were different or or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:07:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Why? I have a lot of heart for Alabama. I have to say, and my experience was really unique. So my parents, you know, despite us living in a motel, they knew that the most important thing for us was to get the very best education. That was part of why they came to America, right. And so for them, that meant private school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:07:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And so I first through 3rd grade, went to a private Catholic school, and I was the only Indian girl in the class. And and then after that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:07:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We found another school and it was it was a Baptist school and so for 4th and 5th grade and 6th grade I went to a Baptist school and I definitely felt more different there because there that's when I felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:08:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I I was told this all the time that because I was who I was and my family was who they were. We were clearly going to hell and and you know that our salvation would be if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[We were saved and and I and I really believed that for a while and I would come home and question my parents saying, you know, we're really good people and you guys are so nice. Why would we go to hell? And I think I think in in that environment I felt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:08:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Definitely different, but I had friends. I was like a regular kid, you know, I could invite people over to swim in the pool. We could have really good swimmer parties.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You know, I'm. I'm wondering when you were when you were a kid?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:09:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:09:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[At school, did your parents like you know, have have these sort of ambitions for you to to to get like a stable, safe job like like to become a lawyer or doctor or to go into finance? Was that like, was that what they wanted?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:09:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:09:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:09:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I think then when parents, doctors usually number one and and then, you know, you have to go to Harvard. So when I went to Columbia, it was so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:09:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Of like for my mom, it was like, well, why not Harvard? But The funny thing about them is that, of course, they wanted me to have every opportunity and they wanted me to do what in their mind was the traditional version of success. But the way that they lived and the ethos that they had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:09:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Showed me something very different. They always talked about how meaningful and how proud they were to be owners and to be the ones who are their own boss. I mean, granted, they're working all the time, but they're working for themselves. They're work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For us, not for someone else, and I'd never.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Let that go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So you go off to college and what did you, what did you think you wanted to do there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I wanted to be an artist. I went to, I went to Columbia. I was excited because I wanted to be in New York City. And so and while I was in high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:10:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Painted and my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[My undergrad degree was in visual arts and I and I did a double major in history. But yeah, I want I just wanted to paint.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Pictures and was business even like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Part of your thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Process at all when you were when you were in college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Never. You know, if you think about it, like what I'd witnessed and kind of lived through, I I had. I had disdain for it. But I was just like, I don't want to be a slave to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[The way that they were just always on and I saw them with the grind and it was it's like never ending.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:10:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:10:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I didn't want that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Yeah, because you saw your parents and you were like, this is not the life I want to do. So when you graduated, what did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:11:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[What did you do? Where did you go work?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[So I I got a job as the first interactive media buyer at what was then and it might still be the largest independently owned agency for media buying. And I got to start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:11:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[There's a company that a company that like buys ads on behalf of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:11:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Clients or brands on like shows like ours or TV or or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Exactly. And it was fun. I mean, I learned a lot, and it was cool. I mean, it was literally, I think the agency that I worked in was the one that Mad Men is kind of based off of loosely. And I think one of the things I learned is that I was good at it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:11:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I didn't, you know, like I didn't want to be so good at business, but I'm kind of good at it. You know, I was on a good track for success there, but I just didn't feel good about working so hard for someone else whose values I didn't truly identify with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:12:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And when I say that thing about Mad Men think about what that means.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Like, why am I killing myself to make someone else so much money that they then gift their their admin who's about to become their wife, a Porsche? It just it didn't feel right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:12:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, this is the story of so many junior people at, like, consulting firms or law firms or finance firms, which is like, they're the COGS grinding away, making all this money for the partners and stakeholders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Yeah, and using your like your God-given incredible talent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:12:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To create abundance, but then for the wrong reasons. Yeah, it's not up to you where the money goes, right. And I kind of grew up seeing that when you work for yourself, you're in control and your values are the ones that you bring to the table because you're the one doing the directing. And I I felt, yeah, I just. I felt like I had to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[To do something else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:13:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So I I read that after you laughed you you kind of ran your own like marketing business for a while. And then I guess at a certain point you decided.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:13:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To enroll in Business School.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:13:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Well, you know, I decided to go to Business School because I realized that I needed more tools in my toolbox so that if I had the idea to do something big like, I could do it big and I was totally terrified of going to Business School. I mean, I didn't think, and I didn't, you know, I didn't fit in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

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

[But I I went with that mission. I went with. OK, I'm going to do something big one day and I'm going to need the credentials and I'm going to need the. I'm going to need the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:13:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And said to be able to like really go big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:13:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[With it. So you. So you decide. I've got to just stay in New York to do a business degree. Columbia. And was it everything you thought it was going to be?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:13:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I was the black sheep of the Business School. I mean, I did not fit in. I did not feel like I belonged. And it's not like I I was alone and everyone hated me or anything. I just didn't. I felt like I felt kind of sad because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:14:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I felt like a lot of the students and this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Is totally different now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[What brought them there was different than what brought me to Business School and I expected and wanted to meet more people that were similar minded to me and that at that time in that era pre the sort of 2008 humbling of the economy, there was a lot of hubris in that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[00:14:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Hmm. And and and then while you were there at at Columbia, you kind of, I guess you kind of stumbled on the on this idea for what would eventually become happy family. How did that happen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:14:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[What happened actually was it was like the time that people started talking about the new green economy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:14:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:14:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And there was, I think it was Fortune or Forbes, but there was a story about like, you know, how this could be the business of the future that makes change. Is it going green? And that sounds so cliche right now. But remember, this is like 20 years ago and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Right. I remember it was like within a day or two reading that art.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[I ran into a friend of mine and I hadn't seen her in a while and she had had twin babies, which I still think it's a superhuman feat for anyone to have more than one baby at any given moment, and and she was telling me she's a bad mom because, you know, she didn't have the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:15:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To make all of their food fresh from ingredients you got at the local farmers market and I I never like to see my friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:15:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Upset and berate themselves, and this is someone I really cared for. And I'm like, I haven't seen you in a really long time. You just had twins. It's amazing. And you're not a bad mom from feeding them baby food out of a jar. And then it was like all of a sudden, I was like, oh, well, there's got to be something better. There's not. Oh, well, then I'm going to make something better.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:16:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Is if I can make something better. It all came together for me. It wasn't just like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:16:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Selling a product, it was contributing to what looked like was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Be the movement of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:16:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:16:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Towards creating abundance in a way that felt right and it just kind of came together where it was like, you know, I have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:16:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To do this, wait, I'm just this is like, this is the summer of 2003.