# Audio file

[method Adam Lowry & Eric Ryan (2018).mp3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

# [Transcript](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:00:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Hey everyone so I have a request if you value this show if you value the stories the lessons, the wisdom and inspiration we bring to you. If you think of me as your friend, which I am because even though millions of you are listening, I'm actually talking just to you right now I need you to be there for me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:00:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[As well, and you can do that by supporting what I do and buying my book how I built this. It is just out now and available everywhere and it doesn't cost more than a few cups of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:00:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Coffee and it's filled with wisdom and stories and ideas that will have you feeling inspired and fired up to take on the world. So please, if you love this show and what we do for you, do US1 back and pick up how I built this. Wherever books are sold.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:00:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[OK. On to today's show and just so you know, our team has been working frantically to crank out a new episode each week for most of this year.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:01:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But each episode we make takes months to produce from the huge amount of research we do to the fact checking to the very long interview, to the editing, and then more editing and even more fact checking, and then more editing and then scoring the episode with original music, it takes a lot to produce a single Monday.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:01:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Episode of how I built this so this week we're taking a break and bringing you one of our very favorites from the archive. The story of method cleaning products, a multi million.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:01:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The company that came to be because 2 old friends just happened to run into each other on a cross country flight. Hope you enjoy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:01:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:01:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[At one point, Eric that to prove that this really was non-toxic, you actually drank it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:01:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah. So I was in London. You know, I love the British press was so skeptical. And she said, is it, you know, safe enough to drink? I was like, sure. So we both took a shot, the toilet bowl cleaner. OK. And then immediately.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:02:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Text Adam finally got back to me. I was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:02:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like hey it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:02:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Just drank the total cleaner. I'm going to be OK, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:02:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:02:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I'm Guy Raz, and on today show how two friends in their mid 20s mixed up some household ingredients to make soap and detergent and then took on and eventually outmaneuvered some of the biggest companies in the world.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:02:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[If you were looking to start a business in the late 1990s, you probably didn't have to spend a lot of time convincing friends and family that it was a good time to go into techthiswastheheightofthe.com bubble, and it seemed like the future was literally being written.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:03:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[By companies like Google and Yahoo and eBay and Amazon.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:03:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So it can be kind of hard to imagine like 220 somethings who lived in San Francisco in the 1990s would survey this promising landscape and say, you know what the world really needs right now, soap, soap, that will do a good job cleaning your kitchen counter or your toilet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:03:31 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But that won't destroy the planet in the process.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:03:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yes, and that is exactly what Adam Lowry and Eric Ryan set out to sell in 2000, the very year the.com bubble burst and the company they founded method with its sleek bottles and products smelling like cucumber or bamboo. It actually went on to compete with some of the biggest soap.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:03:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Companies in the world, but before they went into business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:03:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Together, Adam and Eric were actually childhood friends they met when they were kids, maybe 12 or 13 years old, because they were both super into sailing and both of their families worked in the auto industry, which Adam says was pretty much what everyone did, where they grew up in Grosse Pointe, MI.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:04:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[All.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:04:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Almost everyone that I can remember their families were involved, and I think Eric.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:04:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Your family? Yeah. So my my great grandfather dropped out of pharmacy school and moved to Detroit to work for Henry for. For.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:04:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[That was a day and then ultimately, Henry Ford. I've like I've had some Ford stock that was bought when Henry was still running the company by my my great grandfather and my great grandfather and grandfather together started a machine and stamping. If you ever see like, eight mile those giant presses that come down. So they would make a lot of the parts that went on the automobiles.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:04:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:04:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And so I kind of grew up in the shadows of my great grandfather and grandfather being these entrepreneurs who created something from nothing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:05:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Adam and Eric.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:05:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Both went off to college. This was in the early 90s. Adam went to the West Coast. He studied chemical engineering at Stanford, and Eric went to the East Coast and studied business at the University of Rhode Island. Both of them were actually recruited by the universities sailing team. They were serious sailors. And to be clear.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:05:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[In college, Adam and Eric didn't really keep in touch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:05:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[They were the kind of friends who were happy to hang.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:05:25 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Out and catch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:05:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Up just whenever they were back in Michigan. So after graduating, Adam stayed in the Bay Area to work for the Carnegie Institute of Science. He was doing research on climate change, and Eric got a job in advertising. And eventually he made his way out to San Francisco as well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:05:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And shortly after that, they both just happened to run into each other on a flight.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:05:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I think it was Thanksgiving, if I'm not mistaken, one year, maybe 9798. I walked onto the plane. I see Eric and I didn't know that he was living in San Francisco. He'd he'd only moved there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[There a couple weeks ago like certainly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:01 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And a couple.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:01 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Weeks prior and so there was an open seat. I ended up sitting next to him.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[On the plane.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We for five hours got all caught up. It turned out we were living on the exact same block, just out of pure coincidence, and I was living in a flat with four other guys from.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Stanford and Eric was living by himself in a one bedroom, and so when one of those guys rotated out, we invited Eric to move into the apartment and then we were roommates.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This is when you could actually live in San Francisco for a reasonably.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Low amount of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Rent. I paid $600 a month.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[In rent. Oh my God, this is 199798. Amazing. So you move into this group house doing what you do in your early 20s or whatever. And and the house was just like a six guys and a presumably not super clean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:51 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It was exactly as clean as you would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:52 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Expect it to be. Got it. Alright.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:06:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And and I mean, did either of you at that time in your minds, were either of you thinking?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Business. Or are you just kind of grinding away, doing your day-to-day jobs?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I mean, for me personally, I I knew since the 3rd grade I wanted to be an entrepreneur. Obviously annoying neighborhood kid who was constantly selling buttons or anything else I could. So I just I always knew I wanted to start a company.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And I loved. I fell.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[In love with advertising and branding, but I knew.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It's pretty uncommon as an entrepreneur, your first company will be successful, so I kind of wanted to build a little bit of a safety net of a career, but I was constantly noodling on ideas for me personally, just coming up with the right one that would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Eventually take a leap for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Adam.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:37 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[For me, you know, the journey to entrepreneurship was less predestined. My parents are both entrepreneurs. They started their business in 1981. It's an automotive sales Rep business representing parts suppliers in the automotive industry.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[What's their business?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:07:55 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[When I was 6-7 years old, my moms making chili for the week, for myself and my older brother and my older.