# Audio file

[Rad Power Bikes Mike Radenbaugh.mp3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

# [Transcript](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:00:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hey, it's guy here. So what are some of the key traits that successful entrepreneurs have in common? Why do some people succeed when others fail?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:00:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[How do you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:00:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Build something with no connections, no money and no experience. And can you learn to develop the skills and traits it takes to become an?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:00:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Entrepreneur. Well, to find out the answers to all these questions, pick up a copy of my new book. It's called how I built this, and if you love the show, you will love this book. And if you order before September 15th, I'll send you a free autographed book play to put inside the book. Just visit guyraz.com or how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:00:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Dot com to order or pick up how I built this. Wherever you get your books and thanks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:00:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We unboxed some of the first bikes out of the containers and I went out for a test ride on one of the first bikes, and it's like something's off here. What's going on here? And I realized that the factory had installed the brakes backwards, and so the front brake was on the right and the rear brake was on the left. So we spent a week straight.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:01:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Three of us in the company at that point, like just to get those bikes shipped, unboxing every bike, switching the brakes around it was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:01:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It was a doozy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:01:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[From NPR, it's how I built this a show about innovators, entrepreneurs, idealists and the stories behind the movements they built.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:01:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I'm Guy Raz, and on the show today, how Mike Radebaugh slapped a battery and a motor on his bike so he could get to school faster and then went on to build the biggest electric bike brand in the US, RAD power bikes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:01:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The Holy Grail of marketing is word of mouth recommendations. Sometimes word of mouth can be engineered. Think Tupperware parties or a friend who has a side hustle selling Mary Kay cosmetics. Really powerful word of mouth marketing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:02:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Happens organically and it's usually products that marketing guru Seth Godin would call.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:02:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Ordinary you might be familiar with Seth's purple cow theory. Basically, no one notices an ordinary cow and a pasture, but a purple cow. You would stop your car to see that, and then you would tell all your friends about it. It's part of the reason why Tesla doesn't have to spend a whole lot on advertising.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:02:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[If you know someone who owns a Tesla, you probably can't get them to stop talking about it. Word of mouth is also how all birds will shoes got so big, so fast. The early adopters who bought them loved telling all their friends how comfortable their feet were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:03:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And the same principle applies to our story today, because if you ride a bright orange rad power electric bike through town, people will want to ask you about it. How do I know? Well, this is kind of where I become a character in the story a few years ago, I was looking for an electric cargo bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:03:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That I can use to take both of my kids to school on. I wanted something sturdy enough to handle a few cases of wine and groceries, but zippy enough to get me around town fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:03:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The problem is that many electric cargo bikes are expensive more than $3000, but in my search I came across a review for the RAD wagon bike made by RAD power bikes. The review was good, but most importantly, the price was right considerably cheaper than anything else.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:03:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Could find, so I bought it and everywhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:03:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Where I went, someone wanted to ask me about it, especially when my kids were sitting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:04:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[On the back.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:04:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[At the farmers market, the library the Bart station.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:04:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Where I parked it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:04:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Dads, moms, grandparents. They wanted to know more. Several of them even asked if they could give it a go, which I happily obliged.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:04:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Well, it turns out that this phenomenon is the secret to rad power bikes success. Just five years ago in 2015.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:04:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Mike Redenbaugh launched an Indiegogo campaign to build the first Rad power bike today. His company has about 25% market share in the US E bike space, making rad power bikes the largest E bike seller in the country. Last year, the company did almost $100 million in sales.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:04:47 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And this year, they're on track to grow 300%. In fact, right now there are more rad power bikes on order waiting to be delivered than the company has sold in its entire five year history.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:05:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And as you will hear, a lot of that has to do with the pandemic. Lots of people are looking for a quick way to get around town. And electric bikes make it a lot easier to go up hills or long distances. But even though it sounds like this business blew up overnight, Mike Rodenbaugh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:05:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Actually started building and selling E bikes more than 15 years ago as a high school student when he was growing up in a very rural part of California.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:05:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I grew up really out in the middle of nowhere, in a town called Garberville in Northern California, and it's an area called the Lost Coast. And so there's a lot of dirt roads, there's very few, even stop signs, let alone stop lights. And it's just in areas like covered by old growth Redwood forests.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:05:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:05:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So you were.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:05:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Basically born there and and raised there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:05:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. The first five years of my life, I lived in an Airstream trailer on the property. My parents, you know, bought on some sort of a lien. And as they slowly built the house up and you know that, that childhood home I grew up in, it's still not finished today, but it was a really great upbringing. Organic Garden on the, on the property and just surrounding us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Everywhere there was off grid, you know, marijuana farms and the area was opportune for it just because it was so out there and out of touch from, you know, society.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:24](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So did you ask?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Your parents? Why they? I mean, did you ever say, why did you guys move out here to the middle of nowhere?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I think I think it was the era. I think there was this, you know, they they were part of that kind of move back to the land and that was during the back to the land era. And when my parents moved there, I think that that was really when the movement was starting. And luckily they taught me the value of hard work and career life. But I think there's this connection that was happening around music and spirituality and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I think connecting with nature and so yeah, they were in a Volkswagen van and they just moved up to Humboldt County.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:57 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And your mom was a nurse or is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:58 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[A nurse.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:06:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. My dad was a Carpenter. My mom was a nurse. She was an ER nurse growing up, and then she transitioned to being the nurse at my high school, which was a bit of a coincidence, but made for an interesting four years of high school.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:07:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So all right, so so your dad was a Carpenter. And what? What did he do? Carpentry. For, like, home renovations or what kind of work did he do? When? When you were a kid.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:07:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, my my dad was really creative. He was featured in Fine Home Building magazine for a couple of the places that he.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:07:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So he specialized in building really unusual homes, so he focused on round houses like Octagon shaped houses, and I grew up building with him. Right, you know, I mean, you know, I would go to the job sites with him on the weekends when he was needed to finish up on stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:07:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So I just, I just grew up building with him, so I learned how to work with my hands and how to do stuff in that way for my dad.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:07:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And presumably he he can be made a living off that. I mean, that was that was sort of enough to kind of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:07:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Sustain the household.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:07:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It was. It was hit or miss where we grew up. Construction opportunities were off and on. And so he ended up actually, especially around in the early 2000s. He ended up transitioning to a full time job at the local golf course, which is like, you know, kind of a run down 9 hole course. He worked there as a maintenance person, fixing sprinklers, you know, doing electrical.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:08:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Maintenance jobs like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:08:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So from a pretty early age, you were kind of working with tools like helping your dad out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:08:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, we were just where we grew up. It was oftentimes you need to fix it. You weren't going to be going to town and buying a new version of it. And like, that's sometimes you have to dig out the well or fix the well pump, right? You're chopping firewood, you fixing up the house, you know, you name it. It's just kind of more the country lifestyle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:08:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[But it sounds like you don't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:08:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Have the money to to to pay.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:08:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[People to hire people to mow your lawn or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:08:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Right, Carl, whatever.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:08:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, definitely not. I remember one time my mom walked out of the house and it was like a winter morning and I would climbed up on the roof and my dad was watching me at the bottom. And a shingle had broken off the roof from a tree branch that had fallen on the House. And so I'm, like, climbing up these slippery shingles. Right. And my mom's kind of yelling at me like, John, you know, my dad's name is.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Like John, why would you let him do that? That kind of thing. And so it's kind of just the way of the way of life.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Back then was just keeping things together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All right, so you're grown up there and I guess around around the time you went to high school, like your high school was kind of far away, right? It wasn't. You can just walk there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So my high school was 16 miles away. Half of that was on country roads, and half of it was on a highway 1.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01 well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So so when you had to go to high school, the expect, I mean the expectation was that you had to figure out how to get there like your mom and dad were not able to drive you there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:09:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So in my freshman year, I I had a couple options, right. I could try to bum a ride from friends, but that was challenging and inconsistent. We had a school bus, but same thing challenging and and inconsistent. I think the school bus route took over an hour and a half just to get to school because right it was 16 miles of country roads.