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And in that moment, at that lunch, you thought, hey, I could maybe tinker around with this idea or or. Or was it just a a seed that was planted in your head, that kind of just sat there and germinated over time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Well, I asked her. You know what's what's the best like? Why are you feeling guilty about buying something like, isn't it good? And she's like, no, it's gross, comes in a jar and smells. And it just doesn't like, it's not fresh. And I thought, wow, you know, this shouldn't be one thing that you stress out about there should be something that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:17:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Makes you feel good about how you feed your children, and then that. Then I started looking into it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:17:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So you thought, alright, so you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Leave that lunch and you the sort of the gears in your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:17:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Head are turning and you're like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:17:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Let me let me look into it. And what did you find was what what was on the market in 2000?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:17:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:17:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah. So what I found was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[So interesting that baby food as a category was created in around the 1930s. OK. And the category was created to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[This new market for convenient and cheap product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[That was consistent and that, you know, started in the 30s with kind of the two mega Giants, Beach nut and and Gerber.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:17:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Gerber and the Gerber baby became like an iconic baby. Yeah, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:17:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know, but that didn't meet the needs of my friend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[She wants something fresh and premium and alive and and she wanted something that was going to contribute to their health and that tasted good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:18:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But in 2003, like presumably, Gerber and Beechnut were, like the Coke and Pepsi of baby food. But there there weren't a whole lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:18:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know, if you think about Coke and Pepsi, you also have, like, you know, 1000 other great beverages out there that you can sort of check out and organic and kombuchas and whatever, whatever's out there like you go to Whole Foods and there's just like, endless shelves of cool, interesting drinks. Was it mainly Gerber and Beechnut in 2003 when it came to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

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

[There was a small organic player called Earth's best, and there were certainly were little players. There was another one I remember looking at, and then there were innovations from around the world that I started seeing like there were some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:18:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Fresh and frozen options in the UK, I mean, I went and visited I I tried to learn as much as I could about what was going on. Oh, yeah. Absolutely. Yeah. That was a big learning trick and and met these two women who started a frozen baby food company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:18:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You went and visited the UK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:18:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Like, wait while you were a Business School student, you flew out to the UK to just buy baby food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:19:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I was the more I looked into it. See, this is what really drove me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:19:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It was like I actually saw this whole company as an opportunity to change Children's Health for the better. I really did. I thought, I thought, well, if we're starting ourselves off on processed foods and then we're hooked on processed foods and then we eat the standard American diet, then we get sick.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[00:19:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We get sick because we don't have this like health blueprint that could be based on a more natural way of living.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:19:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So so you really start to research this in earnest. You go to the UK, you check out the baby foods and you start your second year Columbia with this idea to pursue this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:19:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That was all I lived for. After that point I just became the baby food girl.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:19:55 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:19:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I did a little polling, you know, and and this is, I think, 230 parents more than 70% of them didn't like the taste of Jarred baby food of the of that 70 percent, 12% had made their own homemade or tried to of that 12%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:20:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I think it was only like 4% continued to do so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:20:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Because it's a lot of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:20:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Work. It takes time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:20:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah. And I'm thinking this let's come up with something that answers this need.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:20:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Putting some charred, charred lamb and some kale and white beans in a puree feels so special. I'm like, let's make these special. I mean, who's putting quinoa?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:20:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And baby food, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:20:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Just out of curiosity, shazi, I mean, you're obviously super smart and, like, very resourceful, and you've kind of learned a lot about this industry, but food is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Especially when you're talking about babies who like that is, that's just crazy scary because you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You you like. You need food scientists who understand pH levels and and and and shelf life and spoil edge and all this stuff like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:21:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I'm I'm assuming that you weren't quite there just yet. You're still making it your Cuisinart, and just testing it with you and some friends and just right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:21:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Or or. Or did you start to talk to food scientists already at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[I was doing both. I was trying to make something that I could be proud of, and then I was trying to think, well, how do you scale this and make it commercial and you can't. Here's the thing, which you're totally right about. I mean, most of the people, I mean, 99.85% of the people were just like, you are absolutely crazy. I will not touch that business with the 10 foot pole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:21:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[No one is ever going to manufacture that for you. This is a hazard just from the get go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And you know, don't touch, don't try to touch this industry and don't try to wake a sleeping giant. And I was like, you know, I I just started talking to people. I called the Organic Trade Association. I started calling Trade Association, started going to trade shows. I met like like all so many special people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[But some that you've even interviewed that I'm just so, like, humbled by, like, I called them like I called, called Seth Goldman, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Evan's T, founder of Anna C and in 2004, by the way, he was not crushing it yet, right? Like his company was still.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:22:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[He was still building it, but but he was already a known entity because honesty was this kind of cool story. And and you had called him for advice, I guess, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah, I kept putting myself in these positions to like, meet people and learn because I didn't know anything about the food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Industry, right? So your prototypes, where were you making?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Them ohh that was where like in my kitchen I used to have these little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Containers and I would make. I would make you know all the flavors that I thought we would one day launch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And you're turning them into ice cubes, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah, we fill it, fill like, think of like a. Yeah. Like a little ice cube tray. And you pop out what you need and and, you know, freezing is sort of nature's best preservative.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:22:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:23:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I'm just curious about recipes. How did you know what recipes to to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:23:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Make. Yeah, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:23:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Did a lot of research. I talked to so many nutritionists, I have a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:23:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Friends you know, and I found myself excited to just always be kind of trying new things and coming up with cute names. We had one with beets and carrots called it beta carotene and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:23:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:23:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And the peas were a nice one. And they were so bright green. But I felt like they needed something. And so it would make this, like, really nice mint tea and steam the peas with the mint and that, you know, I I don't know. You play with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:23:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And you learn.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:23:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It's fun. So you. It was like it was like a couple of you would do like 2-3, four thing ingredients in there, not too many vegetables and fruits.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:23:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Well, there was one inspired by my mom called Baby Doll and that was that. Had some more spice and some flavor in it because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:23:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Was it rentals or yellow peas or?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Yeah, it was lentils, French lentils and potatoes, carrots and we used coriander and a touch of cumin and it just a hint of cinnamon and all of those things had, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:24:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Like everything had a reason, it wasn't just young. I mean, it was like if you only had good stuff under the kitchen sink and you threw everything in the kitchen sink it would. It would be good because you started with good stuff. It was kind of like that just, you know, so many different fun combinations that felt right and sounded good and tasted good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:24:21](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:24:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And at this point, it was still just you, right? I mean cause you keep saying we, but I think you're you are in your kitchen doing this by yourself more or less.