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:08:03 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[After and I watched them build the business and do it in a way that was much higher risk than the risk that Eric and I eventually took. We were young, we didn't have families, we didn't have mortgages and any of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:08:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Because you were so young.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:08:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[That so well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:08:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Eric kind of always knew I I'm going entrepreneurs as soon as I can. For me, I'm motivated by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:08:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Creating some sort of good change in the world and I'm a big believer in that you don't need to figure out what you need to do with your life. You just need to figure out what you want to do next.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:08:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So what were you noticing in 1999 that eventually would lead to cleaning products? What was going on around you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:08:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I was working on a project for Colgate, so spending a lot of time in the grocery store and I just started looking at the cleaning aisle and saw that it was such a big category. But I see if sameness like everything looked and smelled the same. The brands were pretty dated and so that was kind of the clue of dig here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:09:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But I mean, you're 25 now. I get you're working on an ad campaign for Colgate, so that makes sense. You start to get some exposure to that industry, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:09:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like it could have been anything. I mean, it could have been chewing gum. Like you could have. What was it that that made you think? Wait a minute. Cleaning supplies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:09:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We were really like, I think with any idea you you start off from this absolute place of insecurity, like when I mentioned to my mom, she's like I've never seen you make your bed. Are you sure you're the right person to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:09:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Started cleaning products business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:09:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So I hid the products underneath my bed because I didn't. It was pretty dorky. I didn't want anybody to know I was even thinking about this category.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:09:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And Adam, I were both back in Michigan and we were driving up north early morning to go skiing and being close friends. I felt like Adam with somebody I could share an idea with.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:09:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This is the winter of 99. Presumably you're going skiing. Didn't even know they were skiing in Michigan, but.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Keep going.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It is technically skiing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[OK. Yes. And I mentioned that, hey, I think there may be an opportunity.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[In this space, and I remember, Adam looks over at me as he's driving and goes, you know, of a degree in chemical engineering and it's.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like that would be useful.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And then we just, it was sort of one thing leading to another that and I said, well, you know, not only are these products really ugly, but did you know they're super toxic as well?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:30 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah. And that was kind of where one idea gets added to another and it kind of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Goes from there, but the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[One point to remember is we got there to go skiing and we went up the first chair lift and we did a couple of runs and we realized we were more excited to go work on this idea than we were to keep skiing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So, so paint the picture for like cleaning supplies and products in 99. Like if I'm going into Safeway in 1999, I'm going to get 409, I'm going to get, you know, Mr. Clean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:10:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Mr.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:11:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Right. Really strong sense. There was kind of like you know your eyes weren't watering it, it means it wasn't cleaned, it was, it was a pretty toxic category. And to Adam's point, that was the thing that he brought that really opened my eyes was like, you mean like you actually pollute when you clean and you use poison to make your home healthier.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:11:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And at this point, Adam, and this is like the the winner of 1999, were you still working at the Carnegie?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:11:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Institute.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:11:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I stepped down from Carnegie. I I did. There is an important detail here. I quit my job in September and in October was the Olympic trials for the 2000 Olympics.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:11:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You just quit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:11:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And you wanted to and you wanted to go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:11:41 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Sailing. Yeah. And and I had been training with the US sailing team. I was on the US sailing team for seven years.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:11:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We did not win the Olympic Trials, we got third in the Olympic Trials and so that period of time for a couple of months there, I just finished the Olympic trials. I was doing a bunch of interviews with product design firms and engineering firms. Yeah, in the Bay.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:12:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Looking for a job?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:12:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Area so. So right then and there at that moment you both.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:12:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I mean, it was almost a perfect storm for you, Adam, because you were kind of in this transition phase. Eric, you were work still working at the ad agency, which actually.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:12:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Was giving you this incredible experience. It was like sort of opening your eyes to this entire world that you hadn't been exposed to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:12:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Right. Yeah, really understanding like understanding consumers and this was really kind of driven by. So you go back to 1999, IKEA was just arriving in America home and Garden Television was just taking off. So it was a time where people were starting to think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:12:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[More about their homes as a reflection of themselves.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:12:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And so the thought was, well, what if we designed these products so they were like pieces of decor. And hey, if a spray cleaner was beautiful enough to leave on the counter versus hidden underneath the the sink out of sight out of mind, you might actually use it more. And I love the phrase like there's no such thing as low interest categories, just low interest brands.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:03 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So our thought was how do we?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Take boring cleaning and not make it boring.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So what happened after that Christmas trip to Michigan? You you come back to San Francisco and?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You do what so?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You know, I was in the middle of a job search and I said, hey, you know, I'm going to look for some jobs, but I'm going to start doing some research and trying to figure out these categories and do some of the digging that Eric had a full time job at his ad firm and didn't have a ton of time to do. And I said, I'll, I'll start to do this. And so I actually at one point.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:29 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[A desk in Eric's bedroom where I would work on some of this stuff while I was kind of continuing my job search.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:42 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And we were writing the business plan together. I was doing a lot of that research. And then at night, we kind of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:48 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Put the pieces.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:49 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Together.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So you already decide. Let's make it go.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Is really I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:13:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Think you know the hardest thing with starting a company is we are really insecure about this idea.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well, you're 25, I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Sure, it's 20.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:02 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[25 and we're going to take on not only some of the largest multinationals, but the world's first multinationals in the form of Procter and Unilever, who have 150 year head start.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And have really, you know, owned distribution.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But was that your vision in 1999, or did you just think let's just make?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This and see.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Who buys it? We said from the beginning. Like, go big or go. Yeah. Go. We want to disrupt an industry, but our we we didn't feel very secure getting there. So one of the first things we did was we created what we call the concept book. And so we brought to life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:23 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Home.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The idea gave it to the 20 smartest people we knew.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And ask them to shoot holes in this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[These were what professors, friends, family.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Ohh, got everything from you know people who actually found some former Clorox employees, lawyers, people from finance, background advertising, just like, tell us why it's going to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Fail.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And nobody could come back with a reason other than if it's so good, why has nobody done?