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:10:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:10:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I couldn't afford a car then and eventually I did get a car, but I couldn't keep it running because the car that I could afford wasn't going to be very reliable and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:10:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Sure enough, blew a head gasket one thing after another, and so I was kind of a little bit stranded.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:10:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And did your bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:10:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I did. Yeah. So I was racing mountain bikes. And so where we grew up about four miles away from my house had this amazing community park that had a, you know, a three mile mountain bike loop in it. And so from a young age, I was biking over there and riding laps around this park. And I just totally fell in love with two wheels.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:10:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Was it possible to to bike from your house to high school on your bike?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:10:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Because I was riding to school and back each day I was doing that for training because I was actually starting to race and it was, you know, very competitive. And so I needed to be putting on a lot of miles. But my parents did not like that. Like they gave me a lot of freedom, but they did not like that, you know, half of that distance was traveled on a freeway and you have 70 mile an hour. You know, logging trucks.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:10:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Flying by and I don't know why they gave me the thumbs up, but I think that does share with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You kind of how dusty and kind of country my upbringing was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And and that probably took you a long time, it probably took you what 40 minutes or at least.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, it was definitely like an hour long ride because it was also really hilly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Where I grew up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So you know, I'd show up sweaty to school. You have a teenage kid, a freshman or sophomore in high school at that point, and I I'm already struggling enough to not be the dork.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And showing up sweaty wasn't so cool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And I guess you start to think, well, maybe I can make it easier. If I had an electric bike, had it first of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Well, this is in like what 2004 five something like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, in 2000 and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Five and electric bikes. Thinking back, I don't even know if I even knew what that was in 2005. What did you know about electric bikes at that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. Yeah. At that point, I think you know, 3 or 4 years earlier, I had as a 10 year old or an 11 year old. I started saving up for something that I really, really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:11:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wanted and and this thing just so happened to be a electric scooter that was for sale in the saw shop in town. So like the shop that sold chainsaws also had an electric scooter on display.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Like a stand up scooter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, just like a pneumatic tires, but definitely a small like kind of child sized electric scooter, right? So I I had this experience where I saved up for this thing. I got it. And I just wrote it non-stop for a couple of years. And yeah, I just kind of fell in love with electric vehicles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Not, you know, goofy little scooter. It's just the simplicity, I think, of just a it's a battery and a motor and a control system, and it's just almost like magic, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And and you thought.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Maybe I can do something like this for?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[My bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I kind of I I I went to kind of researching online and kind of poking around a little bit and I started to see some people doing conversion kits. So they'd find electric motors and batteries and they'd figure out a way to attach.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[To a bike and I also found that were there were actually some E bikes that you could buy. Then too. The problem was just like today.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:12:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Most bikes are really expensive.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Right. And and just to be clear.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The idea was that you would have an electric bike that would operate like a motorcycle where you wouldn't have to pedal. Or was it a bike that where you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Still would have to pedal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I really wanted a little bit of both. I wanted to hybrid because I needed to be training, but I wanted to be able to go further and like, you know, get to school without breaking a sweat.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Faster. Yeah. So what do you do? Like you're 15. How do you how do you convert your bike to electric bike?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, and faster.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I just started with off the shelf stuff, you know, like searched online kind of figured out what it would take.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So that was a little bit of stuff from RadioShack. Some stuff I ordered on eBay. I had an old mountain bike, so it was like it was the mountain bike that I had used for my previous racing season, so it was pretty beat up and scratched up. And so it was a really great donor bike for the first project. I found the electric motor that I put on it. I found that on a website like I was able to buy 1 and airship it by DHL Express.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And and this is by the way, a motor for a bike or a motor for a motor. For what? What was a motor?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:13:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Designed for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So the motor was designed for a scooter, like a scooter that you would see hauling 100 lbs of cargo in Asia as an example.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Like a A sit a sit on scooter that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You would sit on. OK. OK.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So it would be a sit on scooter. Yeah. And, you know, a motor controller from some kind of DIY kind of hacker in Canada. So I had imported it and shipped that to myself. And then I found lead acid batteries that are used as starter batteries on motorcycles. And so I strung three of those together to make 36.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And that was really the PowerPoint for the first prototype.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Huh. And how long did it take you to convert your mountain bike into something that had electricity?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It it was not so glamorous. That's what I'd say. This process, I think it was, you know, about nine months and probably 12 failed prototypes later. And I had an E bike that I could actually get to school with, but I couldn't get back, so I'd have to get to school and then kind of, you know, sneak around and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Try to find a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:14:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Place to plug my bike in and and charge it up while I'm while I'm in class.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[During the day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Because 16 miles like that battery would just conk out right after what, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That was pushing it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[How did you know how to do this? Like, how did you know what parts to put where and what to plug in where? Like had you been taking things apart?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[For a while.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I mean, yeah, how?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, it was. I think it was really equal parts obsession because I was. I was so in love with this idea of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Building electric bikes I was just spending like every night late into the night before my parents had, like, you know, yelling at me out in the shop. They said, like, you gotta get to bed, kid, you know? And it was, yeah. And the other part of it really was just growing up, building stuff. You know, I was just always doing stuff with my hands. And, you know, I had some good guidance from online forums like some of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:15:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Early DIY like, you know, community stuff. So I was I was kind of just really sponging off of this forum community online that we're building electric bikes that were affordable and high power, finding ways to get parts off the shelf and finding ways to import parts from countries where, you know, electric 2 Wheelers were common back then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:16:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So you come up with a prototype to get you to school. And how does it work? I mean, does did it help you peddle was it? Is that what it did? It made it easier for you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:16:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[To pedal it to go faster. Yeah. The the first couple.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:16:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Actions didn't help that much. I think you'd make it a mile or two before you'd blow a sensor or fry something. And I remember a couple of times having to, you know, hitchhike back to my house, throwing my bike in the back of a neighbor's truck or something that was driving by. But each iteration, it started to become more and more effective. And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:16:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Frankly, like the first time I really was able to like, ride that whole way to school, it was an overwhelming sensation of freedom. Like, I think that was just something I was so excited about was this feeling as a young person, like looking for mobility, freedom like this ability to go and do what you want to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:16:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And learn and, you know, feel life for yourself. I just really captivated by that from day one of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Bikes. So how fast did it go?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The first bike did about 30 miles an hour and it really. Yeah, and it shouldn't have gone that fast, considering a lot of the parts were held on with, you know, zip ties and duct tape.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow, that's that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Was it safe? Ish.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I've got some scars. I've got some remnants still from a lot of those early prototypes, but I I think as each iteration went on, they got a little less sharp around the edges and a little bit more tied together.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[How much do you think this ended up costing you to put this together?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I mean, I was, I was sinking every dollar I had into parts and you know, so I had meaningful financial skin in the game. I think back then. But, you know, keep in mind that that's probably a $500.00 or $1000 worth of kind of investment between parts and the air shipping cost to kind of import some of the stuff.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:45 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So this worked you. This actually got you to school faster and you plug it in at school and then ride it home. And I, I guess not surprisingly, your local newspaper thought this was really cool and they wrote an article.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:17:57](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[About you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, it was. It was so much fun because it was people were stopping me when I was in town to ask me about the bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And and yeah, the local newspaper did like a little story on us. And I think I got a some fun nicknames kind of early on the E bike guy, I think different things like that. People came to know me pretty quickly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:19](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So all right, so you do this and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Couple years in, still in high school, you decide to found to start a company that would take someone's regular bike or mountain bike and then convert it into an E bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Does that did that happen because people were asking you to do this for them?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I just, I think the first person who was like, a a friend of the family, I was at the bank and yeah, I walked outside and they were looking at the bike like, oh, you know, hey, Mike, how's it going? I was like, oh, you know, hey, man. And, you know, I think he said, like, what's this all about? How cool is this? Like? Well, can you build me?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:18:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[One and I was taken aback. I remember just kind of being dumbfounded in the moment. And like, yeah, I guess so. Like, I guess I could build you one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[They probably got a good deal cause you didn't even.