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:24:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah. No, at that point, it was just me and then I had a lot of friends who knew what I was doing. I had, like, almost like a support group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:24:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That you would just and you were talking about this all the time and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:24:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And at what point did you did you come up with a name happy baby?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:24:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Well, it was called Fresh Start organics. That was the name I wanted was fresh Start organics and it actually turned out when I went to finally get to the trademark thing, that fresh start was taken by a woman in California who was going to do fresh frozen organic baby food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:24:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:25:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Which never ended up launching, but even still, we had to come up with options and so I remember having these little boards and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[There was a naming shop where they're from Minnesota, and they came up with a number of options and they were like twinkle and funny names. And one of the names they came up with was happy baby. And I was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[At first I didn't actually see it. I was the one I wanted to go with was nurture me and our incorporation name was Nurture, Inc. And then finally, I started seeing happy baby and happy and like, like pairing the emotion with health.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:25:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:25:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I was just like, who in the world doesn't want a happy baby? That's everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:25:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Alright, so you've got a name. You. You've got this concept of like frozen baby food. Now you need money. Where do you go?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:26:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean I I tried everything I was so I wanted to raise like half $1,000,000 which to me was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[That current equivalent of maybe a trillion dollars and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:26:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah, and that would be enough to to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:26:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To get the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:26:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[First, like production up and running and to maybe get some distribution like that would be enough to give you like a year or two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:26:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Of runway maybe? Yeah. The original plan was to launch in a few stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

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

[New York, you know, find a manufacturing facility to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:26:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Get a partner, you know, put together a best in class, Advisory Board, microbiologists, nutritionist, pediatricians like the whole like to make it feel that. I would. I'm. I'm not an expert. I need to bring those people together and to, you know, build out a team and have have people to help because you just nobody does any of this stuff by themselves.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And UMI almost made the worst mistake of my life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[I almost took half $1,000,000 from a VC group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:27:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Because I was, I felt so alone, you know, and I felt so broke. And I felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:27:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[A disappointment to my family that I here I was went to Columbia Business School. I never recruited for anything, you know, everybody else is like, you know, talking about their job at Morgan or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You know, like some of them, you know, some of my friends would be like, we're going out for sushi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[I mean, I could never go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:27:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And meanwhile, your mom and dad are like, So what are you going to do? And how's this baby food going? And, you know, whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And and I and I didn't want to ask him for money. Yeah, you know? Yeah, sure. Because I just didn't feel feel comfortable. And it was kind of like when I wanted to be an artist. I didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:27:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Ask them to support me so I could paint pictures in New York City. It just didn't feel honorable and right. And. And so I got a job. And then this time, you know, I found someone and I thought, OK, this is it. I'm going to. I'm going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:28:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:28:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You're taking money from the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[VC firm? Yeah. And I'm thinking the terms were so bad when they finally gave me the term she.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:28:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That I shared it with a few different advisors and everyone was like shazi. You can't take that deal, you lose control of the second you start. You won't really own this thing and you know all the things that you want to do, you're jeopardizing them by bringing on a partner who you don't really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:28:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Know just to clarify, when you when you when you because you need money to start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:28:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And they came. Are you impressed them? And they're like, sure, we'll give you half 1,000,000 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:28:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Which can be really attractive because it's a shortcut. Then you have to go to a bunch of people and start asking for all this money for one. One VC firm is going to give you all of your seed money that's going to save you a lot of time, right? And and that's attractive. And a lot of people we've had them on the show, they take that deal, but the terms were, what do you remember what the terms were like they would?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:28:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:28:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[One check with a nice office, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:29:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Own more than half of it or what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[It was it was 70%. They would on 70% have every blocking right, every, every, every right to, you know. And I I was ready to sign on. And then one day, one day, one of them was just like, yeah, we left the name fair.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:29:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[FARE and I'm like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:29:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I don't. I don't know. It doesn't like feel good and just kind of gross and like I just, I was just that was funny. That was like the day that I met my husband.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:29:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For our first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Internet date him. We went on the Internet and I we were walking into this like little place in Soho.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:29:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You met online.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:29:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I meet Joe and he's this, like, cute puppy dog of a guy. And I'm just like, kind of tell this guy my whole and then he's like, not a business guy. And I remember part of the story is just the advice he gave me, which was like, don't do something, doesn't feel right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:29:55](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:29:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Like I don't have an MBA from Columbia or a degree from an Ivy League school to tell you that he's like a snowboarder, yoga guy. And but he was right. And I I I didn't take the deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:30:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Wow. So wait, wait on this first date with this guy who is now your husband and partner in life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:30:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[He is like this, just doesn't sound right to me and but and and you're like, Yep. I think this is not right. I I don't think I'm gonna do this deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:30:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:30:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, see, it might might be obvious to you or to someone else, but you know when you're in the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:30:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Think of it, and you're stressed out and you're using your Amex to charge peanut butter. I would eat peanut butter in my apartment in Brooklyn with a chopstick to make it last longer. Like, who does that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:30:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah. So you tell this VC firm. I'm not gonna take your money and but that means you now have to find the $500,000, because this is the the number in your head. So where do you go? Who do you? How do you start to get that money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:30:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It was hearing now a million times. I mean, I could probably still remember the original investor roster. I think it was 36 people for $550,000 and Seth Goldman of honesty was $2500.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:31:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Seth golden. If I gave you $2500.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:31:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[25 he was done it originally. He was going to give us $5000, but then he told me that his wife really needed a new oven that year and it was going to and he was going to have to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:31:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Oh my God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:31:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Cut it down to $2500 like it's oven cost $2500. Wow, by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[00:31:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To take you to, to cobble together the 500.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[00:31:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It took like at least six months, and then as soon as I raised that money, I started raising the next million like because we were like on the verge of spending it, you know, it's just, it's like a it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:31:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[A churn that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[The thing is, is that the in some ways the seed round is the most stressful because you're raising money from people you know, right, like family and friends. And like it's their money. But at the same time, like they're also the people who want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:31:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Help right? So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[I mean, did you find that it was challenge?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:32:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Getting that initial 500,000 where most people like, you know, shazi, I believe in you. I've known you for a while. And. And here you go. Here's here's 5000 bucks. Or here's, you know, 2500 bucks. Or here's 10,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:32:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Bucks. Oh my God. It was super challenging. The ones who like you, who don't really want to invest, have a hard time being straightforward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:32:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Some time, and so then you're, like, circling back and circling back and following up and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You know it's it was really hard and yeah, some people believed in me. But like, I didn't have a track record, you know, and I've never done this before. I didn't know anything about the food industry. And I think the people who invested, first of all, there's so much extra pressure when it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:32:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[People you know. And my mom, actually, to go back to the banning. She was the first person who put the money in like I knew the value of my mom's money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:32:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know, he knew she was, like, making a margin, selling Snickers bars to give me that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:33:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah, and that has a tremendous amount of pressure. And then there were people who invested because they really believed in the vision and the mission and felt like it was right and felt like I, you know, I was going to do my very best.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You die trying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:33:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[When we come back in just a moment, Ashadhi took that startup cash and created her first products. And what happened when those products totally bombed? Stay with us. I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:33:54 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[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_gWw)

