# Audio file

[Kodiak Cakes Joel Clark.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Hey, it's guy here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And before we start the show, I haven't asked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Has been hard and kind of overwhelming from the pandemic to the economic crisis to the demonstrations against racial injustice to the election.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[On top of an economic downturn that's left millions of people without work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So many of us have experienced loneliness, anxiety, fear, depression. Sometimes a hall at once.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And when it started to become clear that this year would be unlike any year, any of us have ever experienced our team on how I built this, decided to figure out how we could be there for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Because not only did we want to continue to bring you stories that might inspire you or push you to keep going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[But we also wanted to remind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[That you're not alone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[This year we've produced more than 100 total.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[That's more episodes than all of Mad Men or all of Breaking Bad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And we did that this year alone, each episode of how I built this is painstakingly researched carefully, fact checked, edited, and re edited multiple times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:01:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[With original music and mastered to a sound quality that very few other podcasts even bother with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:01:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And we do it not just because we love what we do, but because we truly love how what we make makes your life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Better we make how I built this for you and if our show brings some meaning and joy and inspiration to your life, please.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:01:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Consider making a donation to your local NPR member station. How I built this airs on hundreds of stations across the US, and those stations need your help to continue to provide great content for free.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And so if you are able, I hope you can contribute to the work that they do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:01:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You can go to donatenpr.org built and give directly to a local NPR station that's donate.npr.org/built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:02:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I put together a promotion at Safeway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We're going to offer a dollar off, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And suddenly I got a call one day from my distributor, Rep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:02:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's like, look, some mistake happened and your promotion got doubled in the system.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:02:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It showed $2 off on the shelf.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's a huge discount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[A deed discount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:02:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So he's like, so I I turned it off before it got worse and I was like, oh, man, you got to be kidding me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This is another near death experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We're going to be going through and I when I found out, you know, the bill was 50 grand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:02:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Man, I was like, what am I going to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[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_gVg)

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

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

[00:03:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm Guy Raz, and on the show today have Joel Clark ran into every roadblock you can think of on his way to building Kodiak cakes, a pancake mix based on his mom's recipe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[That he grew into a $200 million brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[There are crucial moments in the life span of a business that almost every entrepreneur encounters.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Moments when you face a hard decision.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:03:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[When does your side hustle become your main hustle?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:03:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What's the right moment to make a pivot in your business model? Or when is it time to give up?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Learn from your mistakes and start over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[This last question is probably the hardest because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:04:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[In many cases, it makes sense to cut your losses and move on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:04:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[If Mark Constantine hadn't shut down his failing mail order cosmetics company, he probably wouldn't have started lush. If Topo Atana didn't give up on his failing ecommerce site selling backyard grills, he might never have built calendly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Which just got valued at over a billion dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:04:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And if Stuart Butterfield had stuck with his money losing video game concept glitch, Slack may never have become a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[But then there is Joel Clark Co, founder of Kodiak Cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[The brand is best known for its pancake mix and for more than 15 years, Joel struggled to make his business sustainable.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:04:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Sometimes, as you will hear to the point of folly at one critical juncture, he launched a second business selling cookies, just to keep Kodiak cakes alive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:04:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[But when the cookie store failed, it almost took Kodiak cakes down with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:05:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[In 2007, Joel thought he could fund the business by investing in a piece of real estate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[But months later, the real estate market collapsed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[He tried to kick start sales by launching a product promotion, but it ended up costing him thousands of dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:05:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And to help pay the bills, he even took a job running a home health care company for a while. To be perfectly blunt, Joel had every reason to give up during a 15 year long streak of failures and struggle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:05:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And yet something kept pulling him back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[He really believed that his whole grain pancake mix could really take off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And The thing is, here's Hunch was correct because today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:05:47](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Kodiak Cakes is one of the best selling pancake mixes in America, and the company is approaching $200 million in annual revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And the thing that got him there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yes, perseverance and yes, luck, but also protein specifically Kodiaks protein power cakes that happen to enter the scene just as a high protein diet craze was sweeping the country.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And it all started as a simple pancake mix created by Joel's mom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Joel grew up in Salt Lake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[In the 1970s, he was the youngest of five kids. His dad taught religious classes for the Church of Jesus Christ of Latter Day Saints that are known as the Mormon Church, and his mom took care of the house where she made sure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[There was never any junk food lying around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Remember, my friends would come over to our house and it was always like, let's look for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:06:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You're always. That's what you do when you're growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Well, you go to my house and you open up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Fridge and it's full of lettuce.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Listen, vegetables and my sister used to say everything we eat is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Green and brown.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:06:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I always loved going to my friends houses 'cause. They always had all that stuff. You know that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You could open up their pantry and they had like gummy bears and Jelly things and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Oh, man. Doritos Doritos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was at Oreos.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I know my French houses. They had like pantries full of junk. I go back to my house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:07:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Had like wheat germ up there. Same house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:07:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:07:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Oh, that's funny, man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So what kind of things would your would your mom make you eat?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:07:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Every night we had a salad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I remember her saying, you know, you should eat a yellow vegetable every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We had a lot of carrots or squash and things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Then she baked a lot of bread like whole wheat bread.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Had a wheat grinder in the garage.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We didn't have a lot of white flour and white sugar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so, you know, everything we ate was clean and whole and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I remember her kind of saying that, like, it's about eating real food.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Hmm, I guess her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Whole wheat pancakes were like a family kind of favorite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:07:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So good that what other people would ask for them when they would come over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, we, well, we loved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:07:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Whole wheat pancake recipe so you know I have fond memories of waking up to the smell of that. Like that was an exciting morning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:08:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Mom's making pancakes, and they were really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[She'd beat the egg whites like in a, you know, separate those, beat them up so they're nice and fluffy white.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Fold those into the batter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And it really was a great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, that was an awesome meal all whole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[She would grind the wheat for her pancake mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. We had a wheat grinder in the garage and that thing was turned on a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:08:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You could hear it, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:08:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like unmilled grains of wheat and then make flour.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, yeah, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yep, the the the whole wheat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Throw it in the grinder and it would turn out this freshly ground flour is awesome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so, yeah, our friends would come over once in a while and have those I remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Friend having breakfast with us a couple times.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:08:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I think it was some of the neighbors, probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:08:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I also think it was my mom kind of feeling like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[There's a need out there for more real food products made with whole grains.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And there's probably an opportunity to sell this this recipe as a mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:09:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:09:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So she was making this pancake mix and decided, hey, maybe I'll, like, package this up and try to sell it door to door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:09:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Right. She would shop it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:09:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Natural food stores looking for real ingredients, real food, you know, raw sugar, things like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And the mainstream supermarkets really just didn't have a lot of options. You know, the whole grains were they were out there, but they just weren't that common.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