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Know how to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Price it? Yeah. Just to get it to work. I think I probably blew up a few fuses and just to get a functioning bike out for that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[First customer so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Did you start to get more and more people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You to do this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. The first customer I had actually ended up trading the bike for a teepee like an actual, like teepee that I lived in for a summer on my part.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:22 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Oh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[This property, you know, trading stuff back then that was pretty typical where I grew up and I wanted mobility, freedom and also, you know, at that age I was really in love with the idea of, like, I could live in the backyard and like, I don't have to live with my parents this summer. Yeah. And so, yeah, I think I was showing one of the first prototypes off at a local fair in town. And it was like a partly a farmers market and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Partly a craft fair, and I was kind of at a little booth set up kind of showing off my bike and this woman came by that was selling teepees, and she took a liking to the E bike, and I was like, is that your TV booth over there? Because I saw that's where she came from. And I was like, that thing's really cool, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:19:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I love it. I want a teepee booth. I want it was. This is, by the way, what was it? Was it made out of, like, animal skins with canvas?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:00 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, this was a this. This was a vegan teepee. So this was a canvas teepee. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Oh my God, I'm vegan TV. Well, and she said, hey, you make me one of these. I'll give you one of my vegan teepees.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, you know, I lived in that teepee for a year. I lived in it into the winter, and you realized pretty quickly that you have to be pretty hardened to live in a teepee in the winter and in Northern California. So I I moved back in with my parents.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:23 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:29](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Not.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Pretty quickly, I'm assuming that TP had no indoor plumbing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Oh, no. Oh, no. Yeah, that was the. That was the apple tree that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Was next to it right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All right, so you get the teepee for the bike. You start a business, you call it rad power bikes. After you say, after your name, Mike, Rad and Baugh, you said, hey, I'll, I'll do this for people. And was that basically it?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:20:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, it really grew organically and slowly. And so like the, the teepee trade happened, right. And then the next thing was another guy that was local, he was really creative and really active guy, but he was also, you know, he had late stage Lyme disease. And so his mobility was a little bit impeded. And he also lived up a really steep hill. And so this was my second.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:21:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Customer was somebody that had like actual physical mobility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:21:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Needs so that was a really great exploration and a great experience for me. And and I think for the customer too, which was like we like kind of went to, you know, town together figuring out the right configuration of like a comfortable seat, a more laid back geometry for the bike and more power to get up the hills. And so that build that project was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:21:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Really influential to the future of kind of rad power bike specifications like other bikes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:21:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So at this point, when you really turned into a business, was it just you running the business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:21:48](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:21:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. Yeah. So I was just hanging out and you know, late into the night each night. And my basically parents would shed where I had kind of like a soldering table set up and a little stand for the bikes. And so I was just kind of cranking away on bikes there. One at a time. And I ended up posting an ad in the local newspaper that I think they ended up cutting me quite a deal on it because they just, they knew that I didn't have a dime to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The name and just started getting flooded with increases and was mostly word of mouth, though like the newspaper, ad wasn't really doing much. It was a lot more just like the last person I built the bike or told their friends. And then.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[They would contact me.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All right, so you making these bikes like, just if people would want one, they would, they would bring their bike in and you would just convert it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. And other times they didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know where to start. And so oftentimes I was guiding the customer.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I mean, they'd say I love this idea of an electric bike, but I have this application for it. Like, can you build anyone that will do these things like they were like, I need to carry stuff like if they were on a farm, they worked on a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Farm they needed to carry stuff for.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. Where they wanted to pull a trailer with their dog in it behind them like, this is really what fueled me this, you know, building E bikes one at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[A time for people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And by the way, did you?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Did you make some money?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:22:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So I you know I I had to pay my own way through undergrad. And you know, it was. It was totally, you know, sufficient for me to pay rent.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:23:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And like kind of go on my own, I didn't even move into dorms. I moved right into a house when I first started in college.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:23:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So you decide to when it's time for you go to college, you decide to stay close. You went to Humboldt State University, and then you go and study industrial design. It wasn't that far away, right? A couple, but how many miles from where?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:23:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You grew up? Yeah. It's an hour and a half north of where I grew up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:23:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So when you got to college, did you keep your business going? Did you keep converting bikes for people?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:23:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I was working nights and weekends doing conversions. You know the business it was, it was still very small. It was just me building bikes one at a time, right. But it was. It was a good income. It wasn't 6 figures, but I was, you know, one of the reasons I went to Humboldt State was because I got a partial track scholarship as well. And so that was important. So I was running 800 meter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:23:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:23:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[At at Humble State as well, at the same time. So it was kind of it was a mixture of scholarship, mixture of the income from early days, rad power bikes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So when you went to study industrial design, you're thinking electric cars were. Were you thinking, hey, maybe I'll go like work for Tesla one day cause by 2012?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And of course didn't have the model, so the Model 3 and you know that stuff, but they they already have a viable I think they already had the first, like the Roadster out. Were you thinking maybe that's a place at work one?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Day. Yeah, I was. I was just really eager to be a part of the electric vehicle revolution. I just felt like this was there was really no other outcome. Like, I thought electric vehicles.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Going to become king? I just felt like from a society environment like all these reasons why we're going to need electric vehicles, why we needed them desperately then, and why we need them just as desperately now.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That's where I wanted to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:41 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Take my career. Did you think of yourself in college as, like, a future entrepreneur? Or did you think I'll just learn this and maybe figure out to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:48 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Get a job somewhere.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I I was always very entrepreneurial. And so I I I had started another company in electric vehicle space in my junior year of undergrad actually. And so I was, I was running this other company and this company is called golf board.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:24:58 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:25:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And it sounds pretty literal, but it's literally an electric skateboard that you use on golf courses.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:25:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[What was it? It was like a golf cart scooter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:25:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So I I had started building off road electric skateboards with some friends in town who were also electric vehicle nuts like myself and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:25:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I I see a picture of it. You standing on a golf course? It it, it's like a skateboard, basically, where you could put your golf clubs in the front and there you go. You don't need a whole.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:25:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Golf cart. Yeah. And one of those guys had taken this prototype with them that we had built. They brought it on a vacation with them in Hawaii.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:25:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And they were riding it, like going to the beach or something, right. And he ended up crashing on this prototype. And it was just because they hit a pothole and he ended up crashing in this gravel lot. And he was all cut up and bleeding. And he, like, gets up, and he looks up and famous surfer Laird Hamilton. It's like running over to, like, help him out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:25:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So is this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:25:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[This really odd grouping of things that happened in a row, but Laird had been playing golf on electric skateboards in Hawaii with a good friend of his who was a really famous entrepreneurs guy named Don Wild.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:26:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And who's the founder of Bally's Total Fitness? And so these two guys that lived in Hawaii together had been riding electric powered skateboards on golf courses there. But our, our electric skateboard prototype was better for that. It was 4 wheel drive, right? So like, it was great for use on turf.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:26:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:26:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And we started a business together like me, a couple of buddies from my hometown, and Laird and Don Wildman.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:26:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow, I mean, this is just such an incredible story. You just, like, meet them and then you guys actually went on to build a a pretty solid little company, right? Like, like, it did pretty well, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:26:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, they they, you know, Don Wildman funded us right out of the gate. We found a manufacturer in New Jersey to start kind of commercializing the product. And this was the my first kind of real taste of building a real business with the team and and 1st entrepreneurial experience.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So what was?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Your position, were you the CEO of the company or the chief designer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Or or both.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[For what?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So I was the one of the founders and and I ran product development. So I was really from day one I was helping with a lot of stuff, but then I kind of as the business grew, we started bringing on a management team and so we hired a President, we hired a CEO, you know, so I was starting to get surrounded by people that have been there, done that in ways that I hadn't, but I was able to go really deep on the product development and the commercialization.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Part of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Project, so I'm assuming you know you've got some equity in it, but probably a little.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Bit, yeah, I was a, you know, major shareholder out of the gate and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We were fortunate that we didn't raise a lot of money for that company from day one, so I I did learn the value of being careful with equity from there and like make making sure we could maintain the vision of the company and kind of protect the mission. But as we brought in more and more senior people into the company, it did start to become more and more like you know, I was a minority voice within the organization.