[00:34:10 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[NPR's code switch is a podcast about race in America. That's about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:34:15 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[All of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:34:16 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Our histories, how we're represented, the ways we work together and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:34:21 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Worked against each other. You'll learn you might get mad. You'll definitely laugh, but don't take my word for it. Just listen to NPR's code switch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:34:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Hey, welcome back to how I built this. I'm Guy Raz. So it's the mid 2000s and shazi visram is working on a fresh frozen type of baby food and alternative to the jars of Beechnut and Gerber that dominate the baby food aisle. But.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:34:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[No idea. It's hard to pitch to investors because the Beech nuts and the gerbers, they're super inexpensive, often less than a dollar a jar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[My whole pitch was look, I'm not trying to make something cheap. I'm trying to make something premium that is truly like an alternative to homemade. And you know, we might look at the baby food market, but then look at all the other.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:35:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:35:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For baby, you can drop $1000 on a crib right now if you want, you can drop $1000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:35:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[No.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:35:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[On a stroller, and yet at the time, parents didn't have a better option when it came from for food, which does actually impact your health. And so my whole thing was, look, people will spend more and we will be able to have a healthy margin and to a retailer, this is an opportunity to make a healthy margin on something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:35:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That was otherwise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:35:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:35:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[All right, so you, so you raise this money and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:35:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:35:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Start to make the product right, but in the meantime you met somebody who who becomes your sort of your Co founder, Jessica Rolfe. Who? Who's Jessica? How?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[So yeah, Jessica is my founding partner, and she was our CEO and she was working in Texas at Whole Foods, like on site at Whole Foods, basically doing research for them. And we were connected through a mutual friend. And you know I said look if you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Want to be a part of this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:36:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Come join me. Help me. Help me launch it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:36:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Well but but but that, that's a kind of a big risk, right? I mean, there are many stories like that that end really badly. How did you know that this was the right decision?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:36:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I I think I have a pretty good gut for good people, you know, I talked to her and met her a number of times before I offered her a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:36:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[A role. But she is just authentic and smart and really organized. She was a perfect person to be a CEO to like a, you know, crazy kind of loud mouth, visionary type person who had big ideas and big dreams. She she's an executor and that's what.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[A lot of US founders need some time. As you know the right person to actually make it happen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[All right, so you've raised this seed money, you've got a partner and Jessica?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And how did you find the place to make the baby food? Was it in New York? I mean, I guess would have to be right cause you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Were living in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[New York. Yeah, actually the there was a man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I'd met who?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Had a little manufacturing facility outside of Boston and he was making kids foods I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Calling him and I said. Steve, can you just, do you think it would be OK? We could just do a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Pilot run because I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Really just I want to launch from a professional facility and he said yes and Jessica was there and we were jumping up and down, you know, and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:37:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We would drive up and because my parents had the days in, we had these days in employee employee discount coupons. They were like literal physical yellow coupons and you could get a days in room for $25 a night. So like Jessica and I would share a room at the Days Inn Danvers, which was near the facility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And we'd literally go and, like, make the baby food and the plant in their plant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And we initially used like a pastry baster, pastry bag type of thing to fill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah. So just fill what jars? Ohh cube, ice juice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Cute. Now we have this little we made a mold. We made a tray of that looked like an ice cube kind of tray and we would fill, you know, it was kind of like Laverne and Shirley, like I would do the peas and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[She would do the carrots.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Ohh so you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Guys were making you guys were doing the labor. You didn't just outsource it to them and have them do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It, like you had to do it, there were people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Around to help but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Like we were doing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[But this is like by hand a giant like pastry bag that you were just squeezing into the thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And and then the other question is, where did you get all like the vegetables and the, you know, the peas and all that stuff? Where where did you source that from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah, I mean, so it'd be like local organic produce that we would, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:38:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Peel and chop up and steam and you know, just literally just like if you were making it homemade. That's the way we were doing it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:39:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And this is a commercial kitchen and you just use like their giant whatever pots and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:39:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Steamers and whatever to just to make the first run the first bad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:39:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Exactly. Yeah, they're those massive. You know, it's like it looks like a like a a giant had a Cuisinart. They had one of those, and they had this blast freezer. I remember being that blast freezer and being, like, so cold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:39:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:39:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And the ice trays of the baby food. Did you put that in like a cardboard box, or was it like a, like a little plastic sealed plastic thing around it with your name on it, like happy baby on it. What did you how did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:39:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:39:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah. So there's an ice cube tray and have, like, a thin sort of plastic film over it. That was like kind of heat sealed on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:39:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And then, yeah, there it came in the little cardboard outer shipper. And it said happy baby. And there was pictures of the all of the fruits and vegetables, which I would take. So I had this little like white box, and I would take all the fruits and vegetables and photograph them. And then we had a contest for all of the different babies to be on the front of the happy baby.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Rocks and that was it, was really fun to name the winners because they all of course became like huge fans of Happy baby. So at least we had, like, 7 consumers in the beginning because we had one of them was my nephew. But yeah. And and it's just it looked like this fun, this fun, beautiful different thing in the freezer with a bunch of babies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:40:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[On the front of the box, smiling at you as you walk past the freezer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:40:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But once you pack this first run, how did you? Where did? Where did you sell them? I mean, you had to sell them at a store. So what store?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:40:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Who sold it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:40:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So we launched with in New York City in five gourmet garage stores. The gourmet garage is my first of, I mean must be at least like 1000 demos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:40:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And assuming you would, you're doing these in the in like the frozen food aisle, right? I mean is is that is that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:41:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[How it worked. Yeah. So you have like a table.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:41:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:41:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And and you put down as much as you can to make it look nice and warm and fuzzy. And I'm standing there with a happy baby T-shirt on and and my gloves, you know, and you. And you're trying to get people to sample what looks like warm, fresh, really, really high. Like beautiful colors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:41:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Of these, like yummy foods that I'm thinking, I'm so proud of this. This has taken years to make this, you know, and you're standing there by the freezer waiting for someone to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:41:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And then it's like barely anybody comes. And then you're waiting for. You're waiting for a mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:41:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Wait, wait. Yeah. Yeah. And you're like, and. And you're you're like, oh, mom, baby come and and and they might just pass you by. Like, I'm sorry.