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

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

[I think that's how she why she thought of that. This would be a good niche, but I think she also thought there's probably maybe she could make some extra money doing it because money was tight for us growing up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:09:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:09:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was very tight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:09:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So she basically said, look, I'll package up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And how would she sell it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:09:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So she started packaging these things up and I think the initial plan was, hey, let's try selling these to neighbors and see how it works.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:09:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:09:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It and what you call it, by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[That's a good question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:10:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We even had a name for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[What's your mom's name?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Her name's Penny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Her name's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Penny. She shouldn't call him Penny cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[What she was blessed with a name like Penny to be used in marketing and advertising, and she didn't use her own name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:10:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:10:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:10:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:10:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[They should have done that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So so yeah, she's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[She's putting them on like brown paper bags, like lunch bags.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Totally. So she packed all these brown paper lunch sacks on the counter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[With the freshly ground wheat dried milk and you know the other ingredients.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Baking powder, stuff like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And then she hand wrote on these bags like my mom has the most incredible handwriting, and she literally hand wrote on every bag how to make it. And so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[She she hand wrote every single bag.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:10:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you got all these bags.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:10:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So she came to me and she said hey, and I remember her kind of, you know, doing this project. And I don't remember how it how it sort of came about that I was going to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Just remember, like we're having this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's like, hey, you know, do you want to go sell?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[All these so we we loaded up this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I had this old red wagon we put all these bags in there and I went out and started knocking doors in the neighborhood and asking people if they wanted to buy or buy the pancake mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And by the way, how much do you remember?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Much. You sold these bags for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, I want to say $5.00, but that sounds a little expensive for 1982, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[For hand mailed weed, that's pretty great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:11:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so this is 1982.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Old. Were you at the time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I was eight years old. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Alright, so and so I'm imagining you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Pulling a red wagon full of of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Pancake mix and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:11:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:11:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I remember I knocked on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So we lived in a cul-de-sac and I went around to all the neighbors in the cul-de-sac and I and I think everybody bought 1, you know, I mean, I'm this 8.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:11:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was actually pretty outgoing as a kid, like that didn't bother me at all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:11:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so, you know, I remember doing that and going around to some of the other neighbors outside of our street. And I ended up selling all the bags that we have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[All right, so now there's a viable business. And so does this become like a family affair at this point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Now said, you know what happened was so we, you know, we sold all the mixes in the wagon, but then we didn't keep going with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Know we kind of just let it die out and and and didn't keep pursuing it at that time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:12:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That was the end, OK?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, that was it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you go on, start your life, get through school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Did you do a mission when you were 8?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:12:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:12:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I left when I was 19, just like a month after my birthday.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:12:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And yeah, I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Went to Australia.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Wow, that's pretty great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was stoked about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was like perfect, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:12:46](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:12:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Didn't have to learn a language.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you know, we we've talked about this in the show a little bit and I love this example. People who listen to show know about this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:12:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Young Mormons who go on missions I think are very well prepared to become entrepreneurs because you're knocking on 1000 doors a week and 900 of them are just like slamming in your face and you still can be polite, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:13:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:13:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's so hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:13:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The hardest things I've ever done in my life, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, yeah, you're just doing that over and over and trying to talk to people trying to get somebody to listen to you, and you get all this rejection. Sometimes people are nice, but most of the time people are nice.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:13:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:13:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Every now and then you get someone who is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:13:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Who's just upset? And they're just like, man, get out of here and you know, it's that happens.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And how long did you spend in Australia?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[It two year mission.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Yeah, it was two years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:13:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:13:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you you come back from your mission, you go to college at the University of Utah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Then I I guess while you're in college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Your your older brother John is like, hey, I'm going to, I'm going to start a business selling pancake mix based on Mom's pancake recipe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:13:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's exactly what happened. It was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He started thinking about this while I was still on my mission, and so he started talking to my mom about how he wanted to start a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:13:59](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And my mom was the one who kind of planted the idea of, you know, hey, John, why don't you take the pancake recipe and make a real product and start a business on that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Just out of curiosity, what was the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:14:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Proposition here was there mean there was aunt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And there's plenty of pancake mixed bisquick and whatever, you know out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[What was this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:14:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:14:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This was different because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:14:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was whole grain pancake mix and that wasn't really out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:14:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Well, yeah, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:14:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The way John thought about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:14:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But he didn't think there were enough really great whole grain options out there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Sure that the pancake category really didn't have much in it in the way of healthy items, but he also thought, look, if I can get a product that tastes awesome, that's number one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:14:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That is healthier.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

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

[00:14:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was the other thing he was really going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So he he wanted a product that was just add water and he felt like if he could get all three in one then then he really accomplished something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:14:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And did you say, did you kind of reach out to him and say, hey, I want to, I'm going to join you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Well, the the timing of this was so perfect because I was getting off of my mission in October of 1995.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so I went and stayed with with John and his wife temporarily until I could figure out what I was going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so right then that's when John was about ready to go out and start selling this pancake mix that he had been working on. You know, while I was gone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:15:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:15:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And John said, hey, Joel, do you want to do you want to help me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And he wanted to kind of, you know, obviously evolve it from where we did out of the wood wagon, make a little product, create a brand and then go start selling this in stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:15:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[How did he have any capital to do this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:15:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I guess he was a bit older than you at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Was probably in his late 20s.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[But how did he have any cash to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Start this up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:15:49](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:15:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:15:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So John was about 28 when he started this. And as he got ready to to really start putting money into it, I helped him find a truck that he was able to flip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I used to flip old trucks and make money on him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I still do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's pretty fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Would just buy a truck and fix it up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:16:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Buy an old truck, fix it up, sell it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Make money on it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I I did that all. I mean, I did that all through college and and, you know I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Wait for my mission. That way, most of my mission that way and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What I would do is look, this is really funny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:16:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'd drive around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Let's see a little truck on the side of the house and I'd I'd walk up to the door and go. Hey, do you want to sell your truck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And man, I had so many people say, yeah, actually, we're not driving that truck anymore.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And often you'd find him in really good condition, so they would just need, like, you know, a detail being cleaned up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:16:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Maybe a little bit of paint touch up or you know, so usually minor things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you know, I found this truck for John and John drove it around for a while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And then he he sold it and he made.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so he was kind of like, look, I think I can actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Start my business on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[On 1400 dollars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[About 1400 bucks, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:16:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:16:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you're in college?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's starting this thing up and you want to be involved with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:17:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:17:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so John was ready to go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[He had found a little producer in Salt Lake City to produce the first kind of run of of Kodiak cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And by the way, was he calling them that by that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Yeah, actually by then, he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He had created the brand, created the first product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And how did he come up with that name?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[With the way John approached it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What he really?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Something that was rustic, that was, you know, wholesome that had a bit of a Western, rugged feel to it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so, you know, he, he and my older brother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[My oldest brother, Tim, they were talking about it one day and kind of just brainstorming ideas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And Tim said to John, he's like, hey, John, what about bear cakes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:17:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And we got kind of hearing stories from our dad who lived in Alaska when he was in his early 20s on a survey crew. And he tell us these stories about Kodiak bears.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And that evolved into Kodiak cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:03 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:18:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What did the package look like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So it looked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Pretty similar to what it looks like today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Logo hasn't changed a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[It has a Big Bear on the front brown craft look, you know, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was different about it then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was in a paper bag, like a printed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Craft paper bag and it was like sewn across the top, you know to to seal it off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Oh yeah, the bag was sewn right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Cut it off or take the string out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Exactly. Take the string out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[By the way, that logo, if anyone listening in picture right, there's that bear growling and it says Kodiak cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[It's sort of a maroon rust colored circle around it with wheat, and basically what it looks like today was what it what he made in 1995.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. I mean it's we have been just some subtle changes over time. But I mean in the bear hasn't changed at all, for example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Huh. So tell me, how did you guys as you kind of started this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:18:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Where did you go to to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Would you just go door to door?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Little shops, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[That's that's basically exactly what I did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So John had, John had a full time job still. So we had this product ready to go, which we stored in his basement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Made this little makeshift warehouse down there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Right, so this is his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Hustle. You were a student. And where were you going? To try and get people to carry your pancake mix?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:19:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The first day John went to work and I was going to go out by myself.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:19:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I I started downtown Salt Lake and I started going in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To hotel gift shops.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I remember thinking, man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:19:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Have no idea how to sell a product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I'm just going to walk in and start talking to people and so I started going to these hotel gift shops and people were like, hey, that's actually really cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:19:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Leave me a sample here and I'll talk to my manager about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so we get a business card. So we could follow up or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:19:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:19:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Started there and then just a few. Like I remember I went into a a flower shop in Salt Lake that had gifts and a furniture store that had gifts.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And so that was kind of my first day out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was right in Salt Lake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:20:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Just this like just going back to your mission, you're you're right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yes, that's so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[That's really funny. 'cause. Man. I. Yeah, I was fresh home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:20:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Mean. I've been home a month.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I was ready to go like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:20:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Faze me at all, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Into these stores, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And so you start with just like hotel gift shops and small gift shops here and there and and and mainly in Salt Lake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Or did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did you venture out of Salt Lake?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:20:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So the first day or, you know, maybe a couple days, I was in Salt Lake and then on December 1st, 1995.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[None.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[John and I took a trip to Jackson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We left at like 4 am 45 AM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We got in his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I remember he had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He had this Mazda 626 and and it would hold exactly 19 cases of Kodiak cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:20:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The cases were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[They were 30 LB cases back then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:20:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:20:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so, you know, we're putting like almost 600 lbs of product in his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Car, by the way, a Mazda 626 was a sedan.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was a sedan. Yeah, truck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So load that thing up with all this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:21:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[All this pancake mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you know, so John and I, we get up there and we both just kind of went out and started walking in all these gift shops in Jackson, WY, selling pancake mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[By the end of the day, we sold all 19 cases of product into all into these gift shops.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so, you know, we were like, yeah, that was a that was a successful day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you would go in with a bag of pancake mix, cause normally you would go like you think that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[You know you have a sample.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Like if you were selling soap or cosmetics, but you've got a bag of pancake mix, but you can have like prepared pancakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Weren't able to say like, hey, try this pancake, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:21:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was a bag of mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:21:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, we couldn't make it right then. And but what happened is these people looked at and they're like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This is the coolest packaging.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Oh man, this will work great in here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But even then, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:21:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[For every 30 customers or 50 customers in a gift shop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[40 of them are really there to buy breath mints or cigarettes, or you know, whatever they might buy. Maybe one out of 50 would buy the Kodiak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:08](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:22:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Totally, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So. So I mean, how are you going to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Get any attention for it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, I mean, honestly that was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean we, you know, we we did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[We picked up a few more. We went to Sun Valley ID the next weekend and did the same thing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Think we?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Up picking up about maybe 50 gift shops in the first, you know, few weeks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We're kind of like, OK, cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Got 50 gift shops and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And then I think that was really one of the hardest things was gift shops.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Don't sell a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, just what you were saying, you don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[A lot in a gift shop.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. And by the way, when they were placed in gift shops, how they work with the gift shops just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[You when they sold the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