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:27:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And so that was part of the reason why I ended up leaving Gulfport is I had less say in the direction of the company and you know, my love for golf board is still alive to this day. I think it's amazing product and and frankly a great team, but I was controlling less and less at the destiny of the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The company, even the direction of product development, started to kind of shift more towards management.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Meantime, you still have power bikes, and it sounds like you kind of in your mind you're thinking, you know, this golf port thing. It's great. I love it, but I I don't feel like it's really my company. Like my company is rad power bikes, but I can't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Keep converting people's bikes into E bikes. It's just doesn't make sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. You know, I think this really was when the light bulb moment happened for me, you know, I was. I had always been riding E bikes for this whole time, and I was riding E bikes and building E bikes. And it really was my true and deepest passion. I was visiting my aunt and uncle for, I think, Thanksgiving or something and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Where do they?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Live in Phoenix, AZ.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And Phoenix, OK, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:28:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And so sleeping on their living room floor, I wake up in the morning and for some reason I just had this. Like I said, light bulb moment.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:29:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I had seen a fat tire bike. It's just a it's a bike that you pedal. It's got really big tires on it and those started to become popular in like 2012, 2013.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:29:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I remember seeing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:29:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Those they're a dog to pedal, right? They're these big, huge tires and they're super comfortable and they're really cool looking, but they're really hard to pedal. And so that's that's my thought. Like that would be a great platform to combine everything.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:29:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know that I've learned about E bikes to make a a flagship product that's commercialized. I think I spent the whole morning asking my uncle and aunt questions like I sketched it on a pad. I was asking them, what do you think of this? Would you ride it? What color would you want it to be if you had one? I think my aunt said Candy Apple red and, you know. Sorry, aunt Jackie. We have never built a candy apple. Red bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:29:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Maybe one day we'll we'll build you a special one. But no, that was the moment, right then is was kind of, you know, I learned that lesson pretty early on is like, getting out of your normal zone, traveling, visiting factories, visiting customers. That's that's when we've had a lot of our best idea.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[This.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Why did that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Fat tire bike. Why did you look at that bike and think ohh this is perfect for an E bike? What was it about that bike that made it perfect in your mind?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All the early customers that have been coming to me, they all wanted bigger and bigger tires and so they would all say they'd almost like start off. They'd say I want really big comfortable tires because the roads are rough, so it was a theme I kept hearing time and time again.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And then there was something else about the big tires that I really liked, which was that E bikes. Normally you don't even know they're bikes because they're silent. It just looks like someone riding a bike, just going a little bit faster. But the fat tires were just so eye-catching. And so I thought maybe this would help propel the popularity of electric bikes. Is something that really gets you out there kind of like?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[A silent version of a Harley-Davidson.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It's bodacious, right? Everyone looks at you and it's like it's they're, they're fun. And so when you combine this fat tire, the comfort, the durability.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:30:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[With an electric motor, you kind of have the best of both worlds, and that was kind of this special kind of launch point for the brand.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:31:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:31:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And did you think maybe I could just buy a bunch of these fat tire bikes and just convert them into E bikes? Was that was that your initial thought?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:31:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I I remember immediately just getting online and trying to search out where I could kind of have these things made and a vast majority of bikes were manufactured across Asia. And so that's where I started looking. I started reaching out to vendors, reaching out to factories, and I was using my rad power bikes e-mail address to reach out to them, which no one had ever heard of. So I'm surprised.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:31:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Many of them even got back to me, but sure enough, a few of them did.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:31:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[What were you asking? You were asking them. You were inquiring to see if they would build a bike to your specifications.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:31:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I you know, I started out by gauging what it would cost to build a normal electric bike if you were to actually find a factory, build them on an assembly line. That's something I just never gotten a taste of because I've been building all of our bikes, you know, like I said, one at a time. And so this was a new exploration for me. So that's how it started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All right, so this is what, like 2014 and did you think you know?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[This is what I should do. I should convert this business where I'm just retrofitting bikes into a an E bike company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So it's started by looking for sources and then the next thing I did though is I called tie.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:20 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Up.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Ty Collins, this is your childhood friend that you know from kindergarten from preschool.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Ty Collins came on as my Co founder in 2015. He's just this brilliant guy, and I mean to give you a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Sense we have.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Really aligned values and we have really aligned values because we both went to the same Montessori preschool as we grew up in the same hometown and and he's a polar opposite to me when it comes to work skills, he's a marketer, digital marketer by training and by background by.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:32:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And I was really a product guy, right? A product CEO. And so we had grown up together, went to preschool together. I lived with him in college, in college. He was helping with some branding, some of our website stuff. And so he, he was there with me all along supporting me. And he believed in ebikes along. And I think we had even talked about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:33:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[During the our college days together, like God, it'd be cool to really go big with this thing. One day when it was the right time and after college he went to San Francisco and underwent kind of this like six or seven years of.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:33:15](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:33:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Blossoming into becoming a great performance marketer and when I first had this light bulb moment, I figured he's the guy to call. He can run the you know, marketing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:33:25](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:33:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Sales side of the business.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:33:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Alright, so you call up Ty and you say Ty, I think we should do this. And what does? What does he say?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:33:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know, Ty and I have really aligned values, but we're also polar opposites, so Ty is generally very careful and I'm really action oriented and sometimes I go too fast.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:33:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And so when I called Ty, I thought he was going to say yes, but I thought he was going to be a careful yes. Like I'm into it. Let's do this. But let's ease into it. Right. And it was actually the complete opposite. He he was like, I'm in. Tell me when you want to start. Let's get this thing going. And it was because he had seen what the corporate world was like. He wasn't tapped out, but he had seen.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:34:03](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:34:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[How fun this would be to be entrepreneurial and like take these skills to his own.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:34:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:34:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Business that was a huge accelerant. Like I was committed. I was like, I'm doing this. But then when he was that excited and eager to get going, I was like, this is a really thoughtful, cautious guy normally. And if he's that excited, we better get.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:34:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:34:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[This is on 2014 E bikes really big in Asia. Like in China, they were all over the place and people have been riding them for years there, but not really in the US they had not really been a big thing yet. Still really kind of niche at that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:34:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, most of the E bikes that were out there in the market were built for European standards actually, right in around 2014. And so they were 250 watts of power. They didn't have throttles. They're really skinny tires. So we saw this path to build a bike that was a lot more. It was just built for these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know the Western world, where have rough roads and high traffic speeds and people want power and you know, that's kind of what we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Want to go build?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hey.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So you had this idea. How do you? I mean, the first step is you got to raise some cash to build a prototype or to get a factory to agree to make them. Cause I'm assuming if you want to put in an order with a factory, not just going to make you one or two or five or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[10 bikes. You got to be put in a big order, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, yeah, I had emails going back and forth with probably a dozen different factories and right, we had a good sense then of what the minimum units were going to be for an order and the pricing and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[There was frankly no other way for us to get it off the ground except for crowdfunding.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And how much money did you need to to raise in order to put in an order?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We had a minimum of about $40,000. That was kind of our target because if we had done that, we could have filled about 1/2 a container of E bikes and done a less than container load shipment. We didn't know what the campaign was going to do and we wanted at least to be able to just just fund some initial units and get a production run. Going to get a sense.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:35:54 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[If there really was a market there.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Meantime, you are designing the bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Absolutely new going out of the gate, we wanted it to be more powerful than you know. It's in the name, right? Rad power bikes. So we wanted to be 750 watts. 750 watts is the federal legal limit for E bikes to be treated like a regular bike. So you can still ride them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:13](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Without having to get a license for it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:29 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Right, yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Exactly. You don't need a license. You don't need registration. You don't need a driver. Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So that was our target. Our target was to build, you know, this 750 Watt E bike with big tires on it and get it out there in the world. But the other thing we found was really important was to make it really simple too, because we couldn't afford to have 10 different versions. And so we just had one-size-fits-all and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:40 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:36:51 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Made a white one and a black one and the bike was a little bit absurd in the sense of these huge tires on it. It also had a throttle on it which.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:00 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Really super unusual. Back then most E bikes are only assistive, so as you're pedaling it helps you out a little bit. But our bike had a full on twist throttle on it like you would have on a scooter or.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Motorcycle.