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:41:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[With a baby to walk in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:41:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I'm just really busy. Yeah. I mean, imagine, like, oh, I don't want to try that or. Oh, baby food. A lot of people were like, oh, I don't want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:41:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Sample baby food and I'm like, well, why don't you want to sample it? It's amazing. It's so look at this. It's incredible. It's delicious. I I live for literally, I live for this. But that's not. That's not how you convince a consumer to buy something, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:42:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I'm thinking like I have this big dream to change the way children are fed in this country and it is not going to happen if I keep standing where I am standing right now and we got to change, we need to get into.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:42:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That aisle? And why were people buying it? I mean, it's a great idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You're demoing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:42:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You've got this cool concept. Why weren't people buying the frozen baby food?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:42:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Because it wasn't that some people weren't buying it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:42:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[There were just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:42:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[A few people who were buying it, but they were buying it as an alternative to homemade. They were not. What I needed was the alternative to the jar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:42:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:42:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And that's how you move markets. And it wasn't convenient.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:42:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And also I guess our habit is to go to that one aisle where all the jars are like we don't. It's hard to change human habits, right? And people are not used to going to the freezer aisle for baby food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:43:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, one of the hardest things to do is to change human being.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:43:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Your and what I realize is you have to work with the existing human behavior and make small steps to change. I realized that like my whole dream of creating, you know, this sort of like enlightened alternative to that jar, that alternative was not frozen baby food. And so it also meant like while we're running out of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:43:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We need to pivot and we need to think of something else because the dream was pure and real and the vision was real, but I didn't have the product right, despite how much I loved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:43:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It just just to guess, it's like in the first year of the company. Do you remember how what your revenue was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:43:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[$116,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:43:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Which was far from what I thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[We would be on track.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[For so, $116,000 is revenue, but obviously you've got all the costs of the the produce you got to buy the packaging and the distribution like you probably were losing money, right? You were you you're you're eating into your 500,000 seed money pretty quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Oh yeah, our revenue was certainly not covering our costs, our operating costs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:44:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:44:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, this sounds like you realize this pretty quickly, like within within the first year of launching the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:44:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Did you continue to make the ice cubes in in you know, year 2 year three because this is like 2006, 2007?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:44:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:44:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That is that what happy baby was still in those years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:44:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:44:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah. So in 2006, when we launched, we had five skews, 10 flavors of frozen organic baby meals and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:44:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I think probably guy within.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:44:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And here I'm talking about something that took me almost two years and change to get on shelf get produced professionally, have the right, you know, quality control scientists, microbiologists, everybody working together to make this product probably on the third time that I did a demo, did I realize.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:45:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But this wasn't going to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:45:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But you still have to make it you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:45:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Still have to sell it, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And what I realized, hey, shazi, you're being a dummy. Frozen. This is a beautiful product, but it's the alternative to homemade baby food. This is not how you're going to change the way children are fed in our country. You got to do that in the baby aisle, where moms are shopping and dads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:45:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:45:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So did you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:45:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Start to think. OK. I better just make shelf stable, baby food and jars like Beech nut and and you know Gerber.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:45:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[No, no, what I thought was, let's look at the set and let's enlighten it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:45:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And UM, the first innovation actually was let's look, let's see what's there and how can we bring something meaningful to the table. And it was funny. I was having. We had a trade show where, you know, sampling the frozen baby food. Because to the external world, you don't tell them you're giving up on something. You're still selling it in and trying to build a brand, you know. But in your heart, you just know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:46:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Like it's just like, you know, this is not going to be the the thing, but you gotta keep it going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:46:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I'm really interested in this because there's a lot of times where you see somebody, a politician or business leaders, very optimistic, you know, a politician is a good example. Their poll numbers suck, but they're like we're going to win the White House. Your sales sucked, and you still had to sell this product and be optimistic and represent it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Always. And it was. This is, you know, this is part of the solution. We're playing a long game here. We're changing consumer behavior. That doesn't happen overnight. You know, believe in me, buy us some time. We're going to support this. We're going to promote it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:46:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And we're on a mission. Don't give up on my mission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:46:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But it was hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:46:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, the sales were terrible and every time we made a batch, we would lose money on it, you know, and we had to keep selling it in to keep staying alive because you can't just, like, launch and then go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Away and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Come back two years later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Meantime, were you still, were you still raising money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I was never not raising money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So what did you? I mean, what was going on in your head? I mean, you've got the frozen cubes, you know, it's not working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[How you gonna? How you gonna fix that? Where do you even looking for ideas?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, we looked everywhere and the first the first space to innovate where I really saw something was with cereal. So we launched the first ever baby food in the world that had probiotics. And I I believe very strongly in gut health and establishing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Strong gut health, you know, from the very beginning of life. And why can't we introduce them into a first food that's a weaning food typically off of breast milk or formula. So we still have. So the baby still has probiotics.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:47:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:48:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And that was just a moment. And that became happy bellies and that cereal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:48:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Was like a huge success. I mean to quantify huge it was it took us from you know we did 100 and 15116 thousand the first year 520,000 the second year, still unfrozen baby food and next year we launched the cereal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:48:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And we're able to get so much more distribution because we weren't struggling for space in the freezer and we went to 2.1 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:48:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:48:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So this is this is like rice cereal like that you mix with water and and fed to babies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:48:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Well, so we had three. So we had a multi grain with amaranth and quinoa, we had rice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:48:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[On rice and we had an oatmeal and we could also, you know, show show people how you could mix them with the cubes of frozen to make a yummy breakfast or a meal. And it started beginning a platform, absolutely saved our hides.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[00:49:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But you're still not able to kind of crack that market with the frozen?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Baby food. So are you still obsessing about how to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Solve that problem.