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:14:59 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This before they'd say.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:01 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The reason it's going to fail is because they're begging. You're small, which we didn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:06 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[That's not a reason.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So let me understand this, this is still the beforethe.com crash. OK, thisisthe.com.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Almost right on top of it, that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[In April, I remember it well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:15 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[An but, but this is a time when most people your age at that time were moving to this area to get involved in a tech company. Did anybody say?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[What are you doing? Oh, my God. Weird.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:28 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Everybody said that everybody said that, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like, why aren't you going into?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Tech.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We have friends who are raising $40 million on 40 page business plans and bragging about $1,000,000 per page for a raise or doing these lavish lunch parties which seems so ridiculous now to spend funds on a launch party. But yeah, this was San Francisco at the turn of the century.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And money was being thrown around in tech, and here we were showing up, pitching soap, an idea that was hot 120.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Years ago.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So when do you actually?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:15:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Mix stuff together and get it. Get like A was it hand soap? Was it dish soap? Was it cleaner? What? What was the first thing that you decided to work on?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:16:05 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So yes, right around that time sort of mid 2000. It was mostly me mixing those things out of. Well you can make cleaning products out of very standard things that you can buy in the grocery store. You know things like and yeah, of course water, vinegar, baking soda, these are relatively simple.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:16:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[What were you mixing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:16:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like water.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:16:26 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Chemicals that don't require.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:16:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[A professional lab in order to to mix them together. Yeah. And the best part is I came home one day and Adam was mixing things in beer pitchers, which, like, we're going to kill one of our roommates here. Luckily, this stuff is not toxic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:16:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[What? What? What do you remember?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:16:42 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Mixing well, I think there's different soaps and different detergents. You know you can make soap from basically a base and an oil. So vegetable oil and a base. You bring those together to make a soap for solvency. You can use things like vinegar or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Some of the acids that are present in things like orange juice, very common everyday, mild chemicals that you formulate in different ways to achieve a certain cleaning function, and you mentioned, you know, dish soaps, hard surface cleaners, that kind of thing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And were you like, I'm trying to imagine. Were you like in your room or in the kitchen of this group house?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like with a bucket like pouring in like.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[In the kitchen.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Imagine sort of 16 ounce jars, maybe of plastic or glass containers of orange oils and baking soda and and then I would just experiment. I would try different formulations and I would make experiments the way that a scientist does so that you, you know, you kind of have a control and and and then an experiment.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:47 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And you, you know, it's just a iterative process to getting to something that worked really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:51 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well, so Eric while?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Adam was sort of looking into the category and looking at potential ingredients and stuff. What?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:17:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[What were you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Doing so, our plan was to create our first four products, which were the surface cleaners and get them in the local stores. So Adam was working on basically doing everything in the bottle and I was doing everything kind.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Of around the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Bottle and this joke was style and substance. And So what I started doing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Because we didn't have a lot of, you know, money to do custom tooling. And so I started looking for stock bottles combining I I really.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like so, I had this camping water bottle from Norway that I had found just a really simple kind of bullet design with these nice, elegant shoulders they had. It was very utilitarian, but at the same time would look almost like a vase sitting in someones home. So we use that as the basis for the first bottle.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And and how were you paying for the the cleaning? You know, the oils and all the stuff, I guess it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Wasn't that expensive, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:52 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[No, it wasn't very expensive, but out of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:54 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Pocket we paid.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We ran the business out of pocket.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:58 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[For about two years.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:18:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How much money did you have at the beginning to to how much money did each?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Of you put in. We each put in 45,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And that was all the money each of you had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, my grandfather had passed away and left me with that money. And so we we put it right into.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Method you split it 5050 at the beginning.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yep, put it down on paper and you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Called it method at that time. Yeah, we had. We had the name by then. We wanted a name that represented A technique, a new approach to doing things and it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, I think.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Adam and I were both brushing her teeth at the same time. Sounds.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:30 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Very weird. You lived in the group house and you probably had.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[One or two bathrooms, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah. Yeah, basically, Juan.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Adam looks over goes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How about method like that's it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How did you come up with that name?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:41 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I don't know. I just thought of it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You mentioned you had these bottles that you really liked were were you just buying these at the shelf somewhere?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[No, we we did, I mean design was so important. A big chunk of the the dollars we had went into tooling. We just couldn't afford the actual design, but tooling.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:19:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And you designed the bottle.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:20:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[No, we basically took inspiration from this bottle.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:20:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Found in Europe.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:20:05 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And then had a supplier kind of do the engineering of it, yeah. And then build the bottle molds, which ate up most of the investment. But yeah. And then we had the bottles and we were making product at home with, like, funnels and paper towels. Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:20:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Most of that 90,000 bucks? Yep.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:20:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You were filling the bottles yourselves. You were bringing them to your apartment with a funnel and just pouring it in and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:20:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Closing it up. Yep. OK. And we wanted.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:20:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We wanted to feel very different than everything else out there, but also to really show it was, you know, safe to be around. You think about when most people would clean, they would put on that, you know that old.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:20:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Team building exercise sweatshirt from 1998 and the Rubber Gloves because you don't want the stuff touching your skin. So our first labels were very different. They actually showed people on the front of it. And of course we didn't have any money, so we would go to Home Depot and buy a sink and photograph Adam holding the sink probably return the sink to get our money back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:21:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Wow. If you're Fast forward to late February of 2001 by now, Eric and I have product prototypes and we were taking these prototypes around walking into grocery stores unannounced and cornering the store manager and trying to get them to buy our product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:21:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And so we got a grocery store at the end of February to say, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:21:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[2001 yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:21:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It was actually February 28th, 2001, so we had bothered this store manager enough that he said fine guys, I'm going to give you space, but you have to get the product here today. This was in Berlin game in sort of the Mid peninsula of the San Francisco Bay area.