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

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

[They would buy the case so they would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:22:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:22:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So they'd, you know, they'd say I'll take a case or two, and then they'd, you know, we'd give them 30 day terms or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:22:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:22:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[They'd pay us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[Do you remember how much they were trying to sell or they would sell the bag for they retail it for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I think that we sold those bags into the stores for 299 and then they would sell, they'd double it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:23:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Basically, try to put a 50% margin on there and try to get 599 out of it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Right, right. And and in general, did you have any feedback from those stores about how sales were doing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Actually, yes, people loved.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I mean, people love the product and for a gift shop, it was doing well and and I think that the best feedback we started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:23:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That people started to write letters in and that was just incredible.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:23:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We started getting letters in one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[John got this letter from Tom Bodette, the guy that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's a spokesman for Motel 6, and he he lived in Alaska and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:23:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Coolest letter and you know he had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Of him and his girlfriend in their cabin up in Alaska, making pancakes on this cast iron griddle. It was so cool, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:23:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Started to come in and people say, hey, this is the best pancake mix I've ever had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:23:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:23:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Know how do I get more?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Clearly you know you guys are not becoming millionaires.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Through the occasional gift shops in ski towns, and I guess after a certain amount of time, I mean the stress of running the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Becomes kind of overwhelming for your brother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:24:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[After a couple years, it was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was becoming, yeah, he was spending so much time at it and he was working full time. And he had a little baby and he wanted to go back to Graduate School to pursue an MBA. And just to, you know, keep building his career. And this was taking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:33](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:24:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:24:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And one day he was, you know, he was in his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Just kind of thinking about how much he had put into this and you know, we talked about 1400 bucks from a truck.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Flipped and then he took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He scraped together everything else that he had from some retirement in in some savings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And some, you know, smaller contributions from family members and and it it it ended up in the 20 thousands. I can't remember exactly how much he spent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:24:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But you know, it was everything you had. And for a 2829 year old person is like, so one day he's down there and he just had a breakdown and he just was in tears, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:25:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Just sitting there going man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What did I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Why did I waste so much time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Doing this and he he had all these boxes of pancake mix still down there and that little makeshift.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:25:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Basement and he picked up a bunch of boxes and he just threw them against the wall, you know, and they just exploded.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And he he really did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Just had a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was just hard because he started, you know, the culmination of that, just realizing that, you know, I can't keep going with this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Put so much time and so much everything I had and he worked on it almost every night for years, you know 3.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:25:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Plus years on this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:25:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That that's when he kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[That I've got to just shut it down or, you know, find another path for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Actually tried to sell it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That didn't work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so you know, that's when he came to me and said, hey, Joel, do you want to do you want to keep going with this thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did you immediately say yes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:25:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:25:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I want to take it over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I'll run it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Yeah, it was immediate for me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[It's probably.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's funny when you're that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You don't always think through the long term implications as well as you should, and sometimes that's good, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[If you do, then maybe you don't take risks right? As much as as you would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[When he talked to me about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:26:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Absolutely. I'd love to do it. And I had a real entrepreneurial mindset.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Mean. I really did want to do something.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Start a business. Someday I I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I didn't know what's going to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I kind of thought, you know, I'm going to go to school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:26:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'll maybe I'll probably take a job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[For a while and then maybe I'll look at what to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And little did I know that it was going to be pancakes at, you know, 23 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did you remember what kind of revenue you guys did in that first year?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, in the first year, I don't recall, it was because it was November and December, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What I do remember is so you know when I took it over later in two in 1997.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:26:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The revenue that year was $29,000. Total revenue for the year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[For the year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so we're selling just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know this limited number of stores that aren't moving a whole lot of units per week because you know people would, they would get it on vacation, right? And then they go home and they couldn't get it. But yet.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We we could see that people really loved the product and so it's like, man, if we could just figure out how to hang in here on this long enough and how to get some distribution going, this could work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So how did?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, it's your brother.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So it's beyond the family, but did did you know I've talked to Co founders?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:27:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You guys sit down and kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[They say, well, look, you know, I started it. So I still own 70% and you know you're going to get 30% or was it just kind of like here you go and it was very informal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was actually informal, but well it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was informal that way. But you know what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did what we did to actually formalize it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Actually made a little contract.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:27:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And John literally sold me the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Dollar so. So he basically gave it to me and I think, you know, I think in his mind it was like I'm gonna shut this thing down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:28:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So what the heck? Give it to Joel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:28:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[See if he can do anything with it, and at the time it was, it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Was running it as a sole proprietorship, which means we hadn't even incorporated the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:28:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:28:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Know it was not until about 1999 that I actually incorporated the business and then I went back to John and I gave him half the shares back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[So you you become this is sole proprietorship. And by the way, you're making the pancake mix yourself. Or do you have somebody make it for you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:28:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We actually, you know, we did have somebody making it for us in Salt Lake City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[2 They had the recipe, your recipe, and they would make it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:28:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:28:43](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:28:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The same thing would you like hustling on weekends and and because you were a student, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:28:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, I was going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:28:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was working a part time job and I mean for me I wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Know I wasn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I I had a pretty I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[You know, I didn't have as many obligations. And so I started to drum up more gift shops and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:29:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And and just, you know, try to get as many accounts as I could.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:29:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And and then started to think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[How do we, you know, how do we get this into grocery stores?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:29:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:29:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So yeah, I would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I would work at nights on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:29:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[If this is the late 90s, did you think that this had legs that this could be something really huge or did you think, did you think well, it's my side hustle, but I'm going to probably pursue something a little bit more stable?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So yeah, do you know what's interesting is when I first took it over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:29:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[I mean, seriously, I was like, I'm going to make this thing go now, you know? But what happened was like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:29:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was it became?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:29:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The reality check hit pretty hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:29:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Pretty fast as I got into it and I started to realize that holy cow, this is actually going to be a while. This is going to be hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:29:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. What were your, I mean, besides, obviously, money. What were the other limitations that you were facing at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:30:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Money is was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[We had no capital to put into this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:30:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I think the other real limitation was I was 23 years old with no experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:30:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I had 0.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The only thing I really had was a lot of enthusiasm, you know, and some confidence which is which is good, but.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Man, I I knew nothing about how to get a food product off the ground. You know nothing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[While you were, I mean, running this as a sole proprietorship and then as a small business, and still just you in the early 2000s, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[How were you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:35](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:30:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Earning a living if if your revenue was still fairly low.