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And was that?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[E bike like I think people don't fully understand. Like you pedal this like you get on it and you just like fly. You really take off. It's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It's like being a superhero. It's like being it's like being Superman on a regular bike. All of a sudden you've got, like, superhero power.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Course.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. And what we've always seen, we've always called it at least from the early days is the ebike grin and that's what you see on someone's face when they come back from their first Test ride because it is unbelievably freeing feeling and it's it's, it's frankly a little bit shocking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:42 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All right, so you've got this prototype down. Your goal is to raise $40,000. It's you and Ty, and then you bring in another friend, Mara Mar White Espin, who's maramar, by the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So Mari Mar and I were in a relationship.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:37:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[At the time, and she was helping run operations for the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:38:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So 3 of you decide to launch this Indiegogo campaign to raise $40,000. First of all, how did you get the word out? I mean, I mean, you guys are not forgive you. You were you didn't know you have any connections. You didn't have a platform. He was just just you guys and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:38:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Living in Northern California, how did you get people to even become aware of this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:38:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I gotta give credit to Ty on this one because he's he's an amazing brand marketer. And so that was a big piece from day one is like we launched that campaign fast like we were like we're doing this, we're going to go live and I think we got the Indiegogo campaign up within 90 days or 100 days or something like, but it was also, this has always been a word of mouth.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:38:38 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:38:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Business. And so that was always kind of wind beneath the wings for the brand, even from right when we launched the campaign, it was like we were seeing.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:38:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Comments on the Indiegogo campaign. Friends telling friends to come look at the campaign like you gotta get one of these so we can ride together. And so that's been a big piece of the growth from.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:38:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That Indigo campaign forward.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:38:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hmm. So you launched an Indiegogo? This campaign goes viral. Yeah, cause cause the video. What the video promises you a bike? For what? What did you have to put in to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:09 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So we were, we were essentially giving the bikes away, I think is a good way to look at it is we needed to get the fund that first production run, we were selling them for 1200 or 1300 bucks each. I think like that and yeah, we had this conservative goal of 40,000 which would have gotten us going and we also ran the campaign for 30 days rather than the normal 45 or 60 days.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Our campaign, because we wanted to just quickly get a taste if this was like what customers were really looking for, we had no idea what kind of legs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Would have and within 30 days, right? We had done, I think over 300 people had signed up. So we did $320,000 in, in, in in pre-orders.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:47 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And what was the the promised turn around like six months?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, we I think it was about six months to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:39:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Fulfillment. So you raised $320,000 through Indiegogo. First of all, I mean. But so some people listen to this, I think. Woohoo. That's amazing. Incredible. You're probably jumping up and down, but it's also a huge burden. Like, you've got to fulfill.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:40:10 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All those orders and all those people and all those emails, if you've ever done an Indiegogo or put money into one and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:40:17 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You have, you know that you're going to be like, where's my thing?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:40:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Where's my bike? Where's my product?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:40:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Oh man, yeah. You know, I I remember sweating constantly for, you know, every day running up to the campaign. And I thought that that was hard just getting the campaign launched. And but boy, oh boy, like, that's when the hard part really started.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:40:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[When?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:40:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We come back in just a moment. How Mike took his first factory fresh ebike for a test drive and why it went very, very wrong. Stay with us. I'm Guy Raz and you're listening to how I built this from CNN.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:40:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:41:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hey, everyone, just our quick thanks to our sponsors who help make this podcast possible. First to three M, who's using science and innovation to help the world respond to COVID-19 3 M is on track to produce 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:41:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Million respirators globally by the end of 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:41:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[20 in addition, 3 M is also maximized. Production of other solutions including biopharma filtration, hand sanitizers and disinfectants.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:41:35 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Learn more at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

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[00:41:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

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[00:42:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

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[00:42:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

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[00:42:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

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[00:42:35 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Somebody's reading a bunch of headlines just isn't enough. You need to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:42:39 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Let the news sink in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:42:41 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And consider this, NPR's new Daily News podcast. We can help you do that each day in about 10 minutes. You can find out not just what happened, but why and what it.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:42:52 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Means.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:42:53 Speaker 4](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Consider this new episodes every weekday afternoon from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:43:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Really quick before we get back to the show. You know, one of the hallmarks of economic crises like this one is that people actually start businesses, slack, betterment, even. Airbnb. All companies we featured on this show were all founded during the last economic crisis. And a lot of people are talking about using this period now as a chance to reimagine what they do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:43:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And if that's you, well, I've written a book that you might find helpful. It's called what else how I built this. And I wrote it for anyone who's starting a business thinking about starting one or just looking for inspiration and ideas from the incredible stories in the book.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:43:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The how I built this book is designed to be that voice in your head cheering you on when you're feeling like you just want to give up. The book is based on interviews with hundreds of leading entrepreneurs, and it traces how to start a business or pursue a big idea and how to avoid the big mistakes along that journey. You can get your copy of how I built this wherever books.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:43:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Are sold, including Amazon, Barnes and Noble, Target and your local indie bookstore, and also by visiting Guy raz.com or how I builtthis.com.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:44:15 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hey, welcome back to how I built this from NPR. I'm Guy Raz. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:44:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It's 2015 and Mike Redenbaugh and his partner Ty Collins have 300 E bike orders to fill from their crowdfunding campaign, and at this point they've moved Rad power bikes to Seattle, and they're working with a factory about 6000 miles away.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:44:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[In China.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:44:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So I had placed the order before even visiting the factory and so I quickly got on a plane and you know, got my \*\*\*\* over there to try to oversee production and be a part of the production process to, you know, learn digest, get a feel for this new partner. We were, you know, building this relationship with.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:44:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And at this point, China had already had a lot of experience with E bikes. So what? What what? What were the challenges that you guys had in, in getting these mate?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:45:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So we actually ran into a problem once the bikes arrived to Seattle. As we unboxed some of the first bikes out of the containers and put them together, started in quality checks. I went out for a test ride on one of the first bikes and it's like something's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:45:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wrong. Something's off here. What's going on here? And I realized very quickly that the factory had installed the brakes backwards. And so the front brake was on the right and the rear brake was on the left. That's the standard in other countries, but not in north.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:45:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:45:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[In America, and so we had specified everything in the Bill of Materials and the all the spec sheets and quality documentation, but that was the one thing we didn't spec because we just assumed everyone does it the same way. So we spent a I think a week straight with three of us in the company at that point, like unboxing every bike, switching the brakes around. It was it was a doozy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:45:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Just to get those bikes shipped.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:45:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow. And the bikes that you delivered to customers that I think they maxed out of what, 25 miles an?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:46:02 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hour. Is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:46:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, the all our brakes go 20.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:46:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Miles an hour? Yeah, and pretty much from the beginning. I guess your decision was. Let's make this a direct to consumer brand. Let's let's just have a website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:46:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And figure out how to get people to buy directly from us instead of sell the bike shops and use distributors. Why did you decide to from the beginning to go that route?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:46:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We needed to get the brand out there. There was no bike distribution network that would have taken, you know, these two young guys with this kind of absurd looking bike in some ways. Traditionally, bikes have always been sold through dealers.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:46:36 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Ships and the dealership needs to make margin right to pay for rent and pay for their employees and and operating expenses. You have a distributor in a country, right? They have a markup and so direct to consumer is the way where we could really get the brand started and kicked off.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:46:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Were you able to fulfill all those orders on time? The from from the Indiegogo campaign?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:46:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, it wasn't absent of a lot of long nights and, you know, blood, sweat and tears. But we did, we got I think we got them all fulfilled on time, you know, plus or minus a few.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:47:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That I think, and it did quickly become, you know, frankly totally out of hand like just being able to have timely responses to customers. And so we ended up posting our first job, you know and our first job was a customer service. You know agent position.