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:21:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[What's the store called?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:21:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Molly stones. Yeah. So essentially what we need to do is get a proof of concept. So we decided the first step was to try to get into all the independent grocery stores in the area. These are the places where that manager can make the buying decision. So you got to show up at 6A.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:21:54 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, this guy's always really grumpy and I think essentially they just agreed to take your product because they know you're going to keep coming back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Until they say yes. Were you going to the store in Berlin game and you went there multiple times and and the first time you went there, the manager was like, I'm not interested.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:02 Speaker 6](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:10 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I mean, imagine doing this at 6:00 in the morning with a with a store manager. They are not interested. First of all, store managers don't take sales calls, right? So that was just, that's not how you get a product in grocery store, but it was the only way we knew how. So they weren't used to seeing that. And so there was a lot of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You drove up to the store in Burlingame and you got out in the car.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:33 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And and you and you knock on the glass of the store. It's closed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Bag of product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:37 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You go through the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Back door.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Here's the back door and said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:38 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Can I touch the manager?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And we waited till they were open.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:41 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, but they're stocking the shelves. So, like all the trucks are.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Coming in doing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The deliveries.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And the man's busy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And it was the best training cause. We didn't know how to sell. And you had 30 seconds to pitch. And so it really helped you learn how to sell the product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How often were you rejected?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:56 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I mean every time until that day. Ohh sure it doesn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:22:59 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[By multiple stores I mean after a full day of going around pitching this thing using a lot of emotional energy, would you come home feeling like dejected that and nobody?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:23:11 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Bit depending on the day.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:23:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I remember sometimes like take a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:23:14 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Shower in the morning like God, what am I doing?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:23:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Doing selling, cleaning products and then.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:23:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Because it's a little humiliating, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:23:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, it's and it's hard. I mean, I can say for me personally like just that the cold call was a hard thing to learn. How?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:23:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And yeah, sometimes, you know, we get a bunch of rejections. It's a little bit demoralizing, but, you know, we got it going before we got so demoralized that we quit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:23:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[When we come back, have a long shot e-mail to a famous industrial designer and a big bet on Dish soap landed method on the shelves of target. Stay with us. I'm Guy Raz and you're listening to how I built this from NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:24:15 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I'm Rodney Carmichael.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:24:16](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I'm Sydney Madden.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:24:19 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And on our new podcast, louder than the riot, we traced the collision of rhyme and punishment in America.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:24:26 Speaker 6](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We were haunted by police. We were literally physically hunted. You'd be standing on the corner drugstore. Pull up. Everybody wanted.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:24:33 Speaker 7](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[New from NPR music.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:24:36](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Listen to louder than a riot.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:24:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And just one more thing, the how I built this book is now available. It's a great read and a great gift for anyone looking for ideas, inspiration, wisdom and encouragement to have the courage to put out an idea into the world. It's filled with a ton of stories you haven't heard and have some of the greatest.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:25:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Entrepreneurs, you know, and respect started out at the very bottom. Check out how I built this. The book available wherever you buy your books. And please if you support what I do on this show, you can show that support by picking up how I built this the book and thanks.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:25:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Hey, welcome back to how I built this from NPR. So it's 2001, and Adam and Eric get the first method, cleaning products into a grocery store in the Bay Area. And pretty quickly, they realized that they couldn't just make all this stuff in the kitchen of their San Francisco group house. So they start to think about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:25:45 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Building a supply chain to make more of the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:25:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But but meanwhile, day in day out, they're showing up at different stores, trying to convince customers to try out method soap.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:25:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We didn't have marking Dallas, So what we would do, we would offer demos. So we did that. And of course we didn't have anybody do a demo, so that would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Be would be me.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:05 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You would go there. What, into the grocery store and like?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:05](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Standing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You set up a table and I was wearing a lab coat, which is comic book to look back years later and it's kind of funny. I look at these photos and I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Was standing in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The wine aisle, and I think I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Just realized that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[People shopping for wine were way more interesting to talk to than.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[People shopping for cleaning.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Products, but we were really big believers that the packaging would have to be the primary marketing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Single and you would see it on shelf because of the design you would buy it because the unique fragrances you'd get home find out it works, turn the bottle over and realize it's good for you and good for the planet. And that would start to create a following. And if you talk to most Americans at that time, they would say green doesn't clean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:26:48 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The only way we're going to make this work is we had to get the mainstream into a green product and we thought a lot of it as it's a Trojan horse for good. We had to put our green credentials on the back of the bottle and almost kind of hide them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So after you got into Molly Stones, what was the next step? How did you get into the next door? Same process. Talked to the manager and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:09 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The the first step was that I believe there were 10 Molly stones at that time. There's, I think more than that now and then there were other similar chains of premium high end, more gourmet focused grocery stores that we went to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:21 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[In the Bay Area.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But what we did?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Is we we built up these 30 stores and we called it our paper route. So every morning we take turns driving to each store.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:29 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Counting how many you sold, replenishing it, writing up an invoice, and it was a way for us to really understand the grocery business. And I think the big moment of truth came through when, you know, we didn't have a customer service number. So my cell phone was on the back of of every bottle. And I remember getting this first call from this person who just wanted to call to say how much they loved our cucumber.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:51 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Bathroom cleaner and of course I thought it was a friend just playing a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Joke on us but these.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:27:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Calls started coming and we realized, like, we really struck a bit of an emotional chord in a category that traditionally is so low interest and so boring.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:28:06 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And it's just 24/7. You guys are just working all the time on this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:28:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah. I mean, the challenge is you know, with any startup, particularly in this space, momentum is your friend. And then to raise capital, you need to show momentum. So yeah, you always felt this race against the clock to grow as.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:28:22 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Fast as possible and I guess pretty soon.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:28:26 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Into this thing in there in 2001, it becomes clear.