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I right out well during my senior year at the University of Utah, I took a job working for a management consulting firm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was right downtown Salt Lake and after I graduated they wanted me to take a full time job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:52](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:30:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I told them, I said, look, how about if I work 30 hours a week and then that way I'll still have time for my little, my little side.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:30:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[And so they were good with it. So I worked there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To make money and then you know, on the side. I was flipping cars to try to make extra money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Buying cars, detailing them, fixing them up, and that's how you make money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, I saved our bacon man 'cause. I was married at the time I got married fairly young in Utah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:31:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Is probably average I got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Mary, just before I turn 24.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And did you? Were you telling people like, would you talk about this to people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Say yeah, I got this pancake mix business going like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:31:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[With friends, were you talking to everybody about it or were you kind of quiet about it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:31:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Never like I would talk about it just if people would ask.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:31:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was it was fun, I bring it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:45](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:31:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:31:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I wasn't shy about trying to go and get publicity either.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Mean. I really did try hard to go and get publicity.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you just couldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[No, I actually.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I actually had some pretty good success.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's with it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:31:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I remember somebody one day said, hey, Joe, you could probably go get a newspaper article on this and this is like 1998, right? 19981999. The internet's out there, but but not a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:32:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:32:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'll see if I can get a newspaper article, so I remember I called up the desert News one day and I got this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Is the main paper in Salt Lake right? Biggest paper? Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, it's like exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:32:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:32:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I got the the food editor on the phone and I just started telling her my story and our story about this pancake mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And she said, well, that sounds really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I may want to do a story on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Can you send me a press release? And I go. I'm like, what's a press release?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I literally said that to her and she goes just type it up. Just type up the story, you know, kind of what you talked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:32:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:32:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It to me so I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And then, you know, she called me up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[She's like, hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Going to run a story on you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:32:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Send the photographer out and you know I was at work this one morning that the story hit. She told me it was going to hit and I can't remember what day of the week it was, but she told me in advance. Hey, we're going to run the story.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:32:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To hit, you know, Tuesday or whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so I'm sitting there at work and all sudden I get this phone call from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Dans grocery store on Foothill Drive in Salt Lake and and the and the grocery manager calls me. She's like Joel, you got to get over here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[We sold out your pancake mix by by 10:00 AM.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[00:33:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I'm like, oh, my gosh, you gotta be kidding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I didn't even think about like getting more product in the store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Had no idea what this newspaper article would do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so I told my boss. I'm like, I gotta go. You.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:33:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I left work and I I went home and I grabbed 'cause. I was delivering the pancake mix into these five grocery stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[5 Dan's grocery stores, among everything else I was doing, but I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:33:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Me up and I I went in and I I reloaded the shelf and I and she's like I'll take like 10 cases.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:44](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:33:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:33:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, usually I go in and take one case a week or last, you know, every other week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And dance was your biggest distributor at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[In Salt Lake, it was we we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:33:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[My brother John had gotten the product into QFC grocery stores up in Seattle prior to me taking it over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[They were our biggest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[It is 2000 and because you you you had not taken any outside investment at this point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Mean maybe we're not able to attract outside investment at this point because you were so small.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[But I guess a friend of the family gave you, like, a check for $13,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The story about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:23](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:34:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So yeah this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[His name's Gary \*\*\*\*\*\*, a neighbor of my parents loved Kodiak cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He'd buy it at dance down the road.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:34:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He started talking to us and he's like, hey, I love this pancake mix. This is awesome.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[You need investment money and you know John and I, we would.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was running it, but we would talk all the time and and I remember thinking, yeah, it would be really nice to get a little bit of capital to, you know, try to do some, do some advertising, try to do some marketing and just try to help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Kickstart this little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so Gary, John and we all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:34:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And Gary said, all right, guys, I'll put 35,000 bucks in for I can't remember.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Like 18% of the business or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's like, look, let's start with 13,000 and then when you need more, you know we can we can give you the rest of the money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So I went to Gary's house one night to pick up a check, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I knocked on his.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We chatted for a little bit and he wrote me a check for $13,000 and then I walked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:35:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Had never seen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Much money, like I walked out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm like, I was probably was like 24.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Something like that 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I walked out of his house just going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Scared like? Oh, man, I've. I've got to get this guys money back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:35:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I've got to do it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[When we come back in just a moment, Joel starts making cookies to sell more pancakes and nearly loses everything after a failed promotion, put some $50,000 in the hole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Stay with us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:35:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm Guy Raz, and you're listening to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[This message comes from NPR sponsor 3 M, Who's using science and innovation to help the world respond to COVID-19 3 M is on track to produce 2 billion respirators globally by the end of 2020.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:36:23](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[In addition, 3 M has also maximized production of other solutions including biopharma filtration, hand sanitizers and disinfectants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:36:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Learnmore@3m.com/covid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Three M science applied to life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Thanks also to Microsoft, Windows technology can't tell a story. Start a business or express an.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:36:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Only you can do that, and with Windows you'll have the tools you need to do it your way from anywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:36:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Whether it's in tablet mode or laptop mode, or whether you're on your laptop or phone, whatever you do make it you with windows.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:37:01](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:37:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Seehow@windows.com/ten.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:37:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Thanks also to Squarespace, Squarespace is dedicated to helping you turn your cool idea into a modern website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:37:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Visit Squarespace com and use the offer code NPR to save 10% off your first purchase of a website or domain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Writer Bill Tunde Thurston says this democracy experiment requires more than just voting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:37:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This is incumbent on all of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:37:36](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It takes 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[It takes two to make a thing go right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[It takes 2 to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Tack it out of sight, and both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Parties in a national level discourse both sides have to still remain committed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:37:45 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[How to be a good citizen that's on the Ted Radio Hour from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:37:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[An one more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[The New York Times bestselling book How I built this is now available.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:37:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's a great read and a great gift for anyone looking for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:38:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Inspiration, wisdom, and encouragement to have the courage to put out an idea into the world.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:38:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's filled with tons of stories you haven't heard about how some of the greatest entrepreneurs you know and respect started out at the very bottom.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:38:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Check out how.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Built this the book available wherever you buy your book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Hey, welcome back to how I built this from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I'm Guy Raz. So it's the early 2000s and Joel Clark has brought in his very first investment in Kodiak Cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[A check for $13,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And he's starting to gain some traction, getting his pancake mix into stores in and around Salt Lake City.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:38:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I managed to get it into Smith's grocery stores around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:38:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That was 70 stores and then the distributor for these dance stores took it in and then we got some Albertsons stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I think I I was able to get it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Maybe around 150?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:39:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Grocery stores during that year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:39:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The revenue was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:39:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We got it up to about $150,000 in total revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:39:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Was pancake mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:39:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:39:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Correct. One skew like 1 product, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And I read that around this time you actually like decided to go attend Business School in the UK at Oxford and you got someone to to keep the business going in Salt Lake while you were gone.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