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:47:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So here's my question. If that $320,000 that you got through Indiegogo went to pay for all these E bikes, basically you were subsidizing the bikes because people were getting them for AD costs or even less than what it cost you to produce them. So you were, you have a whole lot of cash left over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:47:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[After those bikes were sent out, how did you? I don't know. Where did you go from there?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:47:46 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Well, we had a Shopify already up and running by the time we launched Indiegogo. That was just a great tool for us because it was really easy to get it launched and it really limited this huge barrier to entries. Like, you know, we wanted to run the campaign on Indie Go Go.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:47:49 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Right.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:47:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So we get a lot of eyes on it, but then you're right. We needed to have revenue at a more sustainable margin right away. So right after the 30 day campaign ended on Indiegogo, we switched on our websites, you know, ability to accept orders. We didn't know it was going to happen, we didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:48:04](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:48:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Know if raising the price from the crowdfunding price and going up to 1499, which is the price the RAD Rover still sells for today, was going to work like we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:48:24 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Didn't.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:48:25 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Know if we were going to see customers still excited to adopt one of our bikes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:48:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And how did you guys get the word out? I mean, was it tie sort of skills as a digital marketer that's?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:48:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Just a huge component of the traction that our brand has gotten from day one is that because we're a direct to consumer and because they had this background in performance and brand got a digital marketing, we were able to just immediately get eyes on the site and that was still complemented right with this word of mouth thing that was going on it's like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:48:57 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It's like a ski Doo. You know, you don't want to buy 1 ski Doo. You want to buy 2.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You can go with your friend. You see the same thing with E bikes, which is it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:02](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[A lot more fun to go ride with a pal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So you basically you hang your shingle out on Shopify and then?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[A slow trickle of orders start.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:12 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Come in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The first day I think we had one order come through the site and that was really exciting because one we learned that the website was working.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And and two, we realized if people maybe someone out there is willing to like that 1499 price works for us and it was a sustainable margin for us. And so we knew if we could sell bikes at that price, we could build a robust business. But if there wasn't any traction then we didn't know what we're.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Going to do.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Because you could be out of cash pretty soon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:49:43 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, really quickly. And then Day 2 came around and I think we sold three bikes, right? And like, wow, OK day three comes along and I think we sold 15 and each day they went by, I remember having, I think my heart rate has never been faster than those that week following our crowdfunding campaign, transitioning to website.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:50:03 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All right, so meantime, this is like 2015, 2016 E bikes still are not not quite taken off in the US Some, you know, you got some early adopters and stuff, but you were thinking of this because I think most people still think of bikes as a form of exercise. In some cities, it's a form of transportation. I'm a bike commuter, been a bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:50:23 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Meter for I don't know, 20 years you were promoting this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:50:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[As a as a utility, right as a transportation tool, not as a leisure.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:50:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Thing I think one of the first things we ever copy wrote was this term. It's built for everything and priced for everyone and this was kind of an early tenant within the business, which is that you know, it's almost like a Swiss army knife or Leatherman of E bikes. And at a price that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:50:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Allows for mass adoption.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:50:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[In your mind, who was who was your target customer?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:50:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It was people just looking for mobility. We really were targeting people getting around their ranch or running and getting the mail or taking their dog for a walk or, you know, running to the store just to pick up groceries or the pharmacy. You know, it was just a lot more about just mobility and under 20 mile under 30 mile kind of trip.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:51:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Oops.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:51:11 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know, I mean, one of the things about about this was this would allow people who were maybe not in great shape to ride a bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:51:19 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, this has been just the most compelling part of our story so far. And I think what really drives a lot of our team members, especially the customer facing ones that see these stories all day long, every day from people that are adopting rad power bikes and becoming part of the E bike movement is like, it's not just transportation, it's health and Wellness.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:51:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[As well, you know, I think you'll hear maybe people that ride bikes being called, you know, quote UN quote cheaters because they're not peddling on their own. But actually nothing could be further from the truth because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:51:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You're actually out there, and you're going further and you can pedal as much as you want to, and our customers find that it just reduces the barrier to entry into cycling and end up getting way more exercise. I think I've seen studies talking about how you you actually get more exercise riding an E bike and you do get a regular because you ride it more often.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:51:54](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:52:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I mean people who call E bike riders. Cheaters need to understand they are not. They're not producing any carbon emissions. They say carbon free way of transportation. Like it's nuts. You know, there came a point around 2016 seventeen where BC money started pouring into like.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:52:28 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Bike stations and and then it was an electric scooters and now it's you've got electric Vespa style bikes going into cities. And did you guys start to think, hey, maybe we should partner with cities and get our bikes in cities as like, a something people could rent?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:52:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Frankly, we've been just overwhelmed with demand as full paying customers that want to own their own bike. And so we never got pulled into the share economy conversation and we just were hearing something very different from our customers. They wanted to own their bike, they wanted to customize it themselves, they wanted different features on their bikes than what was available on share bikes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And so yeah, we never went down that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Path so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:06 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All right, so you were basically just financing the business through through sales through just the cash flow that was coming through, right? That was what was fueling the business?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We had in the first year or so in in 2015, we did a you know, a million and a half in sales. So we did 300,000 on crowdfunding and 1.5 for the year. We were bootstrap business right for so long we did have two local guys in Seattle, these amazing entrepreneur Slash Angel.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Ministers that joined us in 2015 and started function as kind of a quasi board of directors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:39 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[With me and and they kind of gave you some Angel cash and and advice as well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That's right. Yeah, they it was a small Angel investment. And the role that they played was so pivotal in those early days because they were kind of the first adults in the room.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:53:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And these guys were named Hugh Holman and Mike Gerten, and they had ran a really successful seafood company. They they pushed us to take chances, learn, adjust and do a lot of things that we weren't comfortable doing. And like one really fun example I remember fondly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Was.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[They in one of our early meetings.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:10 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[When they asked tie, they said Ty. How much are you spending on marketing each month, right. And Ty comes back to him and says, I think we're sending $1000 a month and one of these guys looks back at him and says $1000 a month. That's crazy. He's like, you need to double that. And I remember tie looking back at him, dumbfounded, like double the budget. No way are we going to spend that much money.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:30 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Marketing. And so we doubled it, and sure enough, the amount of eyes on the site doubled.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And where were you spending the money on? Like Instagram and Google and face?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, exactly. Kind of just different digital channels, but this is a people LED movement like I think the people are just ready and eager for a solution like this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:50 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[But I mean, that's not not not just about about red wagons, I mean.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I'm just curious.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:54:54 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Like, why do you think it all of a sudden took off? Why did people start to say hey?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:55:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Electric bikes what was going on?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:55:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And I think that there's so many factors impacting this E bike revolution that's happening now, right, and there's so, you know, bike share is a good example here. We actually saw bike shares being sort of an advertisement for our product because people were seeing, you know, thousands of bikes in the streets and maybe they were trying them. And if they tried them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:55:17](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Huh.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:55:23 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We were hearing from our customers saying, you know, I tried one of these share bikes that had really led to see what a real E bikes all about. You know that's I think that's what we're hearing like almost at verbatim.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:55:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[OK, so here's a question. A lot of people ask us about.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:55:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Founding companies, which is complicated. We've got cofounders. You started this business when you were 15, basically rad power bikes is you. But now you're sharing the company with Ty. So how did you divide up the work and and the responsibility?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:55:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Ties got a, you know, really amazing marketing brand and I was always way more on product on like product innovation and manufacturing. And so it was actually it was easy for us to break the work up because we have these complementary skill sets.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:56:08 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[But we're also.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:56:09 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Totally opposites. And you know, in many ways opposites complement each other. But we've also learned in all the management training we've done together that you know, it actually makes it really hard and right. It's a bit of push and pull because he's very thoughtful and sometimes I'm very action oriented and bridging into reckless in my speed at which I go at problems.