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:28:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Hear that? You've got to raise money. You've got to get because 90,000 bucks is only gonna take you so far. So how did you? What was the next step? How did?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:28:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You get the money and the family.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:28:39 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Oh wow, that was a saga. That was a saga. I mean, we're constantly running out of cash. And so we were getting 5 Grand, 10 grand here from every friend farm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:28:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Only person that would give us money and did that for about almost two years to run the business and all told it was maybe a couple $100,000 that we got that way before we were able to raise our.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:29:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[First, professional money. The people who believe in you more than they necessarily believe in your idea and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:29:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I also found it so motivating cause is one thing, like for admit to you know, lose our own money or fail.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:29:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But when you're taking money from people you really care about are roommates. You know, grandma, my siblings, parents. You don't want to let them down. And I always encourage entrepreneurs to take money from family because I think it's the best motivation to ensure that no matter how hard things get, you're going to find a path forward. Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:29:22 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[My parents.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:29:37 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So you are, you know, funding this any way you can. At what point are you able to at what point do you decide, hey, we got to go to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:29:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Who, like real money? People, big money people and and get an infusion of real investment.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:29:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well, we decided that really early on, but it took a long time to get it done. So it was probably, I mean even by mid 2000 we knew we were going to need to get capital to run the business, but it took another year at least before we were able to get a professional investor to to sign on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:29:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:30:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The bottom yeah. How much did you raise in in that round?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:30:11 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You know, the first round was $1,000,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:30:13 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And it was from 1 investor of this one firm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:30:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[One investor and we were scheduled to sign the term sheet on what turned out to be Sept.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:30:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[11th wow. And so in the months that followed, we were stalled because of course, nobody was doing deals with the uncertainty in the world, particularly in a premium price cleaning product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:30:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And I remember we finally closed in November and you always have a closing dinner when you raise capital. And we went around the room to pay the bill afterwards, in between Adam and I, none of our credit card.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:30:46 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Worked, and luckily we knew the person who owned the restaurant and we asked them if we could pay them next week after we closed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:30:54 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Because because we had run out of money and so all of the, you know, we we had inventory and orders and stuff like that and all of that was on credit cards there kind of, you know, just maxing them out on the faith that we would ultimately get this investment. That was a scary.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You were just maxing them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:10 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[One for both.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:11 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Of us, by the way, what was?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:12 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Your your pitch to these investors like, what did you think convinced them to to give you their money?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I'm a big part of our pitch was showing what we have proven locally and regionally, and the argument that we were going to get target next.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And that we needed capital to be able to close target and start to scale nationally.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But how did you even? How could you even say that? Were you talking to target before you had any money to make this product?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Now, not at all because we wanted to be able to get the capital, but what we started doing is we're working with Karen Rashid, who is a very famous industrial designer, and we wanted to create a line of products working with Karen that would make a real statement in the marketplace.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:31:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Just to pause for like Karim Rasheed is like a huge industrial designer. Like he's made products for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[He's designed Pepsi bottles and iconic furniture and like perfume bottles like you guys are in your mid 20s. Like how did you connect with this guy and why would he even?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:12 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Answer your call. We were huge believers in the power of design and great industrial design so.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We put a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[List together of the top industrial designers and Karen was at the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Top of that list.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:21](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So I figured we just worked down the list until we finally got.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Somebody degree to work with us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:27 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And I shot Karen in e-mail.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[He just went to like Google and typed in his name and found his OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[With that, the studio.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Shot an e-mail cold to him.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:35 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And said, you know, here's our pitch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:38 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We want to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Work with you to redesign the dish soap. An object that sits across every sink in the landscape of America.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:32:47 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Will you work with us? And he wrote back within 20 minutes and said yes, wow. I do remember. Like, I think when he first met us for the briefing, he he said to Josh Handy, who we worked with at the time. He's like, maybe try to get some other.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, I mean, I mean, how did you?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How are you gonna afford to?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Pay him. Yeah, we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:06 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Were able to convince him to do it for a lower fee because he really believed in the project, but also with equity, and he gave, you know, got him to have skin in the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:15 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Game with us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:17 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So he agreed to do it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So he agreed to do it, which was absolutely amazing.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And day at the time, Target was working with Philippe Stark and we knew they had an interest in working.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Care. And So what we did was working with Carum. We were able to use kind of Carrum as the carrot to get a meeting with target marketing, who then invited the buying team. We did a big dog and pony show with Karen, kind of spent pretty much our last dollars.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:43 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, we kind of went all in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[On this, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And ultimately, none of this company would have ever went on to exist if it weren't for the risk we took on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Our dish soap.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And Adam pulled miracle.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:33:56 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[To get the first prototype of the dish soap it arrived moments before the presentation.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The actual soap, yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:04 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, soap in the bottle. Yeah. And what was unique about this product that Karen had designed is that it was upside down. So the dish soap came out of the bottom. It was on this inside that everybody, you know, you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Always turn it over.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It's a weird experience, so kind of shot out at the bottom. It's beautiful sort of sculptural shape. Now I this is an important detail. I was not actually at the meeting because as Eric mentioned.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:27 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[To the literally the very last moment we were putting together the product, I was in the factory doing that 24/7 for weeks in preparation for this meeting. So I was like sleeping on the factory floor and doing that whole thing. And then I FedEx this thing first overnight to Eric for the pitch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:47 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This is like a make or break meeting.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Ohh it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I mean, I was starting to work in my Business School applications just as backup because.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Oh really?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:34:55 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like, yeah, I mean, you knew that if we could not get a national retailer behind it, the economics weren't going to make sense. I mean, we're competing against people who, you know, they own their own plants. They've had 150 years to figure out efficiency. And we were charging initially like $5 a bottle way to keep bringing the price down to make it more competitive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:14 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So you were losing money on every bottle you were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Selling.