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:49:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I was. I was never not thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[About what? What is? What is the actual alternative to the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Jar and then one day I saw it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[One day you saw what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I saw a pouch of a sauce at a trade show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And Melbourne, Australia. And then I started seeing. Yeah. And then I started seeing kids applesauce in this pouch. And it was, yeah. And it was from. It was from Europe. And it was like the very, you know, first there were these pouches that had this tear, tear strip. And we looked into that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Or like like cooking sauce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[The squeezy sauce like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And we launched initially with both kinds of pouches, a tear strip for a more chunky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:49:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Meals and a pouch that had a spout where the the beauty of it. This is this product, this package enabled to change consumer behavior in a way that gave them a more premium product with fruits and vegetables and a lot of vegetables actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:50:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But made it easier rather than harder. I mean it was like, you know, it was like the epitome of the light bulb.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:50:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Moment where we've been in this game for a few years now and you see something you're like. That's what I've been looking for all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:50:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:50:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And that is it. That is the alternative to the jobs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:50:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Because you wouldn't need to refrigerate it, you could put it on the shelf next to Gerber and whatever, right. And it's convenient. It's a pouch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[00:50:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And it tasted better, and it it felt better. You could feel the fiber and the food, like the technology allowed for such a different process.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:50:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[All right, so you've got this idea for pouches, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:50:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So where did you source them from and and what factories were were going to be able to cause you were using like pastry bags to fill ice cube trays and I guess it got a little more sophisticated. But what what factories or companies or, you know, plants in the US could fill?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:51:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Pouches with your baby food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[There were two options in the United States and one in Canada.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And when you notice something that's disruptive and groundbreaking in the market, your competitors notice it too. And if you don't have cash to compete with someone else asking for that line time in these facilities that have this very precious and very highly sought after.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:51:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Commodity of a technology.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:51:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Then you know that's when it gets, like, really challenging. And so we lived through that too, because if you're scrappy and bootstrap the way we were, that was like, actually the big thing was like, it was so crazy because I'm sitting here thinking I finally found found the solution that will make this business a business in my dreams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:51:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And then you're like, Oh my God, I have this huge challenge as a result of that solution that makes me feel like this is nearly impossible right now. And there is, I mean, that the world of baby food sounds sweet, but it's actually like a dog eat dog. It was. It was like a dog eat dog world of of competition.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:52:07](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:52:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And back then, when you're fighting for shelf space, if you think about it like going to a retailer and showing them this whole full lineup of maybe 20 SKUs to, to have that platform, I mean, this was like it was like the stuff of dreams, but you had to be the first.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[One to get there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:52:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And were you the first one?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[To get there, or were there others?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:52:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Who snuck in before you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:52:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[OK, so we were the first brand of baby food and pouches and Whole Foods and target well and and those those two accounts were really meaningful for our whole our whole business moving forward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:52:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[How how did you get into target?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[You got into target with frozen baby food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:52:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Jessica and I would walk around the store. There was 12 target stores that we were in for the test. We will walk around the store with a free trial coupon and a box of frozen baby food. And regardless of how terrible our.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Things were they kept us in and I'm, like, very proud to tell you that happy is the biggest, biggest brand and target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:53:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And it started in 12 stores, literally walking around and giving it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Away for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But how did you mean? How did how were you able to fund that? Was it hard to fund that that growth? Because, I mean, I've heard that you basically were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I'm just not gonna go to private equity or venture capital. I'm gonna raise this money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Pretty much from individual investors or you know, I'm going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:53:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That's harder to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Do in some ways, how were you able to raise the money fast enough to fund the the production?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I never, so I never took a penny from any institutional shareholders. That time in our life that was really hard for me because I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Up until that moment, we didn't have this like breakthrough hit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:53:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I was ready to do whatever it took to make sure we had the financing we needed to grow the business. And I started talking to private equity funds and I had a few options and I was scared, but I, you know, like you, it's one thing to cobble together $550,000 from 36 people. It's another thing to raise $8 million in one shot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:54:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And that's where I was. That's what I was looking at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:54:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:54:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Actually what happened is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:54:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know, my son was just born. I got. I got an inbound e-mail that said we're doing an online. It was going to be an online documentary actually for American Express. And we want to, we want to tell the story of happy baby. We've heard about your company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:54:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[How did? It was just a just a random solicit. We can e-mail from somewhere at Amex. Who just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:54:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Well, it wasn't totally random. It wasn't totally random. So the real story is in 2009.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:54:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[There was a competition called Shine, a light and shine. A light was a competition between American Express and NBC to shine a light on inspiring new businesses that were actually making it in America. And you had to submit this very long form and, you know, talk about why your business could be, could be one of these. We didn't win. We were actually the second we were the runner up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[It's the most inspiring business in the country. And then what happened was about a year later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[American Express was doing another campaign and I had no idea when they called. It was an inbound e-mail. I didn't even know it was related. I finally said, well, we heard about you through shine a light. We were just doing an online documentary. Can we follow you around?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:55:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For four days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:55:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Of course. So they filmed this this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:55:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For four days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:55:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:55:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[This is it's all kind of culminating, you know. So I I just had my baby and he's in the video and it's very sweet. He's the happiest baby, honestly. So it was just beautiful to see that journey kind of documented. And, you know, we've been, like, working hard. And we're sort of seeing some success. It's not big, but like the like, it's coming and the pouches are coming.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:56:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And we know that something is about to happen, and then Amex emails and they say we need you to come in for voiceover work for the commercial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:56:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I'm like, what do you mean commercial? I thought it was an online documentary. Oh, no, it's a commercial. It's the centerpiece of a campaign. We're putting $50 million of media behind your commercial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:56:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Wow. So so for I mean this was going to be a massive ad campaign that you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:56:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Didn't even have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:56:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To pay for, you have to. I mean, there's no marketing dollars. You had to put behind it. You were all of a sudden going to your name and your brand. We're going to reach millions.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:56:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:56:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[The guy they played it before, you know, like on the Golden Globes, when they show you like the save it for the end. What's the best movie? Our commercial played before that. They played it on the Super Bowl pregame and all I had to do was take that e-mail from Amex and e-mail it around. And I raised $8 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:56:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

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