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:56:29 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And so it just has sometimes made decision making hard. And so one of the big learnings I've kind of taken away from the last awesome five years with Ty.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:56:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Has been like acknowledge the tension and address it head on. Like don't let it build up pressure because it you. You might think it's not creeping out into the rest of your team's work, but it does. And so you know, as co-founder, I think you really do have commitment that you have to make to your employees that you like, make sure that's a healthy relationship because.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:56:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[With every relationship, there's just, and especially cofounder relationship. It's important that that's healthy because it does trickle down to the rest.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:57:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Of the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:57:05 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:57:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I think by 2018 you were doing $45,000,000 in revenue. Did you start to get a lot of investors contacting you and saying, hey, can what? What's the deal, can we invest it like was did that start to happen too?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:57:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know, I always felt it was really important for us to keep our heads down and just kind of keep building value and keep us on the track with really bold mission as a business. And I didn't want.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:57:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Anyone to kind of change that trajectory? And so we were careful for a long time as a business, but the frequency of people contacting us did increase a lot and and through that increased frequency, we started to see a lot of really special partnerships potential start to form. You know people that were investing in our mission, not just investing in a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:57:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Kind of a short term run at the bank and that's when our conversations first started with potential investors.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:57:56 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Hmm.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:58:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I think you took your first outside investment in March of 2019.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:58:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You got some funding from the guys who founded Seattle based Sue Lilly and and Blue Nile. You were doing fine without any outside investment, but did you need the outside investment to really bring red power bikes to?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:58:18 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The next level.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:58:20 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[There's two big things that pushed me over the edge on enthusiastically, like racing into this partnership with the founders of Zulily. They also built Blue Nile together, two of the world's best e-commerce entrepreneurs. One we got this taste early on in the business of having great advisors in the company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:58:39 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So that was one reason the second.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:58:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Reason every single summer we were out of stock and we for long periods of time, weeks on end. So we were cash constrained like we needed to be able to order more inventory near the tail end of each year to be prepared for the upcoming summer. And so it was those two things that just made this a total no brainer for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:59:00 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I'm just trying to figure this out.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:59:01 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

['Cause, it sounds like you knew this was going to work, and that's probably true, but you sound like and maybe I'm wrong. You sound like you just didn't have a whole lot of sleepless nights.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:59:12 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[There's been a ton of sleepless nights. I mean, anyone that knows me knows that I don't really have a life outside of the company. Even still today and in this business. It's like the speed at which we're growing. A huge piece of learning I've taken away is that usually you get comfortable with things being different almost every day. I used to say things are changing a lot every month or every quarter.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:59:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[But really, it's like just getting comfortable with change and that takes time. You're you're building out whole totally new departments or building new supply chain partnerships or bringing on new investors like all this stuff has a.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:59:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The smaller you are, the more likely all this stuff is to sink your ship and you're less equipped to deal with it. Just because you haven't developed that muscle, like how to process some of these.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:59:53 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Emotions or these changes?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[00:59:55 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Do you remember? Like any specific thing that happened that got you just stressed out?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:00:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[In mid 2018, right, we were growing up really fast and we had a lot of bikes on order compared to our balance sheet and all of a sudden.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:00:13 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Tariffs hit us really hard. Yeah. Ebikes were part of the Section 301 tariffs. So like I said, we had all these bikes on order and then all of a sudden all of them are going to cost us 25% more. That's the whole margin. That's like that's that's everything that we had to reinvest in the business and it was almost overnight that this happened.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:00:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It felt so.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:00:33 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Unfair. The intent of the tariffs were to encourage domestic business and domestic hiring, and it had the totally opposite effect on us. You know, we're growing headcount like crazy and all of a sudden our administration right tells us that actually we're going to go ahead and take this pool of investable capital that you could use to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:00:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[To fund more inventory and hire more people, we're just going to go and take all that right. And so it really did feel like a direct hit on.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:02 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Our mission and our missions to decrease emissions and make mobility 0 emissions right, like and so it it. It felt horrible. It was all consuming for months on end trying to figure out how to deal.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[With it, how was it resolved ultimately?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:17 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Well, we we had been diversifying manufacturing at that point.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:22 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So we already had bikes being built in Taiwan and starting to build bikes in other parts of Asia outside of mainland China. And so that that works continued and and it's accelerated since tariffs came into play.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:34 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Please.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[But frankly, we have it like a big part of the, you know, raising additional capital, navigating this with our banks around our lines of credit that could just been a huge additional pressure on the business and it's impacted our ability to scale.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:52 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And so, because you're making fewer products in China, you're not subject to those tariffs.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah. So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:01:59 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Our diversification efforts mean that less and less of our bikes have been subject to the tariffs, but at the same time, our production in mainland China has also been increasing. So on a percentage basis, it's.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:02:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Fewer, but on a total units, it's actually more the supply chains for electric bikes. They don't exist in America, they're not going to exist.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:02:20 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, but I mean, despite all of those challenges, 2019 was I think a a record year for you. I mean do, do you remember what your revenue was in 2019?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:02:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We were nearly 100 million in sales last year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:02:34 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow. Wow. So you're thinking? Ohh, this is just incredible, you know? And and then 2020 hits and all of a sudden, COVID locked down and the whole economy starts to collapse. When that started, were you nervous about what was going to happen to to your?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:02:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Company.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:02:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[For rad power bikes, COVID-19 the impact started to hit us, you know right in January. So basically all of our employees across our factories in Taiwan and China and Southeast Asia, they were impacted first. So we're really just focused in like what could we control and what could we what could work on there. So we just focused on caring for those teams.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:02:59 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:03:14 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And still trying to make sure they're safe, healthy and still able to produce spikes in the cases where that was a possibility. And so it was like, batten down the hatches on supply chain.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:03:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And and then what? I mean so, so you knew that something was going?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:03:27 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[On when it actually because you're in Seattle, Seattle was the epicenter of, we forget, it was the epicenter of COVID for a while. Were you worried that this was going to, you know, you guys are going to take a hit?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:03:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We we've always been a pretty \*\*\*\*\*\*\*\* office culture. Frankly, it's fun. We all bike into the office together. We have really huge bike parking lots outside versus a car parking.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:03:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Lot and and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:03:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[This is something we had a lot of pride in that we, like came together as a team each day. And so yeah, you're right. The first days I think there was a a nursing home where there was the first case.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:03:58 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[COVID-19 is this horrible event happened and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:04:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We started to see it spread wider and wider and we immediately had to transition right. We had to pivot our whole plan for the year. I mean, it was really like bam out of nowhere came straight to home like the Seattle's where we have hundreds of employees. This is our headquarters location. It was epicenter number one in the US.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:04:19 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Meantime, the opposite happened to your company that's been happening to many companies is that you saw sales spike all of a sudden. There were, like insane number of reps.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:04:31 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[For E bikes, which makes sense because people don't want to use public transportation right now, they're nervous by getting on crowded subways. Where did you start to see sales all of a sudden, spike?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:04:41 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Initially, when Seattle was the epicenter, right we we went into total cost control mode. Actually, we ended up cutting our forecast for the year in half and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:04:52 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[As each week went by, sales kept.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:04:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Picking up right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:04:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And it was really fortunate for the company because we didn't need to lay anybody off and it went the opposite. Since then, we've actually I think we have over 100.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:04 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Open roles, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Now and you know, and those are across supply chain sourcing, right, customer service focused roles. It's really we ramped our customer service team from like 40 people.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:16 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The 140 now or something like that.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:18 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That and and we've been ramping teams as fast as we can to keep up with customer inquiries.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Give me a sense of the percentage increase in demand this year.