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

[00:39:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like you, you just came back to Utah and picked up where you left.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:39:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:39:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:39:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, I came back to Salt Lake, and I actually went back to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I went back to the consulting company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Oh, well. So you went back to doing consulting because it was a steady income, but still working on Kodiak and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:39:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:39:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I was, yeah, I was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:39:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I guess around this time it's like 2003. You start to think about jumping into Kodiak full time and and just doing, just focusing on that business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Yeah, I really wanted to. And so like after I got back from school, so I got, I got home in the fall of 2002, and I went back to the consulting firm for about an almost two years just, you know, over a year and a half.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[And while I did that, my brother-in-law ran it part time out of my in laws basement, so I'd help.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Work on it at night together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He he kept it going during the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:40:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[2004 I had been working on sales, you know, kind of part time and I'd been working with Safeway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I sent some samples out to this buyer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Name was Donna Solo.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[She called me and she's like, hey, Joel, we're gonna bring your pancake mix in to 1200 stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:40:37](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:40:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's about to like fall out of my chair.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Wait, let me just get this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[How did you? How did you pitch your product to Safeway to just?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Of blind cold. Call them and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, it's exactly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I would cold call buyers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:40:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I just get on the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'd I'd call the Headquarters office and say, hey, who's the buyer for pancake mixes or whatever?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:40:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I just sent her samples.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I don't even know if I spoke to her initially or if I just left a voicemail and sent samples. Then when she called me and told me she wanted to bring it in. I had never even met with her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:41:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Usually you need to meet with these people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:41:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. And I'm just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:41:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean when you send some like we've done lots of products like Tates cookies or angies boom chicka pop, when you send a sample of that, all the person has to do is open the bag and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:41:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[With you with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:41:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Product like somebody has to take that to a kitchen, add water and make pancakes like that's not and they must get hundreds of pitches every week. People sending them all kinds of things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I'm just surprised that they actually made them and tried them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Totally. The odds are kind of piled up against you, right when you have no one knows who you are. You have no track record. What we had going for us was great packaging that was so unique and, you know, finally Donna calls me and says, Hey, Joe, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:41:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To bring this into 1200 stores and I'm like, but we've never met.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Want me to come down?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:42:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[She's like now we're beyond that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Good. We're going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We're going to move ahead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:42:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So that right then you're going to be 1200 Safeway stores, this is real.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:42:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I'm assuming this is when you decide. OK I got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I got to focus on this full time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. So when that happened, I'm like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I think I can live on this so you know, but, but you know, keep in mind it's one skew, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So it sounded like awesome but but I I really didn't know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Didn't have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Great feel for how much I was going to sell.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And what kind of order or how much what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was the amount of money that they were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[We're going to spend on this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was probably in the realm of 2025 thousand bucks, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Right, because you're thinking 1200 Safeway stores, you're a millionaire.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

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

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

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

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

[This is like a twenty $30,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

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

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

[You're still. I mean, even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, you're not sure that this business is going to make it at this point, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like at this time you were still like flipping cars.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And and you started to flip houses. And then I read, like, around this time you actually started like a whole new business, like a a cookie company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:42:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:43:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was the cookie company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So it was called Ben's cookies and it was a it's a it's a company that exists in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's a great business, great product and my wife and I were regular customers when we were in Graduate School over there. And so one day I sat at a coffee shop with the owner.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Before I was leaving grad school to come home and I said, hey, I'd love to start one of these in Utah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you started a branch like a brick and mortar. Ben's cookies shop in Utah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:43:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We opened up two of them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you put all the money behind it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:43:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[No, I put.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I didn't have a lot, so I borrowed the rest. I had a little bit left on my student loan to go, and so I took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Of my student loan and put it towards it, and then my partner put the rest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He lent the business the rest of the capital to get started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:43:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[His name's Chris.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Oh, Chris, how's it called? Ben's cookies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. Yep, he owned it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:43:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was the original founder who started her son's name was Ben, and so she named it after him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Was that I'm looking their website now. Yum ginger. Dark chocolate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Lemon, orange and milk chocolate cookies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[They are awesome, awesome cookies.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It looks so good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And how does it do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:44:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So yeah, we ended up opening one in ORM which is about 45 minutes South of Salt Lake and then one in Salt Lake and the one in worm. Just it just didn't do well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:44:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Had to shut it after a year and a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:44:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The one in Salt Lake did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I mean we, we we kept that going for about 10 years, but but it was hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[That was another side hustle that I had added.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[It was spread thin and I was trying to do Kodiak cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[When I first opened that store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was still working in the consulting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[World. So that was just I bit off a ton.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Trying to do too much. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I have to imagine you lost some money from that venture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:44:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was super painful and my partner lost a lot more than I did, so it was it was painful for for both of us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:44:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:44:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[And this plan was to bring you more income for your family, but it wasn't working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[I read that at one point you went to a bankruptcy lawyer to to exploit your option.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:45:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So what happened in in 2007?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Let me back up just a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So in 2004, my dad joined me out of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[He was 65 years old and he's like, hey, Joel, I'll help you. Let's do this together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And this is your dad with a pH. D in education and have been teaching religious studies for the church.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So not a whole lot of business experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:31](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:45:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Not a lot, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[What's cool about my?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Is he always had a little? He had a side hustle all those years because he just he didn't make a lot of money from teaching so that my dad and I had managed to build revenue up to around 800,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We had some pretty good success over those years, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:45:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And 800.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Still pretty small, but 2007 was a hard year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, I think what happened was I actually tried to sell the business in early 2007.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It didn't work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:45:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Gas prices went through the roof in 2007.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[White prices went.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Wheat prices went up so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was just we were getting squeezed and our margins were getting, you know, just getting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so when it when we're getting squeezed, I remember this phone call on Valentine's Day from our producer and he goes, the guys are manufacturing Kodak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And he's like Joel, are you sitting down?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We got some bad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's like we have to raise your price by 11 1/2% today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I was just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was like, oh, you got to be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Me. It's another.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I don't know how I'm going to make.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:46:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you know, it was Valentine's Day, so I didn't tell my wife. We went to dinner that night and I didn't want to tell her because I didn't want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like wreck the night because I was so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Up and just concerned about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I I I I decided that I had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Quit Kodak cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:46:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[In early 2008, I took a job and left Kodiak cakes, and I licensed the brand over to another small business to kind of manage for me and to pay me a royalty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