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Oh, sure, yeah, early on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So we need to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Scale and we need it fast.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So. So what happened at that meeting?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:24 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Are they said we'll do a test?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:26 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Marketing stood up at the end and said this is right for our guests. It's, you know, designed forward on trend and so target gave us a 90 store test to basically prove ourselves.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[To sell dish soap.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And and and surface cleaners. And do you remember how how many units they bought?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Surface cleaners.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Oh, they bought initially about.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:49 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[25,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:50 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[That's a lot of that's a lot of hope.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Though it was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:53 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:54 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Did you? Were you like, jumping up and down? Did you call Adam and?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:35:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Say we made it. We're in target not.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:01 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Really. Because we knew if we failed that test, we were out of business. It was make or.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:05 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Break there. There was, I mean, to be fair, there was a there was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:07 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, that's when I got nervous.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:09 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Triumphant. Like, yeah, we've got this test, which was great. But I mean, I remember that moment vividly because my heart sank.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:16 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Because, you know, I had to then make sure that we could get 25,000 units made with perfect quality and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:22 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[All of this.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:23 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It was only about 8 weeks, and that includes things like long lead times for making bottles and you know, all this type.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Of stuff that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It never should have been able to be done in eight weeks. I still to this day.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:36 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Don't exactly know how we got it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[One, but we you know, there's a theme that always ran through our business that when you hit a roadblock, you know, you get out the paper clip and the chewing gum and the rubber band and you figure out another way around and, you know, making 25,000 units was just another sort of MacGyver moment, you know?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:36:58 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[If you're going to build a business, any business, it's hard and you've got to be incredibly resourceful. And for us that was very real because it was born from all of these times where we went the path you were supposed to go and a door got slammed in our face and we had to figure out another way.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:11](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So mid 2002, you are in 90 target stores.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:23 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And you've gotta hit a certain target for them to to expand out further. Yeah. How did you do that? How did you create awareness around the product?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well, we didn't hit that target. As it turns out.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:34](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The first, the first thing we did was there was a set.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:40 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And so we had to make sure we got on shelf as fast as possible. So we started driving store to store go in if it's not set up, you go to the backroom, you pull it out yourself, you take whatever's on shelf off and you get your product on shelf quickly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But we said.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:53 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You know, first week looking the numbers we're missing the number and then we had a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Problem which was.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:37:59 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The dish soap that we did, which was the first ever inverted dispenser, so it comes out of the bottom.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, I remember that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:05 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Consumers would go to smell it because the fragrances were really unique at the time and they would pull off the bottom in a way it wasn't supposed to really come off. So it meant it didn't really go back.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And thinking we're.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:16 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Great merchants, we put that on the top shelf. So we would walk into stores and there's just dish soap raining down our entire display. It's hard to sell a product when it's covered.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:25 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, for fine.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:28 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[In Dish soap, yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And it's really hard to clean up dish soap in the aisle of a store.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But how were?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You had to hit this target and you you didn't. So what happened? Why did Target keep keep carrying it?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:43 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Ultimately, it was while we weren't hitting the number of units of sell through that they gave us for a well known brand on promotion and all of that we were doing reasonably well and fortunately.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:38:55 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[A buyer at Target realized that it wasn't just the number of units that we were selling, but the type of people that were buying our products and the other types of products that they were buying in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:39:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The store were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:39:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Who?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:39:08 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[They, you know, they were. They were people that were sort of the millennial equivalents of the day, right? They were young, they were.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:39:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[More dynamic, more slightly more urban, a higher end audience. These are exactly the types of shoppers target calls them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:39:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Tests that they wanted to get in their store, they knew that that was a highly valuable shopper for them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:39:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I think that's the paradigm we really broke and I guess we'll take credit for because we haven't found anybody did it before us, but eco chic and traditionally green products didn't look beautiful and beautiful products weren't necessarily green. And I think a lot of it is just coming down to our own dumb luck of Adam's passion for sustainability.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:39:50 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Mining for design as I target made so much sense because we just needed that bigger platform to drive change.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:39:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So after target at that point, did it become easier to get into other big box stores and other retailers?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:40:05 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You know, I wouldn't call it easy, but what I would say is every next retailer, every next financing round gets incrementally easier and that's really that's momentum, right if you build.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:40:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It really at the end of the day, I believe that business is about starting with a really small that's a small success and building into a slightly larger one. And if you do that a couple of times, whether it's going from direct store delivery at Molly Stones to some regional grocers to attest at Target, you only have to do that a number of times and you can build a pretty big business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:40:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It's it's not easy, but the more you do it, it gets easier to get bigger and bigger wins.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:40:43 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It's interesting that you started really with target because we we've had John Mackey on the show and we've had other products that really started out at Whole Foods that were not toxic and environmentally friendly and organic and so on.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:40:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I read that actually you had a hard time getting into Whole Foods at the beginning, is.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[That true?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:02 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, they, I mean, you know, oddly, they didn't like that we were already in a mainstream retailer and we were just very upfront that's listen, we think that we've got a product that your shopper is really going to enjoy.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We just didn't look like a green.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Product we didn't we.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:19 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Didn't wear the uniform of of green.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:19 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We wanted to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:21 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Change that because we those weren't the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[People we want.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We wanted people to buy a product who never.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Consider buying a green product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:26 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, it it's, it's important to note here like I think it's totally pointless to make a green product for green people right there.