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:28 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So April of 2020, we've done 297% more bike sales than we did April 2019.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[300% year over.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:37 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[So.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Year and take it for context, we're a business that has grown 100 more than 100% per year for the last five.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:05:47 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Three years and we're planning for another year like that. Take a business like that, right? Triple it again. And so you can imagine just it's been a lot of work. It's hard work. It's fun work, but we're just in the business of delighting our customers. And that's been really hard since demand has frankly spiked.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[What's the wait list now for a bike?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The wait list.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Varies by model, but for some of our more popular model.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:10](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[There.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Right there. As long as four months and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:15 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And and this is not this is not a small business or a small supply chain that we're running anymore, right? We have bikes are being built across factories across four different countries and we're spending huge amount of time on supply chain innovation.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:31 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We think a switch was flipped on. You know, the the light has been shed on E bikes as a tool for the masses. And so now it's not so much about just keeping up with this demand that has spiked from COVID-19 people working from home, shopping from home looking for social distance ways to.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:37 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:06:48 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Around, but this is a switch that was is flipped on and it's not turning off for years to come. And so the work we're doing now is just all about planning for that future demand. It's not about planning for next summer's orders. It's about planning for the orders 10 years from now, frankly.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:07:04 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Will you open up brick and mortar shops?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:07:07 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know, we we found that our customers were really eager to try our bikes before they buy them. And some customers obviously are getting referred by their friends and they're buying online and shipping direct to door. But we found there's a whole other set of customers that we wanted to try before and see which bike fit them the best, which model was really for them.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:07:26 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And so that's why we opened our first retail store back in 2016 and had a lot of success with that. And so we, we actually did have a plan to launch more retail stores this year that's on pause and but next year, you'll start to see some more stuff come out where we're going to experiment with different formats and kind of the new world we're in.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:07:45 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know, I think red power bikes are now the top selling E bikes in the US is that is that right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:07:50 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, that's right. Yeah. You know, we estimate we have about 25% or more of the North American.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:07:56 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And the the other 75% is I think made-up of about 100 other companies and you know we think that what we're building can become the Ford, the Toyota, the Volkswagen, all combined into one.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:08:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Of this whole new mobility movement, and so we're we're not focused on building a couple $100 million business, but we have a lot bigger aspirations. Is that the E bikes are the next thing to be the solution for the future mobility.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:08:24 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Do you envision a future where?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:08:26 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Where most cities are are carless like Amsterdam, you know where you basically can't really drive anywhere and people are just using E bikes or bikes.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:08:35 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[There was a month where Seattle was completely shut down, right there was. There was very few cars on the road. It was a devastating time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:08:44 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[And it was also remarkable to see how livable streets could become without cars everywhere. And so there was a month there where I was going to the grocery store to get essential stuff and.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:08:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I mean, it was frankly, I was riding in the middle of the road. It was amazing. It was just this. It was the safest I've ever felt out there. And that's the future that I want to see. I want to see a future where everyone can feel that everyone can feel safe going from point A to point B and do it without carbon.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:09:01 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Well.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:09:11 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Emissions. Wow.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:09:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I mean, you started this when you were like, 15, and I should mention you are because you wouldn't know by just hearing this. You're you're 30, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:09:21 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I am.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:09:21 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, it's rare that we interview people at such a young age at such a young point in their lives because, you know, we want to tell the full story of a business in a company. But this is business been around since you were 15 for 15 years.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:09:36 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[It's going to sound pretty remarkable to a lot of people to discover that you now have a business that is going to what you're probably projected to do $250 million in sales this year, maybe more.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:09:45 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, well, I you know, I I I just say keep in mind, it's not just me leading this company. You know, I like I I run the company, but I have frankly an amazing set of executives who have bought into the culture and they see the same vision I do. And so I think that has been a big part of this mission that we got into it really early. Like I I was right there kind of the dawn of the E bike.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:10:06 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Revolution. And I think that's been a big part of it. But the bigger part has been around identifying areas that I need support. As a young entrepreneur.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:10:13 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You, I mean you can do like 10 more buses, you can start five more companies. I mean most startup entrepreneurs are like the average is like 39.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:10:22 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[40 Do you see yourself in this business for the rest of your professional life?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:10:27 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, this is the question that came up in all of our kind of fundraising conversations. You have people that are joining the business and they want to know what they're going to be in for here. And I'll tell you the same thing that I've told all all these folks, it's that this is the most.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:10:42 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[The fun that I think I could ever have, it's what I want to commit my other rest of my life to, and it's also really hard. But I learned early on that no matter what you're doing, like it's going to hurt in some ways and it's going to feel great in others and we.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[All.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:10:55 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Have to work tirelessly to achieve this vision because it's a big one. We're going up against big auto, big oil.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:11:03 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We have big opponents and we got a lot.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:11:05 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Of work cut out for us.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:11:07 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Mike, when you think of your, your journey and what you've built it, it sounds like an overnight success story. But of course now we know it's not it you.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:11:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Started when you're 15, but really.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:11:16 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[You know, from the time of the Indiegogo campaign to today, it really is remarkable how quickly this company scaled. Do you think that a lot of this has to do with just how hard you worked and how, how skilled you are? Or do you think some of this?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:11:30 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Is just because you got lucky.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:11:32 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Yeah, I mean we we definitely could not have done this without luck and timing, but I think hard working grit are.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:11:38 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[There's definitely been a foundation of this business, you know, it's been a pure passion of mine since I was a youngster and you know, really our fanatical owners are, you know, they're what's what's driving us now is like, we just have to keep up with demand. And we also have to innovate and build the future. And so that's going to take a lot of work and and the company that becomes synonymous for electric bikes and the future of mobility is going.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:01 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Going to be the one that takes an early mover advantage like RAD has. And I think we're well set up to do that. But gosh, I hope we have some more luck along the way.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:14 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[That's Mike Rodenbaugh, founder and CEO of Rad Power bikes. And by the way, even though the company limits the bike speeds to 20 mph, there are many, many YouTube videos that show you how to hack the system and get it up to speeds closer to 30 mph.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:32 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Not that I.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:33 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Would personally know anyone who actually did this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:38 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I'm assuming you have a car, right?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:40 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I have a 2009 Toyota Tacoma. It's currently sitting in one of our back parking lots in our buildings with a dead battery because I haven't driven it at.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:49 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[About 10 months.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:51 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Wow. So you're pretty much all ebike, all the.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:53 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Time.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:12:54 Speaker 2](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[I'm all all ebike and you know I have been since I was 15, I thought I got to school every day. It's how I got to college every day and it's how to get to work every day.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:13:08 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Thanks so much for listening to the show this week. You can subscribe wherever you get your podcasts. You can also write to us at hibt@npr.org and if you want to send a tweet, it's at how I built this, or at Guy Raz. You can also follow me on Instagram. That's at guy.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:13:25 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Dot Raz this episode was produced by JC Howard with music composed by Ramtin Erebuni. Thanks also to Candace Lim, Gareth Gayles, Julia Carney, Neva Grant and Jeff Rogers. I'm Guy Raz, and you've been listening to how I built this.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:13:44 Speaker 1](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[This is NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:13:49 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[A whole lot of people say they believe in so-called peaceful protests marching.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:13:53 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Mm-hmm. As long as it doesn't block traffic for too long.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:13:56 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[Holding up signs and chanting.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:13:58 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[As long as it's all polite.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:14:00 Speaker 3](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[But what about when things get a little more divisive?](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[01:14:04 Speaker 5](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)

[We're talking about going on strike. Listen to the Code Switch podcast from NPR.](https://1drv.ms/u/s!ACuE0Z-4JoB_gW4)