['Cause you couldn't find a buyer. Someone to buy you out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Yeah, I couldn't find anybody to buy it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so this this royalty deal looked great on paper, it was like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Don't have to sell it, and somebody else can manage it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Pay a royalty and I can go get a job and make more money. I just wasn't making it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Wasn't making enough money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:20](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[You were like 3334 at this point, had kids already?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. Three kids by then in 2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And probably not a whole lot of savings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like nothing, you know, just kind of squeaking by trying to make it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:47:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:47:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:47:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Took that job.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was a job he took.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So I went and ran a home healthcare agency in Salt Lake and I had found this company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Were looking for somebody to come in and help, you know, run the business and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I took it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And meantime, you licensed the brand Kodiak cakes to some other manufacture.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:47:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:47:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:47:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[A little bit. You know, I was making like 5. I think we did like a 5%.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so yeah, there was a little bit of extra income there, which really helped. And because the thing that I did, the other thing that really contributed to this whole thing in 2007 was I was being the distracted entrepreneur a little bit.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Bought and sold a couple homes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Made some money and then we put all the money we made onto a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We bought a lot like a building lot. And so yeah, near the end of 2007.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[In 2007.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:48:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You could not have picked a worse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[We thought we got a great deal on the slot, that we could maybe flip it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Well, not long after that, the market just tanked and we were stuck with this lot that over, you know, over the next couple years, I just started to get eaten alive, you know, financially from that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But then what happened was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Licensing agreement that we put together, it just wasn't working. The company that we were, you know that was managing the brand Kodiak.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[They had other things to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you know, it wasn't a massive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:48:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you know, a couple mistakes were made and the revenue started to really dip and pricing mistakes went through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Lost some accounts?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It wasn't just wasn't completely their.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, there were some, you know, innocent mistakes that happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:49:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Kind of a. We lost some. We lost significant revenue. I think we lost about 25% of the revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:49:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[They were mismanaging the the brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, there was some mismanagement.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And and so you had the right to withdraw the contract, the licensing deal and take it back over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But here's my question.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You had financial?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I mean, you had this lot that you were settled with the cookie business. That wasn't really working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:49:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You were, you know, in debt, I mean, you had no savings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Finally, get this job paying you pretty well as a CEO of a healthcare agency.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:49:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you decide to leave, then go back to Kodiak cakes. I mean that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:49:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:49:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's pretty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[What I mean, weren't you worried about your financial situation?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was so worried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:50:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was incredibly worried.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:50:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What? You know what happened is I just, you know, I talked to my wife and I just thought, you know, I've already spent eleven years on this thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know what's the worst thing that can?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And and I started to go there and I started to think well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Maybe I go bankrupt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[If that's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Worst, I'm not going to die and and here's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:50:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That was really weighing on my mind was I was 34 years old.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like those are really prime career building.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And I not only was I walking into more financial risk.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But I was walking away. A big opportunity cost to really building my career and I and that was a fear for me because I remember thinking, man, if I go into this pancake gig and it doesn't work, what do I have to show for myself? You know, I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I wasn't a consulting long enough to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:50:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To really gain a skill that could command a great income.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And I wasn't CEO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[This home healthcare business long enough to become a great CEO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I was worried about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was that was hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you come back to the company?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:51:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This is what 2008, 2009, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:51:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Eight. Yeah, end of 2008.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So financial crisis, like the, you know, the economy's tanking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And I guess pretty soon after he rejoined.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You you actually made a decision that cost the business 50,000 bucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That true?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Man, you dug deep guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:51:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:51:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I made AI made. It was kind of an innocent mistake, but what happened was, so I decided to exercise my right and take it back. And I put together a promotion at Safeway.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was going to be a dollar.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was like a they had a Christmas display and they put these unique products on these tables out in front of the store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:51:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[And so Kodiak cakes was going to be on there and we were going to offer a dollar off, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But what happened was somehow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That promotion got doubled in the system and it was it showed $2 off on the shelf.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's a huge discount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[A deep discount.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so consumers were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[People were buying it like crazy and suddenly I got a call one day from my distributor, Rep.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like Joel, he's like, look.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Some mistake happened and your promotion got doubled in the system and it's been $2.00 and we're selling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's like, so I I turned.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:52:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It got worse and I was like oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You got to be kidding me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, I'm like, oh, crap, this is another near death experience that we're going to be going through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I when I found out you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:52:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was 50 grand. Man. I was like, what am I going to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You sell a lot of pancake mix probably, though.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:52:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We sold a ton. So yeah, so the silver.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Lining, she gave away. A10, I should say.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:52:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[So I so my dad came down.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[I had gotten a teeny tiny one room office downtown Salt Lake, and I just said to my dad. I said dad, I told him what happened and I said, look, I've got this $50,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The man I sobbed in that office. Man, my dad is in there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Here. Now just thinking about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:53:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was just I thought about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Just all the years I put into this thing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:53:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:53:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, I just quit my job, man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm sorry, guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:53:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[No, it's alright.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, my dad's in there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Just gave him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He gave me a huge hug.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you know, we just we sat there for a couple minutes and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And it was hard 'cause I thought, am I?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Guess I'm done. You know, for, you know, I I I thought that was a possibility and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[You know, then I talked and you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Were talking about. It's like, look, Joel, it's just, I've got a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:53:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I've got a home equity line on my house.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you know, I'll go get you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:54:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[My dad was not a rich.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He had been.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[My parents were really careful with their money for all those years, and so, you know, they had their house was paid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:54:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like he's like, look, let's just let's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It I'm going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm going to go to the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'll get you a check and let's make it work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:54:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:54:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He wrote me a check.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[For 50 grand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:54:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, I put in the bank. I kept going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:54:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, six months later, whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We kept working it through.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:54:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Think you know it was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[A lot of near death experiences over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Years, you know, and that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That was a big one, Joe did your.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Wife ever say to you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Maybe we should just, like pack this in. It's too risky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[She should have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But you know, it's funny.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Never.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, to her credit man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Mean she was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:54:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So she was always just steady, consistent cheerleader. And and I think, man, that made all the difference because I think, you know, it's really funny. It's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, I was listening to one of your other episodes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And Andy Dunn from Bonobos said it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He said it better than I could have, he said.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Companies don't die because the companies fail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[They die because the entrepreneur gives up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And I remember thinking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I remember thinking if I can just figure out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[How to give this business enough?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I think it'll work, but it's, but it's the practical element of. Can you give it enough time?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And luckily, my wife, Colleen, she was a a huge support.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, still at this point 2009, you're doing 1 product still 1 product, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I my dad was well, my dad and I were working together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Launched a second pancake mix.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And then we had.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We had a brownie mix and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:55:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Cookie mix. So we had 4-4 items.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Alright, so you get to 2009, which is like this is not a great year for most businesses, but that year you met this kid named Cameron Smith.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:56:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He just graduated from University of Utah and you hired him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Who's?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[How did you meet him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did you hire him?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I my dad, was by this time about 70. And he's like, look, I need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To retire Joel. And I'm like, yeah, you should.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so I I needed somebody to help me. And you know, I didn't have the money to pay for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Some super experienced.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I went up to the University of Utah Career Services Department where you can, like put you can post job postings there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so I posted a job up there and I think I called it like marketing manager or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Talked about. Hey, come join a small.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Entrepreneurial business and have an entrepreneurial.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Something like that and help me build a business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:56:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:56:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you put this ad up and this guy, Cameron Smith, responds.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And what did you hire him to do?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So when I talked, he came into our little one room office and he was wearing a suit and a tie and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was probably wearing jeans and I just thought, man, this kid sharp, we just, I mean we just connected.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:57:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I thought, man, he's a good person.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:57:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Have a ton of energy and drive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And I thought he seems like the perfect.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I immediately kind of put him in charge of some sales and I I gave him this list of small gift shops that we had sold to in the past.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm like, hey, call these guys and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[See if you can sell some product by the case to these little gift shops.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Well, Cameron, he thinks ahead.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And he, by the way, is exactly what I needed because I needed that I needed somebody to come.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Bring a spark of new energy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:57:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:57:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:57:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Really thinking about look, you know I can do more and I start calling grocery store.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:57:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Course. And I'm like, yeah. So he started putting together this list of, like, the top grocery stores in America. And he started thinking really strategically about it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:58:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[At a really young age and I started going that this guy is great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[He was like you when you just got back from your mission. Fearless.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Totally fearless and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:16](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:58:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:58:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You didn't see the obstacles if you saw him.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Didn't care.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So did he have any success getting into bigger grocery stores?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He he really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[So one day we had a we were at a trade show and I got the buyers name for Target and Cameron reached out and got an appointment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And he's like, hey, it's going to be this day in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I think this was around 2011, something like that 2011 two.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[1012 an appointment for Target in Minneapolis.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Headquarter appointment and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like, oh man, where do they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, this was a big deal, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To go pitch Kodiak cakes to their buyers. And did you guys go get hop on a plane together?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:58:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:58:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Well, I couldn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And so, you know, he set the time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I'm like, man, I can't go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Can't remember what I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I had. Usually I would have dropped everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:59:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Go but there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I cannot remember what I had, but I I couldn't make it, so I'm like just just, just go on your own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Be fine, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So. So he went into the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Her name was Ann placed dead and the way Cameron describes it, he's walked in there and he actually made pancakes for her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:22](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[00:59:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And he said, you know, he was pretty nervous and he's like, you know, he's like, man, the spatula was kind of shaking as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Cooked pancakes for her.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so he, so he let her, you know, he gave her some pancakes to try and and she liked it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so she decided to bring it in to, you know, test it out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Into 40 stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[00:59:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Locked up a tester on a target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[And So what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[How long before they put in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Order like a real order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So OK, so after the 40 store test, it was probably within a few months we got a new buyer named Tommy Greenberg.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Called us up and he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[00:59:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm going to take your two Prada. We have two pancake mixes in the stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Like I'm going to take them in chain wide nationwide.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like you got to be kidding me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's like, Yep, let's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's like, just remember, you know, just remember I was on the desk when this happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so. So we're like, so, all right, let's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[And so I remember we were ordering by the case and a lot of this was even ups.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Weren't even shipping pallets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So Cameron and I would go into the warehouse of our we had a contract manufacturer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:00:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But they were busy. So we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Go in often and pack.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Together and get the mall ready to ship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did a ton of that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And it started to work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It actually started to really work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[How are you financing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I mean when when big companies like Target put in orders, it can cost hundreds of thousands of dollars and they won't pay you for another 60 days, you need that cash to make the product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Are you able to have that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Do you have the money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was scared, so we got this Po.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:00:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was $260,000, PO.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[That's a big purchase order. Yeah, yes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Massive, I mean, we've never seen anything like it and and at the time we had to prepay for our inventory.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It it was really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I didn't have the money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The money to do it so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So what I did is I called my dad and I said hey, dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I need to borrow money again, you know? And and I said. But I I think I think we're going to be really good for. This is a lot of money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So you know we talked about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[My dad was like, you know, I think this is good because this is going against the purchase order from target. So I'm going to do it, Joel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[He went down to the bank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He got a check on his home equity line, so he had to borrow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:01:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And he showed back up to my office with a check for 260,000.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[01:01:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[That was the turning point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:44 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:01:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That was a huge, huge turning point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Still, manufacturing at that small plant in Salt Lake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[It wasn't the small, small plant.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The very beginning.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:01:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was a different plant by now, but it was bigger.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