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:34 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Only about 5% of products in the in the US market that are sold are green products, and so if all you're doing is preaching to the converted in the 5% like what are you doing, we want to create a product that that appeals to everyone, right? And not just people that are only going to shop on their environmental.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:48 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:51 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Credentials.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:41:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I read at one point, Eric, that to prove that this really was non-toxic, you actually drank it like you drank. What? What did you? Did you what did you drink? Which one did?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:02 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You drink.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:04 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So I was in London and you know, I love the British press are so skeptical. And I was talking about our products that they're, you know, non-toxic.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:13 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And safe and she said, is it, you know, safe enough to drink? I was like, sure. And it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Was a toilet.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:20 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Bowl cleaner.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:21 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Hmm.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:22 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And so we both took a shot, the toilet bowl cleaner, and then I immediately texted Adam. It was still, you know, he was still sleeping here and finally got back to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:30 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Me, I was like hey.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:31 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[He just drank the total.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:32 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Cleaner. I'm going to be OK.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Right.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:36 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[He writes back. Well, it would have been my.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:37 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[First choice.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:39 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like thank you, Captain obvious.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We we both had to, to I I ended up on Japanese television a number of times drinking a lot of methods, so I'm I'm still here.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:46 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Wow, so how?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:49 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Quickly, when did you actually become profitable? When? When. When did?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:54 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It was about five years in, I think 2005, we became Brussels.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:55 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:42:57 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This is after you're in targets all over the country and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And it still takes some time before you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:04 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Turn a profit.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:04 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And that's actually relatively fast for a consumer products business to go from nothing to profitable in about 5 years pretty.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:10 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Quick.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:10 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How much money did you have to raise before you could stop raising money and just fund the company?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It's about 25,000,000.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[$25 million.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We we felt we had to grow fast both to keep startup competitors away, but also all of the legacy brands were starting to copy us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I'm sure right. Because you guys had this. People were like, oh, I love this product, right?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:33 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[They did try to crush us and there were a number of brands that were launched by large.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[CPG, all of those guys. But what was interesting is it was so funny and and Eric predicted this to his credit, he predicted that they wouldn't be able to get it right and what they launched, you know, invariably was sort of the same old like pistol grip bottle with the finger.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:43:40 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Like Clorox and.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Moves in it that happens to run down their lines already with like a different label on it, and then they slap a flower on it with some sort of like name. It just was like, come on, you know. And and they did throw a lot of money at that stuff. Believe me, it was really scary for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:03 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:15 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yes.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:16 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Did it cut into your your business?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Absolutely. In the short term it did, but because you know they weren't authentic products, they weren't interesting products. They were just sort of, you know, people would try them once and they got promoted so they'd they'd capture shoppers that way. But then they just.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:34 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The product.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Didn't perform and it wasn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:35 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[These are like Procter and gamble, like the big companies, all of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:38 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[All of them did some version of it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Them.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So I guess around 2008 you decide to branch out into personal care products. So what was the name of the the label block?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:44:51 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And you say that in a very matter of fact way. This was shower gel and hair shampoo and stuff like that.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:00 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[The original idea was actually this really kind of beautiful, organic shape, but it didn't stand up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:07 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Shape of bottle.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:08 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, almost. Imagine like a seed. But we wanted to still keep that kind of object approach and we ended up with square and then it's like a plane crash. It's not one thing that goes wrong. It's like 10 things that go wrong.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So what? What went wrong?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:23 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[From kind of walking away from our core vision of it, to not getting the tooling right and one of it is we were always a little bit more conservative of you know, we believed in fail fast, right. So you get products out there limited number of retailers, make sure it works, adjust launch and learn and everybody love the design.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:42 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So we went really broad.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Everyone said this is gonna everyone's gonna have this in their bathtub in.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Their shower Costco.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Loved it. Grocery to everybody. Got behind it and it essentially was nailed to the shelf. It did not.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:45:57 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And it's expensive to launch a new product. It's really expensive to discontinue because when you see something on shelf that's being discounted for the store to get rid of it, the manufacturer is funding it. Ohh man.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:09 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Man, were you? So you just got rid of all this stuff. Like what? What happened to the excess stuff inventory.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:17 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, I mean, we ended up actually just recycling a whole bunch of bottles that never got. So I've got some, yeah, I still have some.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:17 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We've been slammed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:21 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Do you still have in your garage? Like do you still use it do.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Use it again. It was a.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:25 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Great product. We did hear some of it was sold the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:26](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Still have.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Wow. So how big of a hit did you guys take on that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:32 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Did did Meta take you know, I don't remember exactly in dollar terms, but it was, you know, it was in the low millions of, you know an investment that basically an amount of money we lit on fire. But the bigger thing though is just product failure is a reputational risk.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:46:48 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And it's something that you need to recover from the customers. Meaning for us a customer was a retailer, yeah, they were. They were not excited about that. And you know something that you have to dig yourself out of.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So I'm curious because at this point you've you've had obviously had lots of success with with method cleaning products, right? The company is profitable.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:08 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well, and then you have this failure with block, right? Yep. And was there. Was there any tension between the the two of you around that like how was your relationship going?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:18 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well, yeah, it yeah.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:18 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Little marriage.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It is like a marriage. I mean, I think Eric and I are super good friends. You know, we obviously know each other incredibly well because we've been in the trenches.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:29 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Together, there was a time for a couple of years where we were at each other's throats.