[00:57:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[What did did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:57:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, what happened to sales? I mean, if all of a sudden millions of people are exposed to your brand and products?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:57:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That year is 39 million.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:57:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[How did you make enough products to fulfill all that demand?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Cut nose. It was hard. 39 million went from 13 million to 39 million like practically overnight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:57:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[When we had 100 and some skews, so we had, you know at this point we were building a real platform for nutrition for you know the the first three years of life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:57:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[100 different products, so like the pouches and the cereals and the you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:57:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Puffs and the yogis and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:57:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:57:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Now here's the crazy thing. You hit $63 million Rep dollars in revenue in 2012, a company that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:57:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Did $115,000 just a few years earlier, selling frozen ice cubes of baby food that you were Co packing? You know, making a Co banking facility. You're doing $63 million. You far are presumably out, you know, exceeding your even your own business plans and projections.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:58:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:58:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You sell 92% of the company to Denon, which makes yogurts, and it's a huge French conglomerate, owns a lot of food companies. Why? What was the thinking behind it? What? What was the advantage? I mean, obviously you're going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:58:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:58:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Get paid a lot of money, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:58:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But you were already doing so well. What? Why did you sell it at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:58:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I was really, really nervous. I was nervous about the future of the business because I saw the potential of it being the biggest baby food brand in the world and I really felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:58:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We are a in unchartered territory, B. It's not like you don't know what your competitors doing. I knew both of both of our bigger competitors had hired bankers and were selling their companies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[This was like Plum Organics and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[There was another one called Ellis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And you knew if if they had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[The backing of those big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Companies they could potentially crush you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[Right with with all those.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Ad marketing dollars and R&D and the distribution they had, like if they wanted to, if you stayed independent, you might have gotten crushed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We might have gotten crushed and everything we worked so hard to build around that initial mission of actually changing my children are fed. All of that could have been jeopardized. And then personally, I was just. I was in so much turmoil at home and I just felt like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I needed. I needed another strategic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[00:59:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[What was going on at home?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[00:59:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Well, in April of 2012, my son, who's you know so beautifully featured in the American Express commercials, was diagnosed with autism.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And it was the state of it was. It's they call it regressive autism. So he he had every milestone his first two years of life and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[01:00:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[All of a sudden he was losing his milestones and losing his ability to communicate and point and talk and label things and and make eye contact.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:00:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[01:00:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It was terrifying.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[And as a mom leading a business, that was what the fastest growing food business for almost three years in a row.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:00:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:00:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know, I just, I felt like I needed to take a step back and say what I need to focus on and #1 the health of my child and my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:00:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

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

[So so this is I mean this is really important because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:00:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[01:00:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We talked to founders about their businesses and and and and growing it and and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:00:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[01:00:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Do talk about personal life, and that's much more important than the business, right? And in this case.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:01:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You now know that you need to focus on primarily on your son and working with him and with people who who could help him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:01:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[01:01:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And and and you you were not able to do that in in sort of the life you were you were living, I guess is that is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:01:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I mean, it's right, you know, not just financially, but focus and attention wise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:01:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know, it's like there's so many special moments. Not that I was just missing as a mom, but that I needed to be a part of in order to help his healing. And that the thing was that what my parents would have done for me is drop everything and focus on how to figure out the solution for for me to have the best chance of life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:01:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[The other thing is that in addition to of course getting more time with your son.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:01:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I'm assuming that choosing to sell also gave you, you know, financial security, because I think a lot of people don't realize that even though the company was making, you know, $63 million in revenue at this point, I'm assuming you were not. You weren't making millions and millions of dollars. And by selling to Dino.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:02:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:02:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Make you financially secure which which I imagine was attractive that security was attractive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:02:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For sure, especially when you feel like you need to find, you need something for your family, your children. I will. You know, I will kill for it, and I will.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:02:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Yeah, your blaster. The walls? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:02:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Do everything in my.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:02:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Power and and I'm a fighter and I don't. I don't quit. And in that in that case, I felt like that was the right choice to give me some financial security, to partner with someone so that I could continue to build and have ownership, but not not the majority of the burden. And you know, not for nothing, to no one's been selling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:02:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Baby food for 100 years, they were the second largest infant nutrition company in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:03:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[The world and there are a lot of synergies that I could have imagined working with them to build this brand for the future and which we have, we have actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:03:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Accomplished. Yeah. I mean it's it's interesting we we didn't an episode with Tristan Walker who started bevel personal grooming products for for men of color and then expanded it and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:03:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[He sold it to Procter and Gamble, and now he works for Procter and Gamble. One of the arguments he made was, like, look to get this out to the world, we needed the marketing dollars, the R&D dollars, the distribution dollars that that a company like Procter and Gamble has. Was it the same with their own, like with the known and their marketing budget and their?](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:03:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know huge R&D and and their other brands was that in your mind the way that you could you could really scale happy baby and and and happy family and turn it into a the big huge brand you wanted it to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:03:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And that was part of that was part of what I had hoped, and if anything, I I wasn't so naive to think they were going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:04:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Very much because you know they when when a big corporation buys a smaller brand, part of it is they want to retain your DNA. And what makes you uniquely, you know like the the mission of our brand and the beauty of our business is very attractive to a large organization because we help inspire them to make the changes that they inherently want to make but have inherited.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:04:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So much else in their history, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:04:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And UM, it's funny how it works out, but it's been. It's been a really pleasant two way St. and we've stayed very true to who we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:04:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[01:04:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For instance, I I really believe strongly in the you know, the movement around B corpse and happy has been a B Corp.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:04:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[For many, many years, and Danone recently became, you know, the largest publicly traded B Corp in the world. And I feel like happy has been an inspiration in that process and that's a way to make systemic change. I'm not saying everything is sunshine and rainbows. When you sell your company as a founder, it's hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:05:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It's bittersweet. It's my baby, but it's not mine anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:05:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You stepped down as CEO in early 2018. You're still obviously involved with the brand and I think you still own a little bit of of the brand shazy when you think about all that you achieved. And I mean, you know, just those the pivots and the crazy moments and Amex and seeing the pouches.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:05:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And you know how much do you think this is? This all happened because of Fluck and how much? Because you were just smart and you worked really hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:05:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I don't see how you can answer that without saying both. You know, I think I'm number one. I think I am the luckiest person I've ever met. But you know, I think you make your own luck by showing up and fighting for what you believe in and being there. So when those opportunities do show up, it feels lucky, you know, feels lucky that we were in Amex.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:05:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[01:05:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But like I say, you can't win the lottery unless you buy a ticket. So I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:06:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Think it's both? If you, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:06:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[If you think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:06:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Know your dad. He passed away in 2013 and your mom's still around and she's still in Alabama.