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

[They had a lot more capacity by now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Right. And by the way, around this time, do you remember what your annual sales were at that point?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:02:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Doing 2012, we were doing around 3 1/2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So that target order really was transferred.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Three and a half million dollars, I mean, but three and a half million dollars, most of that it's revenue.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, it was a huge order.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[No, you're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's not going your pocket.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:02:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We were talking about this very thing we were like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We need a bump. We have got to get some real marketing. And so Cameron comes with one day. He's like, look, he's like, I'm going to try to get this on Shark Tank.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm like, alright, go to town, man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Never even seen the show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He, he thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Felt. Let's go on. Shark Tank because presumably he liked the show, but also maybe to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Some some outside investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. Yeah. We have been talking on and off about Gal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:02:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Are we going to raise capital? We're at some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:02:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We're going to need some some money to to help us to grow. So we, you know, we were talking about that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So all he did was he went to the website one day. This is January.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Of 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He goes to the website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Sends an e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Literally, I have still never seen the e-mail.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Don't even know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:03:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like it wasn't even a casting call or anything. Was just like he goes to the website, sends an e-mail and I forgot it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:03:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We didn't even talk about it again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, until they actually reached back out to him in March and said, hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[If we think your story is interesting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This is of 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yet March 2013. So they we started working with producers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:32](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:03:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And then it was about June of 2013 where we went out and filmed the episode.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so you film in June and when, by the way, when was it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did it air?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It didn't air until April of 2014.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's almost a year later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:03:51](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:03:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's Mr. Wonderful and Mark Cuban and Barbara all. They're all there, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. And right after we did, kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:03:58](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:03:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:04:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Minute Spiel, or 32nd spiel or whatever. Then Cameron went over and cooked, actually cooked pancakes for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Then we cast them out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And what were you looking for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was what were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Hoping for in terms of investment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So we went on the show trying to get. We were pitching for $500,000 for 10% of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Pretty good deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We thought it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And any of them bite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So the first offer was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So Kevin says I'll give you, I'll give you that 500 grand, but I want half the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:04:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's insane.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So let me think about that real.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Quick, I'll do the 500 grand, but I'll do it for 35% of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:50](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:04:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so So what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:04:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What's funny is like immediately.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I had this like we're done.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Get out of here.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Hopefully we'll still get the publicity, so I'm kind of like starting to wrap it up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:05:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:05:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Well, you know, it's not going to work. Thanks guys.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Camera goes should we counter?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like. Oh, yeah, yeah, yeah, good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, so he's, like, got more presence of mind than I have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm like, oh, that's a great point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:05:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So we should do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, we countered at. I think we went up to 15% that we would give them for you know for the money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We just weren't close.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So we ended up just walking off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:05:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:05:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did you feel like like this was a failure?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[No, it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I actually, I actually felt fine about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, I think if they would have gotten really close to where we wanted to be, I would have taken the deal and and also I think it helped that we didn't have to have the capital, right? I mean we were growing pretty well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Think we were like, look, if we can get the right partner for a pretty decent valuation, let's take it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:05:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But since they were so far, it's like, well, we don't have to have it today. Let's move on and we'll look again for with with somebody else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:06:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:06:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What did you have any plan at that point in your have a short take money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So what do you what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Do you go looking for money elsewhere or you just kind of put it on ice for a while?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We put it on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Ice for a while, but right after the show.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We, our demand, went crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:06:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, people. Oh my God.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Because of the publicity. Yeah. Yeah. What happened? Crap.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, it just did so like people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Particularly at Target, and I think it's because Target was mentioned on the show and so people went to target and they just cleared the shelves. And so we struggled.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:34](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:06:39](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:06:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Struggled for a couple months just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Keep up with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Wow. And so we're like, well, let's, let's let this settle out. Like, let's wait.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Selling a lot right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Let's just kind of get ahead of this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Let's not worry about trying to raise money right now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Get back to it later.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:06:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:06:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:06:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So 2014, presumably that was a banner year for you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Oh man it it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was an inflection year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[There's one more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We did that. Really just contributed.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So the Shark Tank thing hit, but then two months later, so Shark Tank hits April 2014. In June of 2014, we launched Power Cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:07:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Power cakes is our high protein pancake mix, so the first time we ever put protein in a product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And that hits the shelves at Target, and justice takes off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And this is basically you're adding whey protein powder to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:07:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Great. Yep, first of all.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It seems like a no.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Now you're like Oh no brainer. Add protein to to to breakfast pancakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:07:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That was a really innovative concept.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did that come from?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:07:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, really, it was just I was home 1 morning and I was looking at this vanilla protein powder that we had and we we I was trying to incorporate more protein into my diet and we were making.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We were adding protein.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:07:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Our smoothies in the morning at home and stuff like that. And one day I'm just looking at this vanilla protein powder going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I wonder how that is in a pancake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I wonder if it's good.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I made it right there and and I was like it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I was like and this is awesome. I think this could actually be a product.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:09](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:08:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It was that simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It really was, but in terms of the concept, it was totally that simple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:08:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But after we and so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We did is we came up with a name.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Cakes. And then we went ahead and trademarked that and it did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean it right out of gate it it started selling really, really well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And did you? Did you know you were kind of riding this wave, this like CrossFit, you know, high protein diet wave that did you know that you were kind of riding that wave yet?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[No, I'll be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We didn't know that it was going to be this big.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Mean we were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The Cameron was watching protein trends on Google like Google search trends and just kind of seeing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know, seeing the searches go up and up and and more people interested in protein, but we weren't really sure how big it could be. And we were also kind of living in the dark.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:08:56](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:08:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Didn't have a lot of data like, you know, we didn't have a lot of store level data to really watch trends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:09:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so we were kind of just making some assumptions, but yeah, at the time, we didn't know how big it would be.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[Alright, so you're growing and presumably used and I think you even start to expand out right beyond.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Beyond these powers, I think you would start to frozen waffles and muffin mixes and more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:09:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Great. Yeah, we started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We we really started to go into more categories and and where we felt like our brand could do well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I have to assume at this point after Shark Tank, after the protein power cakes after the you know the other products in the other categories, you start to get investment firms, private equity firms knocking on your door.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:09:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:09:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, we were a lot of people's friends.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Of a sudden, you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You're like knocking on doors and people are slamming on your face for 20 years and all of a sudden now everyone wants to be a friend.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:09:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:09:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So I'm assuming you you started to look at some of these offers and you did eventually decide to take outside money in 2016 from a group.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:10:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Was the thinking behind.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Did you? Did you feel like we need to take this money to to really scale?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, we were growing really, really fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so it's not like we were out of money, you know, we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We were actually making money, but we started to look at this business really growing and started to think, man, we need some resources, we need some.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I kind of, you know, even personally I felt like I need somebody to share the risk. My house was still on the line. For example for, you know, for a business loan, you know, like every little bump, you know, kind of starts to rattle your cage and you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:10:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know you're feeling it, but you're feeling.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like the business is so vulnerable for all these years and and and just my mind shifted. And man, I was just like I've got to unload this so I can not be so worried about the business. But you know, start to become a better leader.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:10:38](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:10:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:10:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so, you know, we, we we felt like let's go find somebody that has some real experience in the space and let's get a partner. Honestly that was incredibly healthy to do that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You know this business now and are you still a I mean you and your family members, still majority owners of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We would not, I mean if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Well, yeah, if you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[If you include myself, my dad, my brother and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Cameron, then we are a majority shareholders, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Right, right. I think by 2018, you were like the top pancake seller at Target like you were bigger than Aunt Jemima and Biswick at Target.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:11:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The fourth biggest pancake mix brand in the country by 2018.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:11:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:11:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, we were our numbers at Target were incredible and so we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Know we took that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Story out to the rest of the market and we started to gain distribution and really started to make an impact into the category.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So so 2019. For many companies record year I mean for most companies around.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:11:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:11:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And then 2020, for a lot of companies, especially non food items, this has been a disastrous year, right and?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:12:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What about for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, people are not going to Walmart and Target and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Costco as much there's more purchasing from Amazon. People are walking through the aisles of stores.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Not meandering. They're going in and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Have you guys?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Well, you know we've we've actually been pretty fortunate now you know, because as people eat away from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like restaurants less.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[People are at home more eating at home, more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So yeah, the grocery stores have have been, you know, up so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[The pancake mix category has grown a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, we've seen a big boom in that space.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[People making pancakes at home.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Exactly. You know, you have more time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like usually it's a weekend thing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's like a heavy user of pancake mixes in the past been maybe you know 3-4 times a month on average, you know, but now it's like it can be a couple times a week.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:12:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