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Why?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:35 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You know, Eric and I approach problems from very different angles and that is a huge asset.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:47:44 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But it also can be a huge rub when you know I see a problem from this direction and you see the problem from another direction and you can \*\*\*\* heads about that and you know that what it requires is it requires a lot of open mindedness, it requires a lot of self-awareness. It requires a lot of listening.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:04 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[These are all skills that I'd say that we've learned.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:09 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But early on, you know, I don't know a lot of 25 year olds that have that level of sort of experience and maturity and have those skills we didn't.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:18 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well, I mean, I mean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:20 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Many, many partnerships breakdown it's unusual for.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:24 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Partners to create a company to scale it and then to stay friends after you know and and good friends. I mean, how did you guys get through that those tense times?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:33 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I think we just overtime you know we knew how to be friends, but we didn't know how to be colleagues and partners together and we started to learn each other's different styles professionally. My instincts is to just engage and run at it. Adam needs a little bit more space to kind.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:39 Speaker 5](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Oh.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:49 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Of think it through.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:50 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[He's an extrovert. I'm an introvert.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, we really learned each other's working styles and we were able to find a better rhythm together.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:48:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And at the end of that was the blue.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And it was, I mean, it was a very, very conscious effort to say, like, screech on the record. Like we gotta work on this, right or this is going to end badly.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:10 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I mean, at the end of the day, it was mostly about us.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:14 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Doing it individually and working with one another to figure out, you know when Eric says XYZ and I feel like it means this. Actually that's not what he means. He means something else and I can separate the 2.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:28 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You guys sold this company's method to ecover in 2013?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Why did you decide to do that?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:36 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You built this from the ground up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:39 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Was it a point where you kind of had had to do this, had?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:42 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[To sell it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, I.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:43 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Mean we were approached by.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[A private family out of the UK and they had owned the Ecover brand, which was really The Pioneers from the 70s of of green clean.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:52 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[And so the pitch to us was it was an opportunity to really allow all of our investors who've been in for a long time to see.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:49:58 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[A nice return.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:00 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[We're big believers that you you build businesses sort of for posterity to endure and businesses change ownership. And so the question isn't, will it? It's if it does, will the business.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:13 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Better afterwards, and in this case of selling the business to Equivale, actually the greatest example of that is we were able.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:20 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Build what's probably the most sustainable manufacturing facility in the whole world in the inner city of Chicago. Immediately after we sold the business. So there was an example of like deepening and enhancing the mission and building something that helped us grow the business much better rather than what other people fear would.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:40 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Happen. So you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:41 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Both of you moved on around 2015.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, we're still.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:45 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Still involved with the company at a light touch.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But you have no ownership at all anymore of our method.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:51 Speaker 7](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[No.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:51 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[That's correct.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:52 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[So I ask this question to pretty much everyone who comes on the show. Just start with you, Adam.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:50:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How much of the success of method do you think has to do with? You know, your intelligence and your skill and and how much with luck?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:51:07 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Well, I think there's other factors other than just those two. I think that it certainly isn't all because of me. I'd like to think that I contributed an amount to a group of people working together.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:51:19 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Create something really awesome. I think perseverance was a huge huge key to the quote UN quote luck that method had. And yeah, you know, was there 20% luck in there? Absolutely.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:51:32 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Eric. What? What do you think?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:51:34 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[I always say an entrepreneur can never have an ego because luck is always a factor and I agree with that. And with enough persistence luck always luck always shows up.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:51:44 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Yeah, I mean, we made so many stupid mistakes and kind of had near death moments that luckily the ball just bounced the right way to keep us alive.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:51:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Is it strange to go into a target or a Whole Foods and see this bottle?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:51:58 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[You designed this soap you.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:00 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Designed.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:01 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This thing that you were making in a San Francisco group house called whatever you want, and it's not yours anymore.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:10 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It's still ours. It's still ours.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:10 Speaker 2](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It is, but the emotional attachment. And every time I see you walk into a random restaurant bathroom and there's our our teardrop hand wash sitting there and you see it and you can think of like the stories and the creation of it and the.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:24 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It it's so much a part of our identity, like whether or not we own a couple of shares or not has nothing to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:30 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Do with it.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:31 Speaker 3](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[It's still ours.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:34 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[That's Adam Lowry and Eric Ryan, the two Co founders of method, by the way, since selling the company, each of them has launched their own new ventures, Adam founded a company called Ripple Foods, which makes plant milk and other dairy free products from vegetable proteins, and Eric has launched two companies.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:52:53 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Holly, which sells nutritional supplements, and Wellie, which sells first aid kits and in an interview last year Eric said the idea behind Welly is simple. An injury is actually the trophy of a well lived life.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:53:11 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

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[00:53:27 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Guy dot raz.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:53:29 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This episode was produced by Casey Herman, with music composed by Ramtin Erebuni. Thanks also to Candace Lim, Derek Gayles, Jaycee Howard, Julia Carney, Neva Grant and Jeff Rogers. Our intern is Farah Safari. I'm Guy Raz, and you've been listening to.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:53:44 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How I built this?](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:53:48 Speaker 1](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[This is NPR.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:53:53 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[Billie Holiday helped shape American Music with her voice and unique style.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:53:58 Speaker 7](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[But her legacy extends way beyond music, with one song in particular.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:54:03 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[How strange fruit became an unexpected hit and brought on serious consequences.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:54:08 Speaker 4](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[For Billie Holiday.](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

[00:54:10 Speaker 7](https://onedrive.live.com?cid=C2842084B67A55C8&id=C2842084B67A55C8!sdb33863d79884147a7d511022cc7a55f)

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