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:06:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Still involved in the motel business, they wanted you to be a doctor or a lawyer. Or maybe financing like that. I mean, I have to assume that even your dad, he got to see he got to see you really succeed. He got to see that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:06:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That must have been a big deal for them, you know, moving to the US with no money and like knowing no one and grinding away at a motel and raising their kids in rooms 100 and 103 to whatever it was, and to see you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:06:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Achieve that. I mean that just a must have just they must have been so proud. I mean, he must have been so proud of you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:06:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[01:06:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[I'm sorry, I'm you know, nothing makes me prouder than thinking about every, you know, month we would what we would talk almost every other day. But every month I would call them and tell them what our sales were. And I used to call them and say, like Daddy, we did $4000 in sales, you know, and then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:07:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And the last one was like May of 12, I think we had a $10 million month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:07:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And my dad would always remind me he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:07:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Would say show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:07:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You were a lion and there sheep, but you are a lion. And he was so proud of me. And the irony at the end when we sold the company and he grew up again, dirt floors, motel room, he was comfortable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:07:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[There he died a millionaire because of their investment in happy baby and the the most happiness I've ever gotten from a conversation with him was telling him we sold the company and getting him to guess for how much he he couldn't believe it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:08:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[He actually told me he had to sit down. His head was spinning and he had to lie down. And so yeah, but he he was proud of me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:08:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Because I think I became the daughter that, that he, he had. He had hoped for as a as a human.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:08:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know you want your you want your kids to grow up and be someone that you love and you're proud of, and you want to be around them and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:08:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You know you respect them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:08:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And I think that's what we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:08:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That's Shazi Visram, founder of Happy Family Organics, by the way, when she left the company in 2018, it was doing more than $200 million in revenue. And last year the company pledged that by 2025, all of its packaging will be reusable, recyclable or compostable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:08:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[As for shazi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:08:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[She's launching a new company this spring. It's called healthy nest, and its goal is to promote healthy brain development in babies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:09:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And please do stick around because in just a moment, we're going to hear from you about the things you're building. But first, a quick message from our sponsor, Comcast business, no matter what business you're in, you rely on having fast, reliable and secure connectivity. Comcast business can help visit comcastbusiness.com to learn more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:09:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Comcast business beyond fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:09:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Hey, thanks so much for sticking around because it's time now for how you built that and this week's story starts back in 2016 during a six year drought in California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:09:51 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Restaurants were actually not even serving drinking water unless asked in an effort to save water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[This is Dylan Wolfe and Dylan grew up in Los Angeles and during the drought he just assumed that everyone was trying as hard as possible to conserve water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But then one day, he heard from a friend who worked at a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:09 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Restaurant and he called me one day after work and he's like, you would not believe this. But we're not serving drinking water but in the kitchen. We're just running water for seven hours a day, defrosting frozen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Food. And when Dylan heard this, he was totally.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:23 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Shocked in that time about 1000 gallons of water is going down the drain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So Dylan started Googling around and he found out that in the restaurant world there are strict health codes about how you're supposed to defrost your food. And yeah, running cold water is one of the recommended ways to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But for Dylan, this became kind of an obsession. Whenever he went out to a restaurant, he would ask if they were using gallons of cold water to defrost their meat and fish.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:50 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[They would kind of not admit to it and then later in the conversation come around and be like, yeah, it's like kind of a dirty little secret.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:56 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[But that's how we do it. So Dylan started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To wonder if there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:10:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Was a better way to defrost frozen food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[That didn't waste so much water.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Now he isn't an engineer, but he is the kind of guy who likes to tinker and solve problems. So we started to work on this kind of big tub that could recirculate cold.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:15 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

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

[01:11:15 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We needed a pump and we needed some sort of thermostatically controlled function that would automatically shut off when the water reaches 68°.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Because in order to prevent bacteria, the water has to stay below 70°. So Dylan started to sketch out a design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:31 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And so I I found a prop house in North Hollywood that helped.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:34 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[We build out our first prototype of how it would work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To be clear, a movie prop house that specialized in things made of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:41 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Acrylics, so we created this dual container system where one container sits within the other and the water basically flows from 1:00 to the other in this continuous recirculation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[So just to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Recap a self-contained system where no water is going to go down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:11:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[On the drain anyway. Dylan brought the prototype home from the prop House. He put some frozen fish into the acrylic tub, and then he turned it on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:05 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[It created a sound of like a A relaxing fountain. I had salmon that were just kind of floating around in there and being agitated by the pump, which is by design.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:16 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Patent attorney at the beginning called it emetic.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Because he immediately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:20 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[He did float that out there as a potential official name Mikusi.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Anyway, now came the hard part. Actually finding someone to manufacture the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:29 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[A lot of people were very supportive of our mission and our products, but if we weren't going to do 7 figures for them the first six months, then it wasn't worth their time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[He took bill in a full year to make a product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[He could actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Sell and by the middle of last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[He started to pitch it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:46 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[A lot of it was essentially door to door. We would go to restaurants, we would ask to talk to their executive chefs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[And actually one of his first customers was a very high end sushi restaurant that uses a lot of flash frozen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:12:58 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Fish in the first month of use, they saved almost $2000 on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:13:01 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Their water bill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:13:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Dylan now has a partner on the marketing side and they're piloting their defrosters in a few major restaurants and even in some supermarkets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:13:10 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Now that we have these really incredible established restaurants and grocery store chains, using something that I created, it is a bit surreal and it's really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:13:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Inside, Dylan and his partner Brett called the device conserve water, or food defroster, and if you're trying to spell conserve water, just leave out all the vowels. If you want to find out more about conserve water or hear previous episodes, head to our podcast page how I builtthis.npr.org. And of course, if you want to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:13:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Tell us your story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:13:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[Thebuild.npr.org and thanks so much for listening to the show this week. You can subscribe at Apple Podcasts or wherever you get your podcasts. And while you're there, please do give us a review.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:13:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[You can also write to us at hibt@npr.org and if you want to send a tweet, it's at how I built this, or at Guy Raz. Our show is produced this week by Rachel Faulkner with music composed by Ramtin Erebuni. Thanks also to Candace Lim, Julia Carney, Neva Grant and Jeff Rogers. Our intern is Sequoia Carrillo. I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:14:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[01:14:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gWw)