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

[Not that long ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like 10 years ago, you were teetering, really nine years ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Your dad like bailed?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Out with that 50 grand you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[I think you know you're projected to do $100 million in revenue or maybe you did last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:13:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's pretty crazy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:13:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:13:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you're projecting $200 million in revenue this year, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, we should go over that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Year it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like, I mean, it really is incredible and I think about I think about that time, yeah, going from I mean it took us 16 years to hit $1,000,000 in revenue, right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like, come on, man.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What the?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What the crap was I doing, man?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:42](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:13:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:13:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Those were some really hard years and it's like, man, you should have been able to grow quicker than that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Then you look at the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's like no capital, no money to put in no expertise.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Just like going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Like the distractions and all that stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:13:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But it's like we finally got there and then over the last 10 years ish. It's like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We're going to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[We should go past 200 million this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean it's it's incredible and I think it's like as we've kind of talked about this journey, it's like there's so many different phases and I don't even know it was hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Almost gave up a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I I try to sell the business a couple times and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Almost just died a couple times. I mean, I'm actually grateful for all that I am.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:14:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, those things are so hard to go through while you're going through them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But you get you make it through, and then you're stronger, you're smarter, and then you really you're more cautious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean it's it's almost like the the success is sweeter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[A cliche, but it is because of the pain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, you're not kidding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:14:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It totally is 'cause I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[If you know if.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Would have come easy, I just.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Don't know I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I wouldn't appreciate it quite as much, you know.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:14:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:14:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[When you think about this, this just unbelievable journey, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Mean close to bankrupt.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Little more than 10 years ago.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:15:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Probably never really sure whether you'd be financially secure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And you are, I mean this business has made you and presumably your family and Cameron financially secure for life based on your mom's pancake recipe.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Do you think that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This happened because of of your hard work.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Or do you attribute more of it to luck?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Man, you know what I say sometimes is people always say that fish don't just jump in your boat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:15:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I actually believe they do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[But. But here's the thing. You got to be out fishing for that to happen, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And so I think it's both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's such a combination of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's like we have had some lucky breaks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I I have to attribute some of this to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:15:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah, well, you got really lucky that nobody wanted to buy you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:15:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[It's funny you say that because it's like you don't think about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:15:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Those closed doors, as luck sometimes do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Mean you think about those as.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[His failures or disasters or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Oh crap, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Yeah. Another failure like, oh, my gosh. And you go home and you're like, OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[What do I do now?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To keep going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This business can is going to continue, presumably continue to grow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Know you're in your mid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You can do a bunch of other things.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[You can sell your shares and walk away and start something new.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Can stay on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, what do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Do you think you want to be in?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[In the Kodiak cakes business in 10-15 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's a great.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I mean, this has been like it's been my life, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:16:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I've put everything into this my whole career, but you know, am I the guy that runs Kodiak cakes at $500 million?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:16:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:16:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:16:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I don't know how long do I ride this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Mean it's, but I think I've got.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Got quite a bit of gas.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Tank for a while, so it's still really fun.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:16:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:17:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I love the people I work with and I I love this brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:17:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[That's Joel Clark.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:17:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:17:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[He's the cofounder and CEO of Kodiak cakes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:17:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And by the way, if you saw their episode of Shark Tank, you may remember that they actually brought their bear mascot into the pitch.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:17:18](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:17:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Is literally a human sized bear on the set with them and the bear costume has been through quite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:17:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Over the years, if you check out Kodiak's Instagram page, you can see their giant mascot shopping at Costco riding a horse, lifting weights and dancing. Tick tock style to a song by Drake.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:17:30](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:17:40](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:17:43 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And thanks so much for listening to the show this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:17:46 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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[01:18:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Please also remember to visit donate.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:18:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Npr.org built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:05](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:18:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[And give directly to a local NPR station.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Our show was produced this week by JC Howard, with music composed by Ramtin Arablouei.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Thanks also to Liz Metzger, Dareith Gales, Julia Carney, Neva Grant and Jeff Rogers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Our intern is Farah Safari.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[I'm Guy Raz, and you've been listening.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:27](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

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

[01:18:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:37 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Let's be honest, this year has been hard.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:40 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[From COVID-19 to the presidential.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:43 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[So much of our energy is spent just getting through the day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:46 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[Join us for a new season of the Story Corps podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[01:18:50 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)

[To hear conversations from people who have faced challenges come out on